

Digital-Based Tourism Business Development Plan in Baros Tourism Village

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Abstract

Baros Tourism Village has a variety of tourism potentials managed by the community. Pesona Sampalan Indah is a swimming pool attraction managed by Badan Usaha Milik Desa (BUMDES) in the Baros Tourism Village, Bandung Regency. The purpose of this research is to formulate a tourism business plan for Pesona Sampalan Indah swimming pool attraction by implementing the concept of digital tourism through the Business Model Canvas (BMC) approach. New business development is analyzed by using SWOT analysis. SWOT analysis was conducted to determine the condition of internal factors and external factors. This research results in nine strategy formulations that can be implemented by the community and the surrounding environment by utilizing social media as a means of interaction with the operator and visitors themselves. This strategy was implemented to develop a

business model for BUMDES in the Baros Tourism Village to be more competitive in generating income and welfare for the people involved.

Keywords

Digital Tourism, Business Model Canvas, Tourism Village.

Introduction

Information and communication technology, or ICT, is a useful tool in a variety of industries, including travel and tourism. These days, organizations, businesses, government agencies, and educational institutions all need it as a basic necessity (Warmayana, 2018). All industries are impacted by the present surge in smartphone and internet usage, including tourism, which is becoming more and more dependent on digital technologies (Putra et al., 2020). Particularly in the travel and tourism industry, digital technology is thought to be four times more effective than traditional media.

The Tourism Village is a fast increasing type of tourism development concept. A tourist town is a rural tourism object that offers tourist attractions, lodging, and other supporting services (Triyanto et al., 2018). Tourism communities are an example of how to execute sustainable development, which is a worldwide priority. Community management and involvement, tourist education, partnerships, and boosting community income are all components of developing a tourism town.

Baros Tourism Village is one of 251 Tourism Villages in West Java, and is located in Arjasari District, Bandung Regency. In 2020, this village has a land area of 419.70 acres and a population of 10,057 people. This tourist community offers a variety of tourism opportunities, including natural tourism, manmade tourism, and culture. This tourist village is surrounded by wide areas of rice fields and stunning natural beauty. The tourist attractions in this tourism village include the BUMDES-administered Pesona Sampan Indah swimming pool, Citalutug, Rice Field, Rabbit Park, and Mega Tutupan Pine Forest, which is managed by the community in partnership with Perhutani. This community combines local wisdom, nature, and culture into a single village setting. Parking lots, conference halls, souvenir booths, photo locations, prayer rooms, and other tourist-supporting facilities are also available in Baros Tourism Village.

Since the community began creating community-based tourism in this region, the digitalization of tourism in this tourist hamlet has begun. In 2021, Baros Tourism Village was chosen as one of the top 300 Indonesian Tourism

Village Awards (ADWI) by the Ministry of Tourism and Creative Economy. Through development work by BUMDES, Baros Tourism Village was elevated to one of the top 75 ADWI tourist villages in 2023 (Jadesta, 2023). This is inextricably linked to digitization launched by the local community, particularly as a media promotion via Instagram, YouTube, and Facebook. The five indicators for judging Tourism Villages are: (1) Visitor Attractiveness; (2) Homestays and Toilets; (3) Digital and Creative; (4) Institutional; and (5) Souvenirs, according to the findings of interviews with the Head of the Bandung Regency Tourism Industry Section. In terms of Creative Digital and Tourist Attraction, Baros Tourism Village is unrivaled. The top 75 ranking of ADWI Tourism Village received by Baros Tourism Village increased the village's visibility and led to offers to promote in various locations.

Currently, Baros Tourism Village is classed as a Developing Tourism Village. According to observations on the ground, the tourism business has not been running continuously. Tourism is still considered a "side job" in the village, and the community's economic growth has not been maximized. The recognition as one of the 75 Best Tourism Villages in Indonesia presents a potential for the future development of Baros Tourism Village. Tourism business performance can be further optimized as a source of community income, thus a business growth strategy for the village is required so that it can continue to have an impact on the welfare of the community

The Pesona Sampalan Indah Swimming Pool is a business unit maintained by the local BUMDES and is one of the tourist attractions in Baros Tourism Village. The presence of BUMDES has a significant impact on the economic and social spheres, resulting in changes in relationships between residents and a rise in Village Original Income (PAD) (Arindhawati & Utami, 2020). Given the importance of BUMDES in community welfare, the scope of this research is limited to the development of a tourism enterprise administered by the local BUMDES.

Amid the current development of Industry 4.0, digitization of tourism is an aspect that cannot be separated from business planning. However, tourism research on Baros Tourism Village in Bandung Regency has only found research on the topic of tourism village development strategies in general in terms of its institutions, tourist attractions, and amenities (Destiana et al, 2022) and identifies the role of the community in improving the tourism sector in the Baros village (Thariq, 2023). A few researchers from overseas focused on digital marketing or e-marketing for rural destinations promotion and destination sustainability (Rodrigues et al., 2021, 2022, 2023), develop website as rural tourism facilities to protect the cultural heritage (Król, 2021), and specific factors of community empowerment essential in the digital

transformation of tourism management processes (Lapuz, 2023). There have been limited studies concerned on the use of digital tourism in business planning in tourist villages or rural tourism destinations. Therefore, this research intends to analyze the development of a digital-based tourism business in Baros Tourism Village using Business Model Canvas (BMC).

Using the BMC, it is required to identify marketing aspects such as items, prices, distribution channels, promotions, processes, physical evidence, and people. BUMDES, being one of the destination sector's tourism service providers, clearly necessitates a business plan. Because the BMC is a mechanism for assessing the state of a business and providing an outline of the next business plan. Business managers can visualize the evolution of their business conditions by mapping them on a single canvas. This approach has an edge over others in this regard. The BMC is made up of various components, which are as follows: (1) Customer Segment, (2) Value Proposition, (3) Channel, (4) Customer Relationship, (5) Revenue Stream, (6) Key Resources, (7) Key Activity, (8) Key Partnership, and (9) Cost Structure (Koswaraputra et al., 2019). This can be used in tourist communities to assess the state of the tourism industry's development. As a result, it is anticipated to give a framework for managers to develop a business plan.

The objectives of this research are as follows: 1) identifying the digital tourism implementation carried out by the Manager of Pesona Sampalan Indah , Baros Tourism Village; 2) identifying the business model carried out by BUMDES as the manager of Pesona Sampalan Indah using the BMC method; and 3) creating an improvement business model for Pesona Sampalan Indah by considering digital tourism. The findings of this study can also be used as a reference for stakeholders (Bandung Regency Government and BUMDES Baros Tourism Village) in developing marketing strategies and determining next actions toward establishing an independent tourism village.

Method

The study was carried out in the Baros Tourism Village in the Bandung Regency. In May 2023, the research work was completed. Baros Tourism Village was chosen on purpose because it is one of the tourist villages in Bandung Regency that is in the developing category and is currently on the rise as one of the Tourism Villages in West Java that is in the 75th category ADWI's best tourist village 2023 (Jadesta, 2023).

The method or strategy employed is a qualitative method with descriptive analysis to answer the company's challenges through case studies.

As a result of this investigation, a comprehensive and in-depth image will be obtained for a specific time period. This study employs two categories of data: primary data and secondary data. Primary data was gathered through direct field observations and interviews.

Primary data was collected directly through interview approaches with BUMDES from Baros Village. Furthermore, primary data was gathered by observations of conditions on the research object, namely Pesona Sampalan Indah Tourism. Observations were made by observing and recognizing village-owned enterprise profiles and village tourist descriptions, defining nine features in the Business Model Canvas, and integrating digital tourism in Pesona Sampalan Indah 's business operations. Secondary data was gathered from secondary sources such as journals, books, and internet media. The following data analysis technique was used:

1. Identification of the application of digital tourism in Pesona Sampalan Indah.
2. Business model analysis, which describes the state of the business model used by Pesona Sampalan Indah using the Business Model Canvas (BMC) approach, which has succeeded in simplifying a complex business model concept developed by Osterwalder and Pigneur. It can be employed as a viable business strategy (Dewobroto Sakti & Siagian, 2016). Business models can be used to develop business strategies as well (Priandita & Toha, 2013). BMC is represented as a canvas with 9 (nine) elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures.
3. The SWOT analysis of each element of the business model is used to determine the company's opportunities and threats, as well as its strengths and weaknesses, so that further steps can be taken to accommodate the conditions resulting from the SWOT analysis, which has been carried out in the form of company strategies. SWOT analysis can be performed using information derived from external analysis (opportunities and threats), internal analysis (strengths and weaknesses), and managerial values assessment. The information acquired is utilized to examine the company's overall status and formulate activities that can be made to foresee future possibilities.
4. Designing an improvement business model, which is an improvement and refinement of the old business model.

RESULTS AND DISCUSSION

Results

Tourism Business Pesona Sampalan Indah in Baros Tourism Village

Pesona Sampalan Indah Tourism is a swimming pool tourist attraction that is open, particularly on weekends. This attraction first launched in 2017 and is maintained by the Citra Lestari Village-Owned Enterprise. BUMDES manages two business units: Pesona Sampalan Indah and attempts to offer clean water facilities. The two enterprises are still run traditionally, with no digitization in terms of ordering, consumption, or payment.

Swimming in the two available pools with varying depths, 50 meters for children and 150 meters for adults, is one of the many activities available at Pesona Sampalan Indah. Apart from swimming, tourists can relax with relatives and family by renting a 'saung' for IDR 10,000 - 15,000 / item. There are also karaoke rentals available for Rp. 25,000. Visitors can also appreciate the cottages that face the garden and have bamboo installations that can be utilized as photo backdrops.





Figure 1 Activities that can be done at Pesona Sampalan Indah

Source: Observation Results, 2023

The tour can draw a few hundred visitors per week. The local BUMDES utilizes the title "SnowPark" to attract people, even though the "snow" is actually foam produced by a special effect foam machine that makes foam-like snow. Despite the snow park branding, visitors to this community continue to be dominated by people from within the village and outside the sub-district.

This Tourism Village currently does not have a tour package, but it is planned to create one in the form of a tour package from Mega Tutupan - Citalutug - Beautiful Sampalan appeal, which can be reached by a Bus Tour. According to findings provided by researchers, Tour Buses, also known as "odong-odong," are available and parked in various people's homes.

Application of Digital Tourism

Through various channels, digital tourism is an efficient method for marketing diverse places and Indonesia's tourism potential. This means that digital tourism not only introduces, but also extensively disseminates the beauty of tourism in order to increase the number of foreign tourists visiting Indonesia (Jayabaya et al., 2021). According to Yanti (2019) digital tourism or e-tourism is a merger of ICT (Information and Communication Technology) development and the tourism business. The term "digital tourism" refers to the use of information and communication technology to improve tourist sector efficiency, provide various tourism services to customers, and make tourism marketing more accessible through telematics.

The application of digital tourism at Pesona Sampalan Indah has not been fully realized in the digital journey stages elaborated from Pancarelli's

theory (2021), which include (1) searching for information, (2) bookings, (3) consumption, and (4) post-consumption:

Table 1. Digital Journey Stages

Phase	Tools	Availability	Information
1. Searching for Information	The Web	x	Not yet available
	Online Booking Platform	x	Not yet available
	Social Media	v	Instagram: @snowpark_pesonasampalanidnah @desawisata_baros Facebook: Desa Wisata Baros Snowpark Pesona Sampalan Indah Youtube: Desa Wisata Baros
2. Booking	Online Booking Platform	x	Not yet available
	Websites	x	Not yet available
	Travel Agencies	x	Not yet available
3. Consumption	Social Media	v	Youtube, Instagram, Facebook
	Digital Payment	x	Not yet available
4. Post-consumption	Social Media	v	Youtube, Instagram, Facebook

Source: Parcieli (2021) edited by the author

Managers already have official social media accounts where they share information about the Pesona Sampalan Indah at the information search stage. Only social media has been used as an information service by managers

out of the three current media. There is no online booking platform or website dedicated to providing information to guests. Managers use social media platforms such as YouTube, Instagram, and Facebook. However, their social media management is still connected with other attraction management villages in the Baros tourism village and is not controlled independently per tourist attraction (excluding Instagram).

The results of the Tourism Village Digitalization are the creative industries established by village youths through Karang Taruna, where there is documentation prepared expressly to exhibit the attractiveness of the Baros Tourism Village titled "Me and Citalutug." This film was created and distributed entirely by the local community, and it has received over 1.6 million views as of June 2023. The manager has provided customer care using the using Whats App contact, which is linked to Google Maps.

Digitalization has had little effect on the booking phase. All goods orders, both to tourist attractions and payment orders, continue to employ traditional means or arrive at tourist sites directly. Social media management is delegated to young people with content creation abilities.

Discussion

Identification of the Elements of the Business Model in the Pesona Sampalan Indah

The Business Model Canvas (BMC) established by Osterwalder & Pigneur (2013) is one approach that may be used to describe and manipulate business models easily and simply in order to produce strategic alternatives in the form of new, more competitive business models. The business model will assist in understanding, explaining, and forecasting which activities should be carried out in order to earn profits for the company or organization. A business model is an abstract description of how a firm makes money, what it can provide consumers, who it will offer its products to, and how it will do it.

The first stage of this research is to analyze the business model that has been run by Pesona Sampalan Indah, and then map it on the BMC which can be seen in Figure 1.

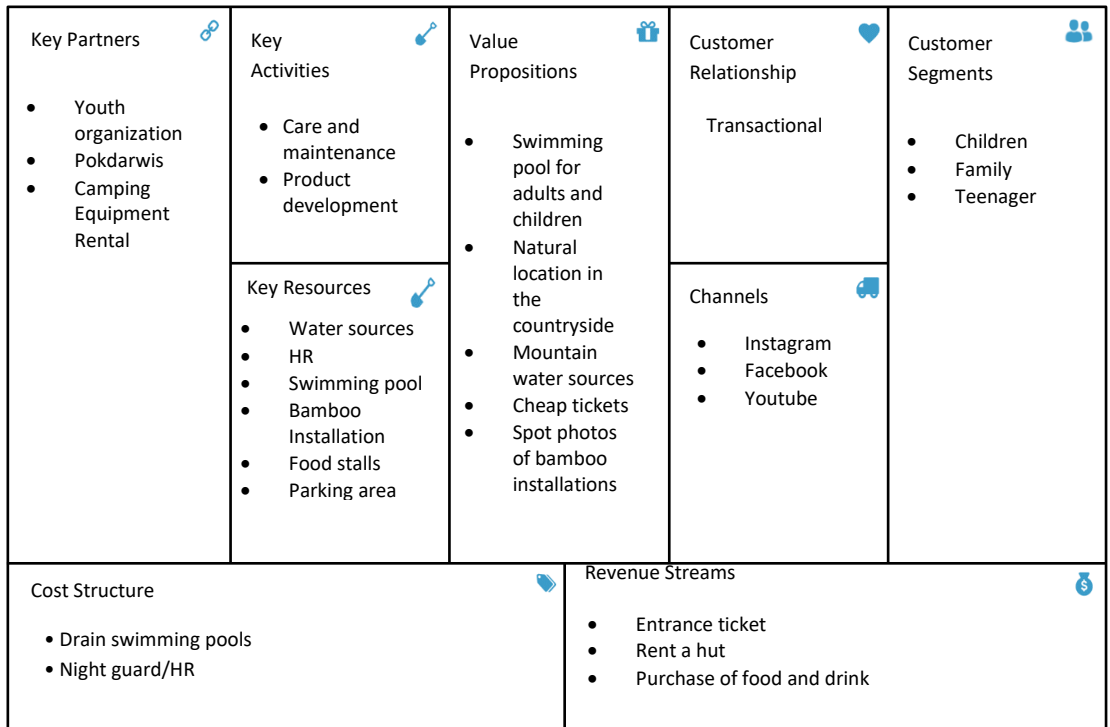


Figure 2. Existing BMC.

Source: Analysis Results, 2023

The identification of the business model demonstrates how Pesona Sampalan Indah is a water tourist area administered by a Business Entity that owns the Citra Lestari Village and the Baros tourist Village. Starting with the value/advantages supplied (value proposition) in the form of a swimming pool for adults and children; a natural environment in the countryside; mountain water sources; and low-cost tickets. The target market (client sector) consists of children, families, and youth. Transactional relationships with customers (customer relationships). The main operations include maintenance and care, as well as product development, and they require crucial partners such as youth organizations, Pokdarwis, and Camping Equipment Rental. These activities necessitate a cost structure in the form of swimming pools and paying employee salaries for the night, and they will produce income streams through entrance tickets, saung rental, and food and beverage purchases.

SWOT Analysis of Pesona Sampalan Indah Business Model Elements

Following the identification of the parts of the business model canvas by Pesona Sampalan Indah, the following step is to conduct a SWOT analysis on

each aspect of the business model canvas. SWOT analysis, according to Rangkuti (2013), is a method for systematically identifying multiple aspects in order to build corporate strategy. This analysis is concerned with determining how to maximize strengths and opportunities while minimizing weaknesses and threats.

The SWOT analysis provides four viewpoints for evaluating the parts of a business model, whereas the BMC provides the focus for an organized debate. The combination of the BMC and the SWOT analysis provides for a more concentrated review and evaluation of an organization's business model and its building blocks. Such an analysis serves as a solid foundation for additional discussion, decision making, and, eventually, business model innovation (Osterwalder & Pigneur, 2013). The SWOT analysis yielded internal factors in the form of greatest strengths in key resources, value propositions, and channels, and weaknesses in key activities, value propositions, and channels, as well as external factors in the form of opportunities in customer segments, key partners, and threats in revenue streams.

Table 2. SWOT of Pesona Sampalan Indah

Strength	Weakness
<ol style="list-style-type: none"> 1. Has a low price 2. There are photo spots 3. Young people who are passionate about developing tourism 4. Already have social media to market Pesona Sampalan Indah 5. The source of funds comes from the Village Fund 	<ol style="list-style-type: none"> 1. Each facility needs to pay again (for example karaoke and huts) 2. There are no ladder facilities to enter the swimming pool 3. The parking area is less extensive 4. Digitization is not yet comprehensive for every visitor's digital journey 5. Cooperation with schools around Pesona Sampalan Indah
Opportunities	Threats
<ol style="list-style-type: none"> 1. Managed by the local community 2. Income goes to the Village PAD 3. There are several schools around the swimming pool 4. There is vacant land that can be utilized 	<ol style="list-style-type: none"> 1. Competition with other swimming pools around the Arjasari District 2. Limited capital 3. Limited income is rotated for capital 4. Not open on weekdays 5. Management is used as a sideline

5. Cooperation with youth (Karang Taruna and Pokdarwis)	
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Source: Analysis Results, 2023

The SWOT matrix shows the results of the 4 strategy categories as recommendations which can be seen in the following table:

Tabel 1. Matriks SWOT Wisata Pesona Sampalan Indah

Internal factors	Strength (S) 1. Has a low price 2. There are photo spots 3. Young people who are passionate about developing tourism 4. Already have social media to market Pesona Sampalan Indah 5. The source of funds comes from the Village Fund	Weakness (W) 1. Each facility needs to pay again (for example karaoke and huts) 2. There are no ladder facilities to enter the swimming pool 3. The parking area is less extensive 4. Digitization is not yet comprehensive for every visitor's digital journey 5. Cooperation with schools around Pesona Sampalan Indah
External Factors		
Opportunities (O) 1. Managed by the local community 2. Income goes to the Village PAD 3. There are several schools around the swimming pool 4. There is vacant land that can be utilized 5. Cooperation with youth (Karang	Strategi SO 1. Conditioning the natural panorama of Baros Village as a superior photo spot at PESONA SAMPALAN INDAH (S2, S4 and O1, O4) 2. Create periodic content about PESONA SAMPALAN INDAH to	Strategi WO 1. Collaborate with surrounding schools to provide swimming pool facilities (W3, W2, and O3) 2. Swimming pool repair according to standards (W1 and O2) 3. Provision of parking lots in collaboration with

Taruna and Pokdarwis)	attract visitor interest (S4, S1 and O5)	the local community (W3 and O1, O4) 4. Strengthening digitalization at each stage of the digital journey (W4, W1, and O5) 5. Implementing digital payments by making Q-RIS (W4, W1, and O5)
Threats (T) 1. Competition with other swimming pools around the Arjasari District 2. Limited capital 3. Limited income is rotated for capital 4. Not open on weekdays 5. Management is used as a sideline	Strategi ST 1. Strengthening the water tourism brand by prioritizing local potential (S5 and T1)	Strategi WT 1. Adding new Key Activities as a source of revenue (W5, W1, and T3, T5)

Source: Analysis Results, 2023

The SO strategy encourages Pesona Sampalan Indah to capitalize on possibilities by leveraging its strengths. (1) Conditioning the natural scenery of Baros Village as a featured photo place at Pesona Sampalan Indah, and (2) Creating periodic articles about Pesona Sampalan Indah to pique visitor interest. The WO strategy directs this water tourism to capitalize on possibilities to overcome shortcomings. (1) Collaborating with surrounding schools to provide swimming pool facilities; (2) Swimming pool repair in accordance with standards; (3) Parking area provision in collaboration with the local community; and (4) Strengthening digitization at every stage of the digital journey; and (5) Q-RIS payment preparation. The ST approach offers an alternate strategy for overcoming threats, notably competition. (1) Strengthening the water tourist brand by focusing local potential is the ST approach for developing the Pesona Sampalan Indah tourism company. Furthermore, the WT strategy is utilized to eliminate vulnerabilities and avert

dangers in the tourism service process through innovation. The WT strategy that can be used is to add additional Key Activities as a revenue source.

Improvements to the Pesona Sampalan Indah Business Model Canvas (BMC)

The next step is to plan future enhancements to the Pesona Sampalan Indah business model. At this point, the author is directed by the results of the SWOT analysis, which took the company's vision into consideration, resulting in an enhanced business model, as shown in Figure 3.








<p>Key Partners </p> <ul style="list-style-type: none"> Youth organization Pokdarwis Camping Equipment Rental Swimming Trainer Schools around the Tirta Tourism area Surrounding community (parking lot provider) Bank (Making Q-RIS) Online/Travel Agencies 	<p>Key Activities </p> <ul style="list-style-type: none"> Care and maintenance Product development Swimming lessons Rent a pool 	<p>Value Propositions </p> <ul style="list-style-type: none"> Swimming pool for adults and children Natural location in the countryside Mountain water sources Cheap tickets Spot photos of bamboo installations Natural panoramas Pool rental and swimming lessons 	<p>Customer Relationship </p> <ul style="list-style-type: none"> Transactional Guiding 	<p>Customer Segments </p> <ul style="list-style-type: none"> Children Family Teenager Student
<p>Cost Structure </p> <ul style="list-style-type: none"> Drain swimming pools Repair of swimming pool according to standards Daily clerk Trainers 		<p>Revenue Streams </p> <ul style="list-style-type: none"> Entrance ticket Rent a hut Purchase of food and drink Collaboration with schools Swimming Course Parking Fees 		

Figure 3. New Business Model Canvas (BMC) Design

Source: Analysis Results, 2023

The improvements made to each element of the Business Model Canvas (BMC) are as follows:

1. Value Proposition (advantages offered)

Explaining product and service/service offerings that will deliver advantages/added value to the consumer group both practically (price and efficiency) and qualitatively (consumer experience). Advantages/added value might be in the form of new items, higher quality products/services, one-of-a-kind designs, status or brands, lower/competitive prices, ease of access, and other factors (Osterwalder & Pigneur, 2013). The value proposition is also an important component of a strategy since it helps a business achieve a revenue growth strategy if the value supplied is developed differently and delivers sustained value (Wardhana, 2018 ; Kaplan and Norton, 2004). Conditioning the natural panorama of Baros Village as a prominent photo site at Pesona Sampalan Indah is one of the new Value Propositions that can be presented to a larger variety of clients. The placement of Pesona Sampalan Indah in the hills provides guests with a panoramic view of the lush hamlet on the plains below. Apart from the man-made installations made by the managing community, another value proposition to increase the attractiveness of Pesona Sampalan Indah is to open tutoring and rent swimming pools for the surrounding community (students) to maintain revenue continuity.

2. Customer Segments (main target customers)

Customer segments are parties who consume the organization's services or products and those who contribute to the organization's revenue (Hanik & Mas'ud, 2010). Customers, according to Osterwalder & Pigneur (2013), are at the heart of all company models. Companies can classify their clients into distinct segments based on similarity of wants, behavior, and other qualities in order to fulfill them. A company must choose which segments to service and which to ignore. Only then can the organization build a business strategy based on a thorough grasp of the specific needs of its clients.

The business is strategically located near schools that require a swimming pool as a teaching and learning facility. UBA Middle-High School, SDN Cicumanggala, SDN Baros 2, and IHQ Center Quranic Education are among the schools near Pesona Sampalan Indah. The target market can then be expanded to attract pupils through collaboration with schools in the surrounding area of Pesona Sampalan Indah.

3. Channels (media used to reach customer segments)

The instruments or media used by the company/organization to communicate or reach its target consumers in order for the company/organization's advantage/added value to be accepted by the target consumers. Communication, distribution, and sales channels connect businesses and customers. Pesona Samapalan Indah currently communicates with clients using the social media platforms Instagram, Facebook, and Youtube. Tiktok and Whatsapp should be added to boost media reach. Furthermore, online travel platforms such as Atourin, LiveIn, Traveloka, Lakupon, and others can be used to book tickets. BUMDES can handle the channel independently.

The usage of social media in commercial entities gives benefits such as personal contact with customers, promotion/advertising, collecting consumer demands, conveying reactions to customers, and serving as a foundation for making company choices. Furthermore, social media can be used as an online discussion forum, to monitor customers online, to conduct customer surveys, to record dealer needs, to record supplier needs, and to present product galleries (Priambada, 2015).

4. Customer Relationships (How to maintain good relations with customers)

CRM (Customer Relationship Management) is defined by Buttle & Maklan (2019) as a basic company strategy that combines internal processes and activities with all external networks to generate and profitably realize value for target consumers. This part explains the many forms of corporate relationships that the company wishes to establish with client segments in order to acquire, retain, or enhance revenues. Repairs are carried out with extra personal support, with service personnel designated for long-term individual clients and made available to customers. Swimming classes at Pesona Sampalan Indah can benefit from the addition of guiding services.

5. Revenue Streams

Revenue Streams are revenues obtained by the company from each market segment, or in other words, revenue streams are income received by the company from its clients (Hermawan, 2013). This section describes how much money the company makes from each client segment. Income from the Pesona Sampakan Indah swimming pool business unit can include: (1) entrance tickets, (2) sung rental, (3) food and drink purchases, (4) collaboration with schools, (5) swimming classes, and (6) parking fees.

6. Key Activities (main operational activities carried out)

These are critical steps that a business must do in order to be successful. Key activities are the primary tasks that must be completed by an organization or firm in order to appropriately generate added value. There are key actions in every business model (Hermawan, 2013). Key tasks are required to establish and deliver value propositions, reach markets, maintain good customer connections, and earn money (Solihah et al., 2016). In this regard, significant activities such as opening swimming lessons and renting out pools to students can be included. Product diversity is believed to play a role in boosting a tourist destination's business competitiveness. This was also done in the practice of building tourist settlements in Purworejo (Nugroho et al., 2022).

7. Key resources (main resources owned)
Describe the most significant assets needed for a business model to be successful. Physical, financial, and human resources are the most important (Solihah et al., 2016). Key resources are the primary resources required by businesses in order for the business model to function (Hermawan, 2013). Water sources, land, pond buildings, gazebos, and bamboo installations are among the physical resources in Pesona Sampalan Indah. Officers that stand vigil day and night make up the human resources (Solihah et al., 2016).
8. Key Partnerships (main partners)
Key partnerships are the primary company partners, such as suppliers, that enable the business model to function (Hermawan, 2013). The goal of partnering is to optimize business models, which includes obtaining low costs owing to economies of scale, decreasing risk (reinsurance) and boosting resources, gaining superior and/or not held by the primary partners that must be owned (Solihah et al., 2016). The key partnership formed by Karang Taruna, Pokdarwis, Camping Equipment Rental; Swimming Trainers; Schools in the Tirta Tourism area; The surrounding community (parking lot providers); cooperation with the bank for the manufacture of Q-RIS; and cooperation with Online/Travel Agents for reservations or ticket sales, or access to SEO (search engine optimization) training, digitization, and so on. The pentahelix partnership is one of the success factors in the advancement of tourism villages (I. Putra, 2019). The above-mentioned projected partnership development must be preceded by a cooperation agreement outlining the terms and conditions among the partners or investors. They are not permitted to take over any ownership assets developed by Baros Tourism Village. This is similar to what tourist villages in Bali have done (Satria et al., 2023)

9. Cost Structure (cost structure)

Cost structure, describes all costs incurred to operate the business model ((Solihah et al., 2016). Cost structure is the cost components used so that the organization or company can run according to its business model. Creating and increasing added value, dealing with customers, and earning income are all included in the cost component (Hermawan;, 2013). In managing this water tourism business, a fee is required to drain the swimming pool; Swimming pool repair according to standards; Daily Officer Salary; and trainer salary.

Conclusion

The Business Model Canvas (BMC) is a valuable tool for understanding, describing, and manipulating business models. It can be used to generate new and more competitive business models by helping businesses to identify and optimize the key components of their business models, such as their value propositions, customer segments, channels, and revenue streams. Pesona Sampalan Indah is a water tourist area that offers a variety of value propositions, including a swimming pool for adults and children, a natural environment in the countryside, mountain water sources, and low-cost tickets. The target market consists of children, families, and youth. Pesona Sampalan Indah has several weaknesses that need to be addressed, including the need for additional payments for certain facilities, the lack of ladders for entering the swimming pool, the limited parking space, and the incomplete digitization of the visitor experience. These shortcomings necessitate an improvement of the current business model.

The SWOT analysis of Wisata Tirta Pesona Sampalan Indah has identified five strategies for improvement. The SO strategy focuses on using the natural panorama of Baros Village as a featured photo spot and creating periodic content to attract visitors. The WO strategy focuses on overcoming weaknesses by collaborating with schools, repairing swimming pools, providing parking areas, strengthening digitization, and manufacturing Q-RIS. The ST strategy aims to strengthen the water tourism brand by prioritizing local potential. The WT strategy minimizes weaknesses and avoids threats through innovation in the tourism service process. The WT strategy should include adding new Key Activities as a source of revenue. The business model canvas should be improved to include natural panoramas, swimming courses, and student pool rentals. Digital platforms and better social media

management are also necessary. The addition of activities will increase costs, such as hiring officers and swim trainers, but will also generate additional revenue streams.

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