


Business Design Model Canvas Tourism Cempaka Banjarbaru City

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Article Info	ABSTRACT
<p>Keywords: Business Model Canvas, Design, Tourism.</p>	<p>In business design, the Business Model Canvas (BMC) is an invaluable tool in identifying opportunities, developing strategies, and understanding the key components that form the foundation of a business. For tourism businesses, BMC provides a clear view on how to detail and design an effective business model. It includes key components such as customer segments, value proposition, distribution channels, customer relationships, revenue sources, key resources, key activities, key partners, and cost structure. BMC enables travel businesses to focus on proper customer segmentation, offer appropriate value propositions, manage efficient distribution channels and build strong customer relationships. Additionally, it also helps in identifying diverse revenue sources and key resources required to support business operations. Key activities and key partners contribute to the provision of exceptional tourism experiences. All this must be managed efficiently within the framework of an adequate cost structure. BMC design is a key step in planning a sustainable and successful tourism business. This helps in responding better to market changes, trends and business challenges. By focusing on BMC elements, tourism businesses can continue to innovate and adapt to changes in the dynamic business environment.</p>
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INTRODUCTION

Business planning is an in-depth process of creating and developing a strategic plan for an organization or company. This includes steps such as formulating a business vision and mission, identifying short and long term goals, detailing implementation strategies, as well as determining the resources needed to achieve success in business. (Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., & Papadakos, T. 2014)

Business planning is not just about creating a plan, but also about creating a strong foundation for running the day-to-day operations of the company. This involves in-depth market analysis, a strong understanding of competitors, as well as a good recognition of customer needs. Apart from that, business design also involves developing a sustainable business model, identifying potential risks, and creating a crisis management plan if necessary. (Kaplan, RS, & Norton, D.P. 1996)

Designing a Subdistrict Tourism Business Model Canvas is a business approach used to plan, develop and manage tourism businesses at the subdistrict level. The Business Model

Canvas is a visual tool that helps in detailing the key elements required to operate a business successfully. In the context of sub-district tourism, this concept is specifically designed to identify business opportunities, describe the business structure, and plan the activities needed to run a tourism business at the sub-district level.

The Business Model Canvas is a tool used by companies to plan, manage, and communicate their business strategy. The main goals of designing a Business Model Canvas are: Designing a More Effective Business Model: Understanding the key elements of their business model helps companies to design it more effectively. This includes detailing how they will create, deliver, and capture value from their customers. Then Better Communication: The Business Model Canvas simplifies understanding of a company's business model. This allows business owners, employees, investors, and partners to easily understand and contribute to the business plan. And Innovation: By designing a Business Model Canvas, companies can identify innovation opportunities. They can look for new ways to create value, reach customers, and maintain a competitive advantage. (Osterwalder, A., & Pigneur, Y. 2010)

Challenges that may be faced in designing a Business Model Canvas include Complexity: Designing a business model is often complex, especially for companies operating in diverse industries. Identifying all the relevant elements in a business model can be a complex task. Then the Business Environment Changes: The business environment is always changing, and business models must adapt. This can be a challenge when you are trying to design a model that is flexible and can change over time. And lack of Data or Information: Collecting accurate data and information to support the elements in the Business Model Canvas can be a barrier. Some elements may require in-depth research. (Saaty, TL, & Ozdemir, MS 2003)

While designing a Business Model Canvas has many advantages, there are several obstacles that may be faced such as Uncertainty: Businesses are often faced with a high level of uncertainty. This makes designing a predictable and reliable business model a challenge. Then Lack of Knowledge or Skills: Designing a Business Model Canvas requires a deep understanding of various aspects of the business. Lack of relevant knowledge or skills can be a barrier. As well as being inflexible: A business model that is too rigid or inflexible may not be able to cope with changes in the business environment or emerging opportunities. (Chesbrough, HW 2010)

Designing a Business Model Canvas (BMC) for the Cempaka subdistrict tourism business in Banjarbaru City is a strategic step to describe and plan the business operations. The Village Tourism Business Model Canvas consists of nine key elements which can be divided into four main categories:

1. Customer Segments include identifying target customers, such as local or out-of-town tourists, cultural tourists, nature tourists, or adventure tourists. And assess customer needs and preferences, and create tour packages that suit their interests.
2. The Value Proposition includes determining the type of tourism or experience that will be offered in the subdistrict, such as historical, culinary or natural tourism. And create unique offers that differentiate the subdistrict from other tourist destinations.

3. Distribution Channels include determining how information about village tourism will be disseminated, either through online marketing, local advertising, or partnerships with travel agents. And make plans to facilitate access to the sub-district, such as transportation and accommodation.
4. Customer Relations includes Building strategies to interact and maintain relationships with customers, whether through customer service, social media, or feedback.
5. Revenue includes Determining the source of revenue, such as ticket sales, admission fees, souvenir sales, or additional services. And set appropriate prices for various tour packages.
6. Key Resources include Assessing necessary physical and human resources, such as tour guides, equipment, and infrastructure.
7. Key Activities include Defining the activities necessary to run the business, such as guided tours, staff training, and marketing. And Plan activities that allow tourists to enjoy the village experience.
8. Key Partners include Identification of possible partners, such as local authorities, local business owners or travel agents. And Build profitable relationships with these partners to support the business.
9. Cost Structure includes Assessing all costs associated with operations, including staff salaries, infrastructure maintenance costs, and marketing costs. And Develop strategies to manage costs efficiently.

Therefore the Business Model Canvas is a very useful tool for designing and visualizing your business model. It helps organizations to understand the core elements in their business strategy and identify opportunities for innovation. Good knowledge of BMC is the key to designing a strong and competitive business model.

By using BMC, you can design a comprehensive business model for tourism in the Cempaka sub-district. This helps identify opportunities to increase revenue, develop customer experience and ensure the viability of tourism businesses in the region. Additionally, BMC also allows you to innovate and adapt to market changes and customer preferences. Through this BMC, the Cempaka sub-district tourism business plan can be more focused and organized. It helps in identifying opportunities and challenges, as well as planning strategies to develop the tourism business in a sustainable and profitable way.

The Business Model Canvas (BMC) is a very useful tool in designing and evaluating business models in various industries, including the tourism industry. Following are some important points from the literature discussing BMC in the context of tourism business: Business Model Canvas (BMC) Concept: BMC is a framework developed by Alexander Osterwalder and Yves Pigneur. It is a visual tool that helps companies detail and understand the key elements of their business model. It consists of nine key elements that include customer segments, value proposition, distribution channels, customer relationships, revenue sources, key resources, key activities, key partners, and cost structure.

Application of BMC in Tourism Business: BMC can be applied in tourism business to help companies formulate and design effective business models. It can be used by hotels, travel agents, restaurants and various other stakeholders in the tourism industry.

Customizing BMC for Tourism: BMC often needs to be tailored to the specifics of the tourism industry. This can include elements such as destination, customer experience, consumer journey, and so on. Case studies and literature note how BMC can be changed to suit the needs of tourism businesses. Customer Relationship Management (CRM): BMC covers important customer relationship elements. In the tourism business, customer relationship management is crucial because a good customer experience often leads to positive reviews, customer loyalty, and referrals, all of which impact revenue.

Partnerships in Tourism Business: Key partners are important elements in BMC. In the context of the tourism business, this may include collaboration with airlines, local transportation companies, tourist attractions, and other partners that support the delivery of a complete tourism experience. Evaluation and Iteration: The BMC is not a fixed document. It is a tool used to design, test, and change business models over time. Entrepreneurs in the tourism industry often use BMC to plan and respond to changes in market demand, trends and competition.

Challenges and Opportunities: BMC helps companies in identifying challenges and opportunities in the tourism business. This could include how companies respond to travel trends, such as sustainable travel, technological developments or changing customer preferences. The Business Model Canvas is a powerful tool in designing, understanding and improving business models in tourism businesses. Case studies and literature support its use in the industry and highlight how it can be used to overcome challenges and seize opportunities in a rapidly changing business environment.

METHODS

The type of research used was qualitative research in Cempaka Village, Banjarbaru City. Qualitative research is a research method used to understand and deepen a particular phenomenon or topic from an in-depth perspective. In qualitative research, researchers seek to understand the context, meaning, and interpretations associated with the phenomenon. Qualitative research is a research approach that focuses more on qualitative understanding rather than quantitative measurement. The main goal is to explore and understand a deep understanding of social, cultural, or psychological phenomena. In contrast to quantitative research which uses numbers and statistics, qualitative research collects and analyzes data in the form of words, images, or narratives. (Creswell, JW, & Poth, CN 2018)

The author conducted semi-structured interviews with key informants who had been selected based on certain criteria. Researchers have conducted interviews and observations. Data analysis using the SWOT analysis approach Rangkuti (2015). Then approach the 9 building blocks of the Business Model Canvas (BMC) (Alexander & Yves, 2010). The SWOT analysis developed by Kearns is an analysis of the internal and external conditions of an organization which will then be used as a basis for designing strategies and work programs. Internal analysis includes assessing strength and weakness factors, then external analysis includes opportunity and threat factors. BMC is a widely known framework for defining business models. This business model was first introduced by Alexander Osterwalder in his book entitled Business Model Generation (Alexander & Yves, 2010).

The aim of preparing BMC is to explain, assess, visualize and change business models so that the performance produced by the business is maximized. The nine blocks or elements of BMC are: 1. Customer Segments; 2. Consumer Value Proposition (Value Proposition); 3. Channels; 4. Sources of Income (Revenue Streams); 5. Resources (Key Resources); 6. Customer Relationship; 7. Key/Main Activities (Key Activities); 8. Key/Main Partnerships (Key Partnership); 9. Cost Structure. SWOT and BMC analysis are not limited to the business or industrial sector but can also be applied to other sectors.

RESULTS AND DISCUSSION

The results and discussions in designing a Business Model Canvas (BMC) for a tourism business are very important in identifying the potential for success and obstacles in the business model. Below are the results and discussion of BMC design for the tourism business:

Customer Segmentation

In designing the Business Model Canvas (BMC) for our tourism business, one of the important first steps is identifying and explaining the customer segments we are targeting. We have identified three main customer segments that we will focus on in this business. These segments were selected based on an analysis of the potential use of our tourism services:

- a. International Tourists: This first segment includes tourists from abroad who come to our destination. We chose this segment because our destinations have significant international appeal, such as historical sites, natural beauty or cultural uniqueness. International tourists often seek unique experiences that reflect the culture and beauty of the destinations they visit.
- b. Domestic Tourists: The second segment is domestic tourists, namely our citizens who are looking for a holiday experience within the country. We chose this segment because domestic tourism is a large and potential market. Many individuals and families want to explore the beauty and rich culture within the country without having to travel far.
- c. Business Customers: The third segment is business customers, which include companies, business travel agents, or groups looking for travel options for their company or organization's needs. These businesses often look for reliable package services for specific needs such as corporate events, conferences or training.

Through selecting these segments, we aim to provide services that suit the preferences and needs of each segment. We will develop tour packages specifically designed to meet the expectations and demands of each of these segments. With this approach, we hope to increase the attractiveness of our tourism business and increase customer satisfaction. This customer segmentation also helps us in more targeted marketing planning and determining pricing strategies that suit the characteristics of each segment.

Value Proposition

The value proposition is at the heart of what makes our travel business stand out and appeal to customers. We have designed a value proposition that includes three main components:

- a. Unique Travel Experiences: We understand that customers are looking for unforgettable experiences on their travels. Therefore, our value proposition offers a

unique travel experience that includes not only interesting destinations, but also special elements that make each trip different. These experiences can include trips to remote places rarely visited by tourists, special activities packaged exclusively, or expert tour guides who enrich the trip with local stories and in-depth insights.

- b. User Friendly Services: We are highly committed to providing user friendly services to our customers. This means that customers will feel heard, valued and guided throughout their journey. We focus on understanding customer needs and preferences, providing relevant recommendations, and answering their questions or concerns quickly and efficiently. Responsive customer service is at the heart of our service.
- c. Cost Effective Tour Packages: We recognize that financial value is an important consideration for many customers. Therefore, our value proposition includes offering cost effective tour packages. This means that our customers will get good value for their money. We design tour packages that include a variety of services and activities at competitive prices. This makes traveling with us more affordable without compromising the quality of the experience.

This value proposition is not just thought of out of thin air, but is based on customer research and competitor analysis. We understand what our potential customers want and also consider how we can compete in a competitive market. The results of this research form the basis of our value proposition, which we believe will be a key attraction for potential customers looking for unforgettable travel experiences, superior customer service and cost-effective tour packages.

Distribution channel

The distribution channels we design for our travel business are an integral part of our overall business model. In an effort to provide convenience and flexibility to customers, we take a multi-channel approach that includes multiple ways to reserve travel. First, we focused on online ordering via our website. This allows customers to explore the various tour packages we offer, evaluate options and make bookings quickly and easily via the online platform. Through our website, customers can access complete information about destinations, prices and availability. They can choose a plan that suits their preferences and make payments securely.

Apart from online bookings, we also collaborate with local and international travel agents. This gives customers the option to speak directly with an experienced travel agent and get more personalized advice on travel destinations, itineraries and additional information that may not be listed on our website. Our travel agents are ready to assist customers in planning a trip that suits their wishes.

We also understand that some customers are more comfortable with direct communication via telephone or email. Therefore, we provide responsive customer service via telephone and email. Our customer team is ready to answer questions, provide assistance with the ordering process, and provide customers with the information they need. This gives customers choice in how they interact with us and place orders.

The combination of these distribution channels gives customers many choices in booking travel according to their preferences. This also creates greater flexibility in running our business, ensuring that we can reach various customer segments in the way they choose.

In addition, the use of online technology and cooperation with travel agents allows us to reach a wider audience, including customers from various geographic locations. We believe that this distribution channel strategy supports our business growth and increases customer satisfaction.

Customer Relations

In designing our Business Model Canvas (BMC), the “Customer Relations” section is one of the key aspects that is very important. We understand that having strong customer relationships is a key factor for the success of our travel business. We will focus on three key elements to ensure strong customer relationships:

- a. **Responsive Customer Service:** We will operate a responsive customer service center that will be available to assist customers with their questions or requests. This includes providing assistance with reservations, special requests and other questions. We will ensure that customers feel heard and receive a quick response.
- b. **Customer Service During the Trip:** During the trip, we will provide impressive customer service. Our team will ensure that customers feel comfortable and satisfied with our services. This includes providing friendly guidance, providing relevant information, and answering customer questions. Our team will try to make the travel experience an unforgettable experience.
- c. **Customer Feedback:** We greatly appreciate feedback from our customers. We will provide an easy channel for customers to provide their reviews, feedback or complaints. This feedback will be used to continually improve our services and create better experiences for customers in the future.

The three elements above are an integral part of our strategy to create strong customer relationships. We believe that by prioritizing responsive customer service, providing exceptional service throughout the journey, and listening to customer feedback, we can build positive and sustainable relationships with our customers.

Strong customer relationships are not just about providing good service, but also about understanding customer needs, expectations and preferences. We are committed to creating exceptional travel experiences and providing service that exceeds our customers' expectations. With these strong customer relationships, we hope to build high customer loyalty and expand our tourism business in the future.

Source of Income

The source of income for our tourism business is a key element in designing our business model. We plan several different income paths to achieve financial stability and maximize earnings. The following is a further explanation regarding our sources of income:

- a. **Tour Package Sales:** Our main income will come from the sale of tour packages. We will put together a tour package that offers customers a complete experience, including accommodation, transportation, food and visits to interesting tourist attractions. Tour package prices will vary depending on the destination, length of trip, and type of accommodation chosen by the customer.
- b. **Ticket Prices:** In addition to tour packages, we will also sell entrance tickets to tourist spots and attractions that may not be included in the package. This gives customers the flexibility to choose their visit and adds to our revenue.

- c. **Additional Services:** We will provide various additional services, such as car rental, additional tour guides and airport shuttle services. This is an additional option that can improve our customer experience and revenue.
- d. **Collaboration with Local Businesses:** To diversify revenue, we will explore collaboration opportunities with local businesses. This may include recommendations or shared packages with local restaurants, gift shops, or additional activity providers. This kind of collaboration can also benefit local businesses and create mutually beneficial relationships.

By having multiple sources of income, we can reduce risk and dependency on one single income stream. In addition, we will continue to monitor and evaluate the performance of each of these revenue sources to ensure that our tourism business grows and generates consistent profits. Our efforts to explore collaboration with local businesses can also help in promoting local tourism and supporting the growth of local communities.

Key Resources

Key Resources in our tourism business are the elements that are essential to the operation and delivery of the tourism experience to our customers. These include:

- a. **Tour Guides:** Tour guides are the main asset in our business. These are the people who will provide guidance, insight and information to customers throughout the journey. These guides not only have in-depth knowledge of tourist destinations, but also good communication skills and positive interactions with customers. They are responsible for creating unique experiences and ensuring customer safety and comfort.
- b. **Vehicles:** Vehicles are the means of transportation we use to take customers to their destination. A good vehicle is an important factor for customer comfort and safety. Therefore, maintaining and maintaining our vehicles is a top priority. In addition, this vehicle must be suitable for the type of tour we offer, whether it is a bus, car or other vehicle.
- c. **Website:** Our website is the primary channel through which customers can search for information about tours, view schedules and make reservations. A user-friendly and informative website is an important asset in reaching customers and enabling them to make good decisions about their journey. Our technology team maintains this website, ensuring smooth functionality and providing accurate information.
- d. **Management Team:** The management team is the core of our business operations. They are the individuals responsible for strategic planning, decision making, and managing day-to-day operations. This includes financial management, human resources management, and general supervision. This team collaborates with tour guides and other operational staff to ensure all aspects of the business run smoothly.

These key resources play a crucial role in ensuring that our travel business runs smoothly and provides a satisfying experience for our customers. Tour guides provide local knowledge and meaningful interaction, vehicles ensure comfortable mobility, the website is the customer's main entry point, and the management team is responsible for overall strategy and operations. Overall, these resources help create a strong foundation for our travel business.

Key Activities

The key activities in designing our Business Model Canvas (BMC) involve several important elements which are the operational backbone of our tourism business. Following is a narrative description of each of these key activities:

a. Tour Planning:

Tour planning is one of the key activities that is very important in our tourism business operations. We run various types of tours, from cultural tours to nature adventures. To ensure a unique and unforgettable experience for our customers, our team carefully plans each tour. This includes selecting the location, determining the travel route, time and duration of the tour, as well as preparing a quality tour guide. Tour planning also includes logistical aspects such as transportation, accommodation and emergency plans. We have to ensure that all the details are in order so that customers feel safe and satisfied during their trip.

b. Online Marketing:

Online marketing activities are the cornerstone of our marketing strategy. Through online platforms, such as websites, social media and search engines, we promote our tour packages and reach a wider audience. We create engaging content, such as eye-catching photos and intriguing trip descriptions, to attract potential customers. Our ability to apply online marketing techniques, such as search engine optimization (SEO), online advertising, and social media campaign management, is very influential in attracting new customers and retaining loyal ones.

c. Vehicle maintenance:

Vehicles are a key asset in our tourism business. Therefore, vehicle maintenance activities are essential. Our team is responsible for the regular maintenance and repairs of our vehicles, including tour buses, vans and private cars. This maintenance includes routine checkups, mechanical repairs, interior maintenance, and cleaning. Well-maintained vehicles provide a sense of security and comfort to our customers, and this is an important factor in providing a positive experience.

d. Customer Relationship Management:

Customer relationship management is at the heart of the success of our travel business. We have a team that focuses on maintaining strong relationships with our customers, both before, during and after the tour. This includes responsive customer service, answering customer questions, providing travel advice, and handling complaints. We also document customer feedback to understand their preferences and continually improve our services. Good customer relationship management helps us create personalized experiences and build trust, which is the foundation of the success of our travel business.

These key activities are core operational elements in our business model. By carrying out these activities efficiently and effectively, we can provide our customers with unforgettable tourism experiences, increase customer satisfaction and maintain a competitive edge in the competitive tourism industry.

Key Partners

Key Partners are an important element in our business design. We have successfully established partnerships with several parties who play a central role in providing a complete and high quality tourism experience for our customers. These partners include local hotels, transportation service providers, and restaurants. Partnerships with local hotels allow us to provide comfortable, high-quality lodging facilities for our customers. This is very important, especially for tourists coming from far away. By integrating good accommodation in our tour packages, we can ensure that our customers' stay experience is in line with the quality standards we set.

Apart from that, collaboration with transportation service providers is another strategic step. In the tourism business, accessibility and convenience of transportation are determining factors in the success of a trip. These partners help us provide transportation facilities that are safe, efficient and appropriate to our tourist destinations. This includes vehicles such as buses, cars or even flights if necessary.

Lastly, collaboration with restaurants is also an integral part of our tourism experience. Local restaurants not only add a culinary dimension to our customers' journeys, but also provide invaluable cultural experiences. We strive to choose restaurants that offer authentic local dishes and a friendly atmosphere. This helps our customers experience the culture and flavors of the places they visit.

Partnerships with these partners allow us to offer a comprehensive travel experience, from comfortable lodging to reliable transportation and delicious food. This also enriches our customers' experience and makes their journey more memorable. In this way, our partners become a key element in fulfilling our goal of providing an unforgettable tourism experience.

Fee Structure

The cost structure in designing our tourism business Business Model Canvas is very important in describing the cost elements required to operate our business. The following is a narrative explanation of the fee structure:

- a. **Operational Costs:** Operational costs include all costs incurred in the day-to-day running of the business. This includes rental costs for an office or operations center, utility costs such as electricity and water, cleaning costs, and administrative costs necessary to manage our operations. Operational costs are the main foundation for the continuity of our business.
- b. **Staff Wages:** Staff wages are the costs we pay our employees, including tour guides, administrative staff and other support staff. Managing human resources is an important part of our tourism business, and staff wages are an investment in maintaining high-quality service to our customers.
- c. **Marketing Costs:** Marketing costs are the costs we allocate to promote our business and reach customers. This includes the costs of online and offline advertising, marketing campaigns, special promotional costs, and costs to maintain our website. Marketing costs are a key element in attracting new customers and retaining existing customers.
- d. **Vehicle Maintenance:** Our travel business relies on well-maintained vehicles to transport our customers. Therefore, vehicle maintenance costs are an integral part of

our cost structure. This includes fuel costs, regular maintenance, repairs, and vehicle insurance costs.

This cost structure must be managed carefully and efficiently so that our business continues to run well and sustainably. Monitoring and controlling costs is key to maintaining our profitability, while still providing high quality tourism services to our customers. Therefore, BMC design is an important first step in developing and managing a tourism business. It helps in detailing the main components of the business model and ensures that all elements work well. Additionally, BMC is a tool that can be used to identify opportunities for innovation and improvement in the tourism business.

CONCLUSION

Designing a Business Model Canvas (BMC) for a tourism business is an important step in identifying opportunities, developing strategies, and ensuring business success. In this BMC, we have identified several key components that form the basic framework of our tourism business, including customer segmentation, value proposition, distribution channels, customer relationships, revenue sources, key resources, key activities, key partners and cost structure. Through customer segmentation, we have a clear picture of who will be our target market, whether international tourists, domestic tourists, or business customers. We will design tour packages that suit the preferences and needs of each of these segments. Our value proposition focuses on unique travel experiences, responsive customer service and cost-effective tour packages, all of which are based on customer research and competitor analysis. Our distribution channel strategy includes online bookings via the website, collaboration with travel agents, and direct communication via telephone or email. This gives customers many options in how they reserve travel. Our customer relationships are based on responsive customer service, customer service throughout the journey, and customer feedback, which helps us build positive and ongoing relationships with our customers. Our sources of income come from sales of tour packages, ticket prices, additional services, and collaboration with local businesses. This helps us in reducing risks and creating diversified income. Key resources include tour guides, vehicles, websites, and management teams, all of which are important in providing a great tour experience. Our key activities include tour planning, online marketing, vehicle maintenance and customer relationship management, all of which support our business operations. Our key partners are local hotels, transportation providers and restaurants, who help us provide a complete tourism experience. Our cost structure includes operational costs, staff wages, marketing costs and vehicle maintenance, all of which must be managed efficiently to ensure business profitability.

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We would like to thank all parties who have contributed to the design of this BMC. We believe that this business model provides a strong foundation for our tourism business and will enable us to provide unforgettable tourism experiences to our customers. We are committed to continuing to innovate, improve service quality, and create sustainable relationships with our customers and partners. Thank you for your support and we look forward to providing a great travel experience to all our customers.

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