
ANALYSIS OF THE TOURISM INDUSTRY BUSINESS MODEL WITH THE BUSSINES MODEL CANVAS (BMC) APPROACH IN AN ISLAMIC BUSINESS PERSPECTIVE (Study on Pahawang Island Tourism Village, Marga Punduh District, Pesawaran Regency, Lampung)

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ABSTRACTS

Tourism is currently a major development in the Indonesian industrial sector. Indonesia has abundant natural resources and beauty that is very valuable in the natural tourism industry, especially in the tourism sector. Tourism has an important role in the development of Indonesia, namely as a foreign exchange earner. The development of sustainable tourism (sustainability of ecotourism) is influenced by several aspects such as the level of community habits and attitudes towards their environment, the level of government policy support in tourism development, knowledge about environmental conservation itself, and the responsibilities of the parties involved (stakeholders). Development strategies are very important, especially in protecting tourists, providing the facilities needed and the comfort of visitors and the availability of access routes to locations and safe and comfortable infrastructure, in addition to achieving all tourism development goals, promotions must be held so that tourist attractions can be better known and able to drive potential tourists to visit and enjoy tourist attractions. In this case, the Business Model Canvas (BMC) is an effective tool for designing, developing, and analyzing innovative and sustainable business models. BMC covers various important aspects in business decision making, such as identifying market segments, value propositions, resource structures, key activities, customer relationships, and supplier relationships. Identification of this business model strategy must also be in accordance with Islamic business guidelines.

A. INTRODUCTION

Tourism is currently a major development in Indonesia's industrial sector. Indonesia has abundant natural resources and beauty that is very valuable high in the natural tourism industry, especially in the field of tourism (Aliwinoto, Hediyan, and Malinda 2022). Tourism, as a type of travel that is trending, has its own characteristics which prioritizes preservation of the environment, education about the environment, the welfare of local communities, and respect for local culture. In recent years, tourism growth has increased rapidly, this is due to the efforts of massive tourism promotions and attractions from many countries to seize opportunities in the growing ecotourism market. Tourism is actually not a new phenomenon in the world, even since human civilization itself. This is as expressed by Spinllane Tourism has existed since the beginning of human civilization marked by the movement of people making pilgrimages and religious journeys (Susanto, Heri, dan Fachrudin 2019).

The role of the tourism sector is increasingly important in line with the development of Indonesia's economic structure which is increasingly leading to the service sector (Agus Setiawan et al. 2024). According to the Ministry of Tourism, the region's tourism is able to grow at an average of 8.3% per year, far above the global growth rate of only 3.6%. This development makes the role of the tourism sector increasingly important for the economies of ASEAN countries. By 2023, the potential contribution of tourism to the region's economy is projected to reach US\$ 480 billion with an average growth of 5.8% per year, while investment growth is 6.8% per year.

In April 2024, foreign tourist arrivals in Indonesia reached 1.07 million. This number increased by 2.41 percent compared to March 2024 month-to-month (m-to-m) and increased by 23.23 percent compared to the same month last year (y-on-y) (Nurwanda, Setiyono, dan Wijayanto 2021). Tourism continues to experience quite rapid development. Tourism is defined as a form of tourism activity that utilizes the authenticity of the natural environment, there is interaction between the natural environment and recreational, conservation, and development activities. However, the understanding of the term tourism continues to evolve along with increasingly dynamic environmental conditions. Tourism activities are not only limited to recreational activities but are accompanied by a form of responsibility for the preservation of natural areas, providing economic benefits, and maintaining culture for the surrounding community (Agus Setiawan et al. 2024).

Tourism has an important role in Indonesia's development, namely as a foreign exchange earner. Tourism holds enormous potential. The prospect of tourism development is considered very good, this is what encourages the government to promote tourism development. With the development of tourism in each region, the government hopes to increase local revenue and improve the economic level of the people (Renandi Ekatama et al. 2023). The current state of tourism reminds us that the Indonesian state is blessed with diversity so that it can be utilized for the benefit of the nation and also needs to be preserved. Natural resources that have been used must be repaired back for the sake of environmental sustainability in the future (Ningsih, Nurlaili, dan Zuliansyah 2022). Indonesia as a country with the largest Muslim population in the world has a great opportunity in the recovery of the tourism sector through the concept of halal tourism. Tourists agree with the concept of halal tourism,

the community considers that halal tourism has a high urgency in its development, besides that the majority of Indonesia's population is also Muslim, therefore the community agrees to develop it as halal tourism with religious values and the provisions of existing regulations. These conditions make Sharia tourism has great potential to be developed seeing the current market demand (Wahyudi, Wahyuningsih, dan Palupi 2022). In Sharia Enterprise Theory (SET) not only cares about the interests of individuals (in this case managers), but also other parties. Therefore, SET has a great concern for stakeholders at large. According to SET, stakeholders include Allah SWT, Humans, and Nature where Allah is the highest party and is the only purpose of human life (Ningsih et al. 2022).

In accordance with the command in the Qur'an as follows:

وَجَعَلْنَا بَيْنَهُمُ الْوَيْدَانَ الْقُرَى الَّتِي بَرَكْنَا فِيهَا قُرًى ظُهُرَةً وَقَدَرْنَا فِيهَا السَّيْرَ سِيرُوا فِيهَا لَيَالٍ وَأَيَّامًا ءَامِنِينَ

"We have made between them and the countries which We have blessed (Sham) some neighboring countries, and We have fixed between them the distance of the journey. You shall travel through them by night and by day in safety." (Q.S Saba': 18).

Minister of Tourism and Creative Economy/Head of Creative Economy Tourism Agency Sandiaga Uno has announced the 50 Best Tourism Villages of Anugerah Desa Wisata (ADWI) 2022. The determination of the 50 Best Tourism Villages of ADWI 2022 was determined after going through a curation process from 500 tourist villages, then narrowed down to 300 tourist villages, to 100 tourist villages, and narrowed again to 50 tourist villages in its implementation, there are many tourist villages that are developing and starting to advance in their management, both individually and in groups. Based on data released by the Ministry of Tourism and Creative Economy in August 2021, there are 1,838 tourist villages that have registered their business activities. Kemenparekraf held the Anugerah Desa Wisata Indonesia (ADWI) 2022 event (Noviarita, Kurniawan, dan Nurmalia 2021). At the beginning of the implementation of ADWI 2022, there were 3,416 tourist villages registered from 34 provinces. Of this number, there are 1,831 tourist villages that have participated in the Tourism Village Network (Jadesta). Furthermore, the ADWI 2022 stage enters the visitation and field assessment stage. Visitation to the 50 Best Tourism Villages began at the end of May and is expected to be completed in September.

In the list of 50 Best Tourism Villages ADWI 2022, Pahawang Island Tourism Village is included in it as the best tourism village chosen by Menparekraf by paying attention and considering several things. The ADWI 2022 assessment category is seen from 7 aspects. First, visitor attraction, which is to see whether the tourist village has a unique and authentic tourist product that is varied and creative. Second, homestay, which looks at improving service quality standards and preserving local cultural architectural designs. Third, digital and creative assessment, which includes accelerating the acceleration of digital transformation and creating creative content. Fourth, souvenirs, which is to explore the potential of creativity and local wisdom-based community products. Fifth, public toilets, which assesses efforts to fulfill facilities and infrastructure for the convenience of tourists. Sixth, CHSE, which assesses the application of CHSE facilities following national standards. Finally, seventh, village institutions, which assesses the formation of legal entities and sustainable management. The development of sustainable tourism (sustainability of ecotourism) is influenced by

several aspects such as the level of habits and attitudes of the community towards the environment, the level of government policy support in tourism development, knowledge of environmental conservation itself, and the responsibilities of the parties involved (stakeholders) (Nafi'ah 2022). Tourism development is usually seen as emphasizing more on physical aspects, but in the development of the community and related governments realize that tourism management without looking at socio-cultural aspects will actually have a negative impact on the local wisdom of the community itself (Susanto, Heri, dan Fachrudin 2019). In this case, Pahawang Island Tourism Village must continue to carry out sustainable tourism development considering that several aspects of the Pahawang Island Tourism Village have begun to decline so that the Tourism Village is no longer included in the list of the best Tourism Villages according to ADWI Tourism development is a mandate of Law No. 10 of 2009 concerning tourism which states that the Government together with institutions related to tourism organize tourism to support tourism development (article 11 of Law No.10 of 2009) (Renandi Ekatama et al. 2023). Currently, existing management models in Indonesia are ecosystem-based management, species, community empowerment and the establishment of Tourism Villages (Nafi'ah 2022). This model has not been able to overcome the problem optimally. The government must play an active and strategic role in making policies for the development of natural attractions. The inability of organizations to anticipate changes appropriately is generally because organizations do not know their shortcomings and do not know their environmental conditions (Risti, Lukman, dan Adrianto 2023). The existing management system of Pahawang Island Tourism Village also still does not have a clear and directed development strategy. Based on the results of the identification of priority determination carried out in the research "Community Based Ecotourism Development Strategy on Pahawang Island, Lampung Province" by Arif Mardani and friends, it can be seen that the development of community-based ecotourism on Pahawang Island requires assistance from institutions and the government. It is intended that the community has the right direction in the implementation of ecotourism development on Pahawang Island (Mardani, Purwanti, dan Rudiyaniti 2018).

In strategic management a series of managerial policies and actions that determine the performance of the company in the long term, consisting of environmental observation, strategy formulation, strategy implementation, and evaluation and control. There are two main problems, the first problem is the ability of a company to identify unique patterns of future challenges, constraints, and opportunities (Kadek et al. 2024). The second problem is how to design and implement unique changes to the challenges faced by a company. Strategic management integrates all organizational levels of the continuous management process in the formulation, implementation, and evaluation of the organization's future (Risti, Lukman, dan Adrianto 2023).

The development strategy is very important, especially in protecting tourists, providing the facilities needed and the comfort of visitors and the availability of access routes to locations and safe and comfortable infrastructure, as well as implementing and maintaining all HR policies and procedures that allow the organization to be able to achieve its goals (Pratama, Zuliansyah, dan Fermansyah 2020). In addition, to achieve all tourism development goals, promotions must be held so that tourist attractions can

be better known and able to mobilize potential tourists to visit and enjoy tourist attractions (Nurwanda, Setiyono, dan Wijayanto 2021). Expectations in the development of tourist attractions do not only look at short-term results, but must see how long-term sustainability, so there needs to be careful support from the government and the community (Renandi Ekatama et al. 2023). One approach in making a development is to use a business model approach (Luciano 2022). Business model development factors are not only from technology, but also from economic factors such as seeking shareholder value creation and also regulatory factors, especially the deregulation of the telecommunications sector which has a real influence and causes the emergence of new businesses, revenue models, and the complexity of relationships between companies. Therefore, the importance of innovative and sustainable business model development is becoming increasingly urgent to support the development of (Aliwinoto, Hediyan, dan Malinda 2022).

Based on previous literature, there is research that discusses the Analysis of the Application of the Canvas Business Model to Micro-Entrepreneurs of Generation Z (Analysis of the Canvas Model's Application to Micro-Entrepreneurs of Generation Z) it is concluded that in the analysis of the application of the canvas business model to the micro-business online business of generation Z entrepreneurs is 83%, it means that the response according to respondents is Good (Hutamy et al. 2021). In addition, there is research that discusses the Implementation of the Business Model in the Ecotourism of the Gunung Anyar Mangrove Forest Surabaya Using the Business Model Canvas based on the previous description, it can be concluded that the Gunung Anyar mangrove forest ecotourism business has several important components in its business model (Agus Setiawan et al. 2024). In a study entitled Canva Business Model Analysis at PT Sarana Graha Keramindo, it was concluded that the existing Canva Business Model at PT Sarana Graha Keramindo made several improvements to get a more optimal business strategy to be used at PT Sarana Graha Keramindo (Luciano 2022).

In this case, the Business Model Canvas (BMC) becomes an effective tool for designing, developing, and analyzing innovative as well as sustainable business models, unlike existing business models, the business model canvas is considered the most complete model in business model theory. It details the relationships between all components inside and outside the organization, and shows how they relate to each other to create and capture the value provided by the company (Prasetya, Maria, dan Maria 2023). Alexander Osterwalder was the first person to introduce the Business Model Canvas (BMC). Business Model Canvas (BMC) has the aim of being able to make business planning and minimize errors or risks that exist in the company (Mardyandhani, Luh, dan Hariastuti, n.d.). The BMC method turns a complex business concept into a simple one displayed on a single canvas sheet containing a business plan with nine well-integrated key elements in it covering strategic analysis internally and externally of the company (Irmayani et al. 2022). According to Amit and Zott, business models have tried to explain or address mainly three phenomena, namely: 1. The use of information technology and e-business in organizations; 2. Value creation, competitive advantage and firm performance; 3. Innovation and technology management (Pipit Mulyah, Dyah Aminatun, Sukma Septian Nasution, Tommy Hastomo, Setiana Sri Wahyuni Sitepu 2020). BMC covers various important aspects in making business

decisions, such as market segment identification, value proposition, resource structure, key activities, relationships with customers, and also relationships with suppliers (Risti, Lukman, dan Adrianto 2023). By using BMC, it is expected to create a business model that is able to support the development of Pahawang Island Tourism Village.

B. METHOD

This research uses descriptive qualitative research methods. Qualitative research methods of data collection, interviews and direct observation in the field (Izwan Sepriyadi et al. 2023). This method can provide a clear and complete picture of how the business model is run by the Pahawang Island Tourism Village or the situation that is being run in the Pahawang Island Tourism Village. To simplify this research will be carried out using the Business Model Canvas (BMC) as a guide in determining the business model which consists of 9 indicators, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, and cost structure (Luciano 2022). This research uses the Business Model Canvas (BMC) framework and (Risfandipraja, Muhandi, dan Suwarsi 2023).

Object of

Identify the current Business Model operated and managed by Pahawang Island Tourism Village using Business Model Canvas (BMC). The results of the analysis carried out will be able to help determine the New Business Model Canvas (BMC) at Pahawang Island Tourism Village (Nurwanda, Setiyono, dan Wijayanto 2021).

Types and Sources of Data

Type of qualitative descriptive research. Qualitative research is research that emphasizes the quality or the most important thing about the nature of an item / service (Azzahra 2021). The data used in this study include primary data and secondary data (Wijayanti dan Hidayat 2020).

Primary Data

Primary data was obtained from interviews with research informants. The interview results were used to describe and describe the Business Model Canvas (BMC) and analyze each element in the Business Model Canvas (BMC) (Pipit Muliya, Dyah Aminatun, Sukma Septian Nasution, Tommy Hastomo, Setiana Sri Wahyuni Sitepu 2020).

Data Secondary

Data Secondary is data that has been collected by other parties, namely in the form of documents, literature books, and the internet. In the form of data or documents or literature from various sources such as Village Profiles, Sales Data, and Lampung Province Tourism Office (Hambali dan Andarini 2021). The data used in this study were collected using 3 methods, 1. Interview (an instrument used to collect data verbally). 2. Observation (observing the symptoms that appear at the research location and systematically recording the phenomena found during the research) 3. Documentation

(more like concrete evidence) (Azzahra 2021).

C. RESULT AND DISCUSSION

Findings

The condition of BMC in Pahawang Island Tourism Village is determined based on the results of interviews with resource persons that produce accurate information related to the nine BMC elements of Pahawang Island Tourism Village. Pahawang Island Tourism Village does not have a standardized managerial structure to manage tourist destinations. All management is left entirely to the community who are interested in managing. Therefore, there is no specific and structured promotional strategy used to offer the charm of Pahawang to potential visitors. Until now, the community or managers have only relied on promotion through social media, namely websites, Facebook accounts, Instagram, Tweeter, and so on. The identification process of the nine elements involved internal parties from the management of Pahawang Island Tourism Village, consisting of several managers on each island, snorkeling spot managers, the official admin of the Pahawang Island Tourism Village Instagram account manager, and a tour guide for one of the trips at Pier 4 Ketapang Pesawaran. These respondents are considered to have sufficient capacity to provide relevant information related to the data needed to identify the nine elements of BMC in Pahawang Island Tourism Village.

In the observations made by researchers to support the necessary results, researchers found several things related to the variables studied. Pahawang Island consists of two islands, namely, large Pahawang Island and small Pahawang Island. Each island has a different manager. Therefore, researchers collected some information with the existing managers and then the information was put together to be able to identify the nine BMC elements in the Pahawang Island Tourism Village.

The nine BMC elements that will be identified are as follows,

1. Value Propositions are value offerings/advantages that are owned.
2. Customer Segments are the target customers or tourists who will visit Pahawang Island.
3. Customer Relationship or relationship with customers or tourists. Maintaining good relationships is very important so that tourists return to visit Pahawang Island.
4. Channels or Distribution Channels are channels used to introduce Pahawang Island to customers or tourists.
5. Key Activities are activities that are carried out to maintain and achieve Value Propositions. Activities to support the renewal and improvement of Pahawang Island.
6. Key Partners are parties that can be worked with.
7. Key Resources include natural beauty and local wisdom, Human Resources (HR) trained in tourism services where there is local expertise in art, culture, and nature management.
8. Revenue Stream or Source of Revenue is the source of revenue that will be obtained and from where revenue can be generated.
9. Cost Structure is the cost that will be incurred to support all operations in developing this Pahawang Island Tourism Village.

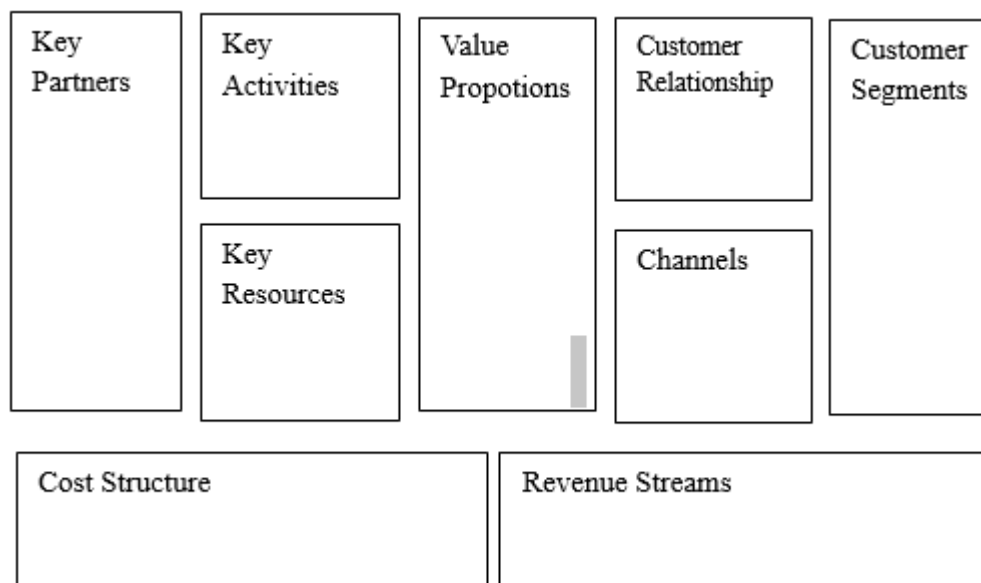


Figure 1. BMC Elements

Analysis

The analysis of each BMC element can be described as follows:

1. CS (Customer Segment) customer segmentation or visiting customers, namely local tourists, archipelago tourists, and foreign tourists.
2. VP (Value Propotion) the value or uniqueness offered on this Pahwang Island tour is the natural beauty that is still preserved, the diversity of marine life on the seabed. As well as several snorkeling spots and other diversity that only exist on Pahawang Island.
3. CR (Customer Relationship) relationships with customers that are currently taking place are communication via social media, hospitality services, providing complete facilities.
4. Channels, the distribution channel relies on promotion on social media, especially Instagram, exhibitions and the role of the local community.
5. RS (Revenue Stream) income earned by local communities consists of several businesses established, including home industry craftsmen, home stay owners and snorkeling spot owners.
6. KR (Key Resources) key resources that include physical conditions such as natural beauty, marine biota and underwater scenery. As well as trained human resources opening craft businesses. With the diversity that exists, increasing all existing key resources will greatly increase the progress of the Pahawang Island Tourism Village.
7. KA (Key Activities) activities carried out to achieve value propotion are service activities and maintenance activities or monitoring of natural conditions and infrastructure in the Pahawang Island Tourism Village to keep it well maintained for long-term and sustainable interests.
8. KP (Key Partnership) parties who work together to develop Pahawang Island

tourism include local communities, travel, and outside investors such as PT Bukit Asam Tbk, which conducts coral reef conservation on Pahawang Island and PT Sarana Multigriya Finansial (Persero) which finances Homestay to help develop the Pahawang Island Tourism Village. Assistance from students of the ITERA Urban and Regional Planning (PWK) study program who conducted training related to local MSME businesses as well as halal certification and PIRT (Household Industry Food) licensing.

9. CS (Cost Structure) cost structure is carried out by each community that participates in opening a business in the Pahawang Island Tourism Village to increase the value that can be offered on Pahawang Island. With income, the community will invest some of the income to improve facilities by buying boats and other asset needs. Although with limited capital, the community has been able to manage it well.

D.CONCLUSION

The conclusions and results of the analysis conducted by researchers on Pahawang Island Tourism Village show that Pahawang Island Tourism Village has not implemented the current Canvas Business Model and only relies on promotion through social media, so the canvas business model analysis related to the business is made as a business strategy to facilitate business activities in the future. Based on the results of the analysis conducted at Pahawang Island Tourism Village, the business strategy that can be done is to develop internal strengths, such as services on each island, then improve facilities on each island to maintain tourist comfort while visiting, preserve marine life and coral reefs. In addition, the role of the government to advance the Pahawang Island Tourism Village is very important how to unite the community in the management of existing tourism potential considering that the Pahawang Island Tourism Village does not yet have a standardized managerial structure. In addition, the Tourism Office acts as a promoter which embraces the community in tourism development in terms of tourism awareness campaigns so that in the end the impact of tourism development on Pahawang Island can increase the economic income of the surrounding community by providing business opportunities, besides that the facilities and infrastructure of Pahawang village have increased and public knowledge about tourism has increased.

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