

## **Business Model Canvas Development Strategy For Boon Pring-Andeman Tourism Object, In Malang District**

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### **ABSTRACT**

At the moment the development of tourism is very fast. The tourism sector is now a new favorite, one of which is the visit of Boon Pring Andeman, Malang District. Boon Pring is one of the tourist attractions in Malang Regency which is currently favored by local tourists. Therefore, it is necessary to properly develop and plan using the business model canvas and also with SWOT. The results of the study show that of the nine elements that need to be added, such as the promotion team, provide discounts, add customers to new segments, partners, and also increase revenue from souvenirs, advertising.

**Keywords: Business model canva, Boon Pring, Tourism, SWOT.**

### **A. INTRODUCTION**

#### **1. Background**

The development of the tourism world is very rapid every year. This is also the case in Indonesia, where every year the number of visits increases. This is evidenced by data from the Central Statistics Agency (BPS). In 2017 there were 14,039,799 tourists, while in 2018 there were 15,810,305 tourists, and in 2019 there were 16,106,954 tourists visiting Indonesia. This indicates that the number of tourists visiting is increasing, as tourism objects in Indonesia are getting better and more numerous. One that has many tourist attractions in Malang District.

Malang district has many attractions including Bromo, beaches along the south of Malang, waterfalls, and one of them is Boon Pring andeman. The development of Boon Pring Andeman began in 2015, with the concept of a reservoir located in the middle of a bamboo forest, with an area of 25 hectares. At this tourist location, visitors can not only enjoy the atmosphere of the forest and bamboo reservoir, but tourists can also enjoy the beautiful and cool atmosphere, and around the reservoir, there are many bamboo trees and green plants that make the atmosphere beautiful. Tourists can also try some tourist trips such as flying fox, horse riding, ATV, swimming pool,

water bike, water ball, photo spot, and other trips.

It has been noted that since 2017 there have been 76,042 thousand visitors, but in 2018 the number of visits increased to 135,501 thousand visitors to Boonpring Andeman Ecotourism, (Pokdarwis Boonpring Andeman Visits Data, 2019). With so many tourists visiting, a strategy is needed to develop Boon Pring Andeman as sustainable tourism in the future. However, competitors with the same concept have begun to emerge so there is a need for development with the business model canvas, according to Osterwalder and Pigneur Business the canvas model is a business model that explains the reason why organizations provide alternative ideas to design new business models to deal with competitors. Therefore, the author takes the title "BUSINESS MODEL CANVAS DEVELOPMENT STRATEGY FOR BOON PRING - ANDEMAN TOURISM OBJECT, IN MALANG DISTRICT".

### **B. LITERATURE REVIEW**

#### **1. Tourism**

According to Law No. 10 of 2009 Article 1 on Tourism, Tourism is a variety of tourist activities and is supported by various facilities and services provided by the community, businessmen, Government, and Local Government. Meanwhile, according

to Gamal (1997: 3), in fact, tourism is a temporary departure process from their place of residence. The impetus for his departure was due to various interests, whether due to economic, social, cultural, political, religious, health, or other interests such as just curiosity, adding experience, or to learn.

**2. Strategic Management**

According to Davis (2011: 16) strategic management is a group of decisions and actions that result in the formulation and implementation of plans designed to achieve the goals of the company. According to John and Richard (2013: 20) Strategic management is large-scale planning (referred to as strategic planning) oriented towards the distant future (vision), and defined as top management decisions (basic and primary decisions), to enable organizations to interact in an effective (mission) in the effort to produce something (operational planning to produce goods or services

**3. Business Model Canvas**

Osterwalder and Pigneur define Business Model Canvas as the same language for describing, illustrating, evaluating, and transforming business models. The following are the elements in the Business Model Canvas that cover nine basics, namely

Key Resources, Key Activities, Key Partnerships, Value Propositions, Channel, Customer Relations, Revenue Streams, Customer Segments, and Cost Structure. Then nine basic things are explained and explained in the canvas. So that the company can be explained in one easy-to-understand document. The nine basics of the business model form the basis for a simple tool called the Business Model Canvas.

**C. METHODOLOGY**

This research uses descriptive qualitative research methods. Data sources are primary data and secondary data. Data collection techniques with observations, interviews, and documentation. Data analysis techniques use reduction, display data, conclusions, and use SWOT analysis of interview results with multiple sources.

**D. RESULT AND DISCUSSION**

Here is a picture of the business model Canvas in the tourist attraction Boon Pring Andeman, Malang District:

<b>Key Partnership</b> ❖ Sanankerto Village ❖ Investors ❖ Relevant agencies ❖ Hotel & tour travel	<b>Key Activities</b> ❖ Aktivitas pelayanan wisata ❖ Homestay ❖ Touris informstion center	<b>Value Proportion</b> ❖ Natural tourism ❖ Cheap tickets ❖ Tourist's attraction ❖ Exelent service	<b>Customer Relationship</b> ❖ Direct communication ❖ Website ❖ Phone contacts ❖ Social media (Instagram)	<b>Customer Segments</b> ❖ All age (children, student, eldest) ❖ Tourist
	<b>Key Resources</b> ❖ Human Resources ❖ Natural resources ❖ Facilities and infrastrucrturer		<b>Channels</b> ❖ Social Media ❖ WOM ❖ Travel Agent	
<b>Cost Structure</b> ❖ FIXED (Equipment, Salary fix) ❖ VARIABLE (Maintenance, Operational (electric)) ❖ PROMOTION (Sales Promotion, brosure)			<b>Revenue Sterams</b> ❖ F & B ❖ Ticket	

**1. Key Partnership**

In the Boon Pring Tourism Object, the current dominant partnership still dominates Sanankerto Village, as its management and main resources do come from the village. Some sponsors/investors are also starting to arrive to develop Boon Pring. Then there are also relevant institutions such as the Tourism Office that provide guidance on the management of tourism villages. And now it is starting to be known and cooperating with the tourism industry such as hotels and tourist tours that are still within the scope of Malang.

**2. Key Activities**

Activities at Boon Pring are very diverse, there are tourist activities that can be enjoyed by many people. Then the service there is also friendly, but there are still many who have not been educated about the world of tourism. There is also a Homestay and a tourist information center.

**3. Key Resources**

The most important thing in the development of Boon Pring tourism today is the tourist attraction, human resources, and facilities. At present, tourist attractions continue to expand, while in terms of human resources, most are Sanankerto Rural residents who manage tourist objects. So the facilities available are quite adequate and complete and need

to be slightly improved hygiene and sanitation.

**4. Value Proportion**

Boon Pring Tourism has the potential for natural tourism that is different from the others and has its own characteristics. Admission is also cheap, around IDR 10,000 for adults and IDR 5,000 for children, so the price is still very reasonable. The tourist attractions owned are also diverse and follow current trends, especially for social media users. The service there is very supportive of tourists as the service is very good.

**5. Customer Relationship**

Boon Pring tourism is currently conducting customer relations with tourists through direct communication or by telephone with tourists/visitors. Boon Pring also uses information technology from the web to social media to introduce and promote tourism objects.

**6. Channels**

At the Boon Pring tourist attraction, the main channel used is social media, as social media is currently widely accessed by users such as Facebook, Instagram, and Twitter. Word of mouth also remains important because one's experience, good or bad, can influence visitors to visit or not. And now they have started working with travel agents.

**7. Customer Segment**

For the customer segment at Boon Pring, all ages range from children, teenagers, adults, and the elderly, as the tourist object is tourist-friendly. And now foreign tourists have started to visit as they enjoy the natural beauty and culture of the tourist attraction Boon Pring.

**8. Cost Structure**

For the cost structure in Boon Pring, the current salary for employees, especially the surrounding community. Then there is also a fairly high operating

cost of electricity, while water is already available there so it can be used. Then also the quota cost for promotion through web social media. And still use some brochures for promotion.

**9. Revenue Streams**

For current income from food and beverages sold there. Then also from the sale of entrance tickets as well as tickets for existing travel, because entrance tickets do not include tickets for travel there.

No	Aspect	Strong	Weakness	Opportunity	Treath
1	<b>Key Partnership</b>	Strong cooperation in the community.	Stakeholders overlap	Opening of cooperation with the university	-
2	<b>Key Activities</b>	Good activities and services	Some facilities and infrastructure still need to be improved	Improves attractiveness and efficiency	Unexpected events (natural disasters, Crisis etc.)
3	<b>Key Resources</b>	The originality and uniqueness of the tourist attraction	The quality of tourism human resources there is still lacking.	<input type="checkbox"/> Take advantage of science and technology <input type="checkbox"/> The price is more affordable and the quality is better	Natural disaster
4	<b>Value Proportion</b>	Beautiful nature tourism, cheap tickets, has a wide range of attractions, good service.	Facilities, inadequate infrastructure that needs to be improved	There are many potential that have not been utilized	Number of competitors
5	<b>Customer Relationship</b>	A good relationship between tourists and the community and also the manager	Lack of managerial attitude towards tourists	Take advantage of the internet and social medial	Can not meet all the needs of tourists
6	<b>Channels</b>	a lot of media is used	Lack of management	Advances in science and technology	There are more competitors in the tourism industry
7	<b>Customer Segment</b>	Diverse customer segment.	Services are still being equated in all segments	Government target for tourist visits	There are more competitors in the tourism industry
8	<b>Cost Structure</b>	Adequate funds	High operating costs, and not yet transparent	Can reduce promotional costs by using social media and the internet	The cost is unpredictable.
9	<b>Revenue Streams</b>	Income varies	Income is still not fixed, bureaucracy	Opening up new sources of income	the rules are constantly changing

After performing a SWOT analysis on each business model canvas in the diagram above, we get the following results:

**1. Key Partnership**

In addition to the tours conducted by Boon Pring above, it is necessary to add event organizers as Boon Pring has a large area and can be used for events. In addition, it also works with the surrounding cultural community to add to the attractions there, and can also open up opportunities to new partners who want to work together.

**2. Key Activities**

The main activity can also be strengthened regarding the guide at Boon Pring, because it can add value to existing services. In addition, a strong promotion team must also be formed to branding these tourist spots as soon as possible so that they can be enjoyed by the wider community. Add events to get people to attract more people.

**3. Key Resources**

Boon Pring is actually famous and many visitors come, but it is necessary to strengthen the marketing team to be better known by the wider community, not just the local community. There is a need for tour guides to add services and introduce objects there. Internet facilities also need to be added as this is one of the mandatory support, as many tourists use social media to inform their daily activities. It can also be a free promotional forum.

**4. Value Proposition**

Adding attractions every year so that it continues And the number of visits will also increase. You can also add a homestay for tourists so you can stay there for a long time and add value to the total amount of accommodation.

**5. Customer Relationship**

Give discounts on certain days, for example during national holidays and certain days. Technology plays a very important role at the moment, so it is necessary to follow the technology that is being developed for the convenience of visitors.

**6. Channels**

Channels can be Student divitation to help develop current tourist objects. You can also use TV and radio to support promotions and partners.

**7. Customer Segment**

In the customer segment, the community can be added according to the appeal it offers. This can also be done with schools and campuses through the programs offered and designed by Boon Pring. Then be friendly with the disabled so they can visit Boon Pring.

**8. Cost Structure**

In addition, the Cost Structure is research and development (R&D) due to the sustainability of tourism objects in the future. It can also be added about advertising as an additional cost structure as it is an important part of a promotion.

**9. Revenue Streams**

For the income stream, it is necessary to add souvenir shops to earn additional income and also to empower the surrounding community. In addition, sponsors will participate and fund the Boon Pring attraction. Finally, there is a need for another admission.

<b>Key Partnership</b> <ul style="list-style-type: none"> <li>❖ Sanankerto Village</li> <li>❖ Investors</li> <li>❖ Relevant agencies</li> <li>❖ Hotel &amp; tour travel</li> <li>❖ Event organizer</li> <li>❖ Collaborate with the surrounding cultural community</li> <li>❖ Work with a new partner</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>❖ Aktivitas pelayanan wisata</li> <li>❖ Homestay</li> <li>❖ Touris informstion center</li> <li>❖ Guiding</li> <li>❖ Promotion</li> <li>❖ Event</li> </ul>	<b>Value Proportion</b> <ul style="list-style-type: none"> <li>❖ Natural tourism</li> <li>❖ Cheap tickets</li> <li>❖ Tourist's attraction</li> <li>❖ Exelent service</li> <li>❖ Development of tourist objects (increasing attraction, increasing the number of homestays, and friendly)</li> </ul>	<b>Customer Relationship</b> <ul style="list-style-type: none"> <li>❖ Direct communication</li> <li>❖ Website</li> <li>❖ Phone contacts</li> <li>❖ Social media (Instagram)</li> <li>❖ Discount</li> <li>❖ Tecnology</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>❖ All age (children, student, eldest)</li> <li>❖ Tourist</li> <li>❖ Community</li> <li>❖ Disabled</li> <li>❖ Schools, and colleges</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>❖ Human Resources</li> <li>❖ Natural resources</li> <li>❖ Facilities and infrastrucuturer</li> <li>❖ Marketing team</li> <li>❖ Guide</li> <li>❖ Internet facilities</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>❖ Social Media</li> <li>❖ WOM</li> <li>❖ Travel Agent</li> <li>❖ Student divitation</li> <li>❖ Tv, radio</li> </ul>		
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>❖ FIXED (Equipment, Salary fix. R&amp;D)</li> <li>❖ VARIABLE (Maintenance, Operational (electric))</li> <li>❖ PROMOTION (Sales Promotion, brosure, Advertaisment)</li> </ul>			<b>Revenue Sterams</b> <ul style="list-style-type: none"> <li>❖ F &amp; B</li> <li>❖ Ticket</li> <li>❖ Sovenir</li> <li>❖ Advertaising</li> <li>❖ admission</li> </ul>	

The chart above represents the canvas business model that has been refined and has gone through the SWOT analysis stage.

## E. CONCLUSION AND SUGGESTION

### 1. Conclusion

From the above study, it can be concluded that the business model canvas in Boon Pring can be done for better future development. At Boon Pring, it has met nine elements in the existing canvas business model, but once the SWOT analysis is done, it is necessary to add a few things to those nine elements. Researchers suggest adding nine elements to the business model canvas. There is something that needs to be emphasized, especially regarding revenue and key partnerships so that everything is under control and Boon Pring's tourist attractions are sustainable.

### 2. Suggestion

From the above study, the following suggestions are recommended..

- In the key partnership Collaborate with various partners.
- In the key activities, events, guides, and promotions can be added.
- For key resources you can add promotional teams, guides, and internet facilities.

- Value proportion can be added for sustainable development.
- Customer relationships can be discounted on certain days and also add technology.
- Channels can be student divitation as well as tv or radio.
- Customer segment by disability, community, school, and campus (university)
- Cost structure, there is research and development then added with advertising
- For revenue stream can be increased from souvenirs, ads, and receipts

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