

# Development of Tugu Utara Tourism Village with the Business Model Canvas

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**Abstract.** This research focuses on enhancing the tourism business model in Tugu Utara Village using the Business Model Canvas (BMC) approach to optimize local resources and community involvement in creating sustainable tourism experiences. The study employs a qualitative descriptive approach with a case study method to gain an in-depth understanding of tourism development in Tugu Utara Village. Data collection includes primary and secondary data through observation, questionnaires, in-depth interviews, and literature review, while data analysis is conducted using the Business Model Canvas (BMC) method. The findings indicate that the Tugu Utara tourism village in Bogor Regency currently lacks a coherent business model for the tourism sector. This study formulates a specifically designed Business Model Canvas (BMC) for the village, emphasizing strategic improvements such as partnerships, digital marketing, customer engagement, and expanded revenue streams to optimize sustainable development.

**Keywords:** tourism; tourism village; business model canvas

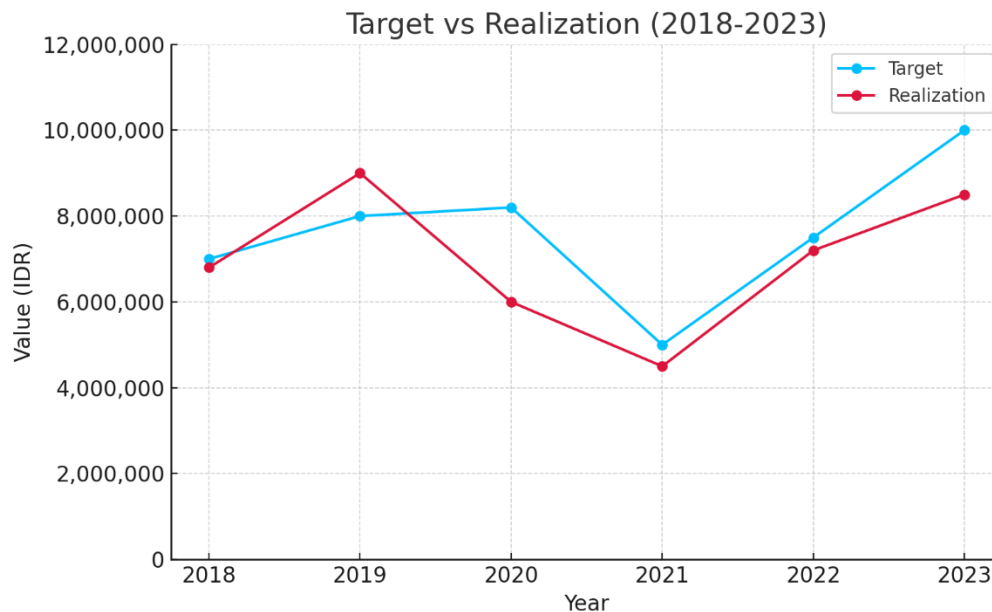
## 1 Introduction

Indonesia is known as a maritime country with abundant natural resources and a rich diversity of ethnicities, races, and cultures, which serve as a significant asset for tourism development. Tourism has proven to be a source of foreign exchange, generating US\$ 4.26 billion in 2022[1], and its recovery after the pandemic has shown a positive trend with a significant increase in international tourist arrivals in the first quarter of 2023. Through Law No. 10 of 2009, tourism is expected to improve public welfare, create employment opportunities, and promote regional development. In addition to its economic contributions, tourism also brings social and cultural impacts, such as encouraging cultural preservation and strengthening the social capital of communities. The multiplier effect of this sector is evident through its linkages with various supporting industries, including hospitality, transportation, handicrafts, and creative economies, which further accelerate economic growth.

West Java Province, covering an area of 37,143.99 km<sup>2</sup> with 27 regencies/cities, boasts significant tourism potential, including Bogor Regency, which is one of the province's prime destinations [2]. In 2022, the province recorded 52.3 million domestic tourists and 146 thousand international tourists, highlighting its strong appeal. Bogor Regency alone features 211 tourist attractions, including natural, artificial, and cultural sites, making it the area with the largest number of attractions in West Java [3]. Among its districts, Cisarua stands out as a popular destination with the highest number of visitors, supported by its natural beauty, local handicrafts, and supporting facilities. Tourist villages, such as Tugu Utara in Cisarua, represent

a community-based tourism model that integrates environmental and cultural preservation with local economic empowerment.

Tugu Utara Village holds great potential with destinations such as Telaga Saat, Glamping, and Gunung Kencana, offering scenic views and eco-tourism experiences. The village is also renowned for its flagship product, Cibulao Coffee, which has won awards as the best robusta coffee, and for achieving recognition as a finalist of ADWI for three consecutive years. However, preliminary surveys and literature reviews highlight existing challenges, including limited accessibility, suboptimal promotion, and low community participation in tourism management [4]. Additionally, the role of BUMDes (Village-Owned Enterprises) as economic managers has not been fully maximized [5], with most BUMDes in Bogor Regency classified as basic and developing categories. In 2020, the tourism sector in the region experienced a decline due to the COVID-19 pandemic, causing a sharp drop in tourist visits [6]. This is evident in the 2022 LAKIP report from the Department of Culture and Tourism of Bogor Regency, as shown in the graph below:



**Fig.1.** Target & Realization of Tourist Visits in Bogor Regency 2018-2023  
Source: Data Processed by the Researcher

These conditions emphasize the need for strategic approaches to strengthen tourism potential and enhance the competitiveness of Tugu Utara Village as a leading destination.

Tourism management in Tugu Utara Village requires an effective strategic approach to optimize its resources [7][8]. One potential approach is the Business Model Canvas (BMC) developed by [9]. The BMC framework provides a systematic method for designing business models by mapping relationships between resources, operational activities, and value creation for tourists. Through BMC, village tourism management can be optimized by focusing on value propositions, customer segments, distribution channels, and revenue streams. This research aims to analyze and develop the business model of Tugu Utara Village using the BMC approach,

enabling sustainable management strategies and enhancing the economic and social contributions to the local community.

## **2 Method**

This research was conducted in Tugu Utara Village, located in Cisarua District, Bogor Regency, which is known for its significant potential as a tourist village. The study was carried out over one year, starting with the preparation phase in February–March 2024, followed by field research from April to October 2024, and concluding with the report preparation and publication phase. The sampling method employed was purposive sampling [10], involving 35 respondents, including tourism managers, village cooperatives, tourists, and the Tourism Office. The data used consisted of primary data collected through interviews, questionnaires, and observations, as well as secondary data obtained from literature studies related to the number of tourists and the growth of tourist villages in Bogor Regency. This research highlights the current condition of the tourist village using the Business Model Canvas (BMC) approach to design a relevant and sustainable business model.

The study comprised several phases, beginning with problem mapping, data collection, and data analysis using a qualitative descriptive method and a case study approach. Data were collected through observations, in-depth interviews, and questionnaires involving relevant stakeholders. Analysis using BMC methods aimed to identify driving and inhibiting factors in the development of the tourist village. The findings of this research are expected to validate the proposed business model, enhancing the competitiveness and sustainability of Tugu Utara Village as a leading tourist destination.

## **3 Results and Discussion**

The following is the result of the business model that has undergone solution testing, incorporating inputs into each component after the verification stage. To update the business model for Tugu Utara Tourist Village, this business model is deemed appropriate. Figure 2 illustrates the explanation of the Business Model Canvas (BMC).

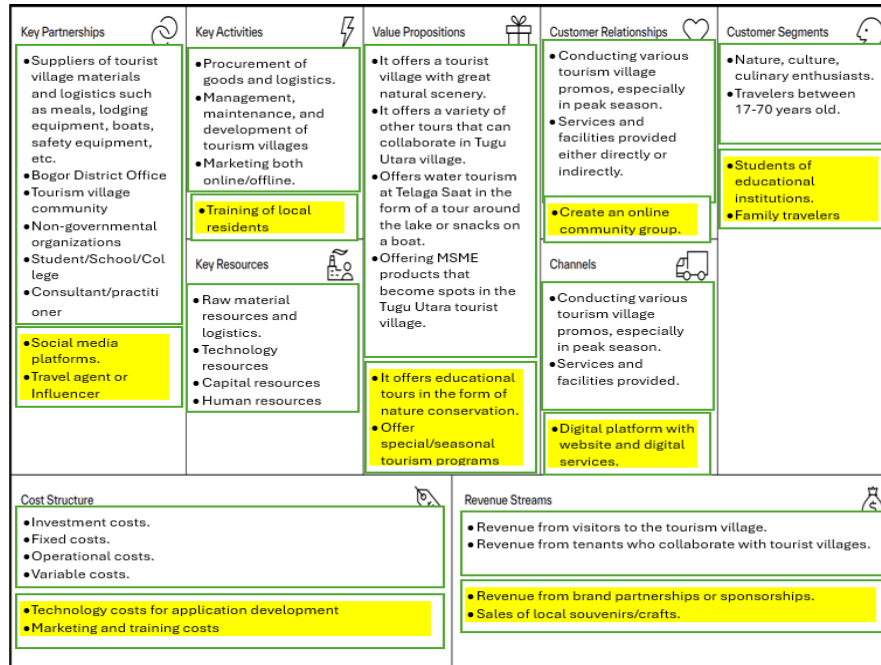


Fig. 2. BMC Models

Source: Data processed by the researcher

The improved business model for Tugu Utara Village incorporates feedback into each component after the verification stage. For Customer Segments, targeting educational institutions and schools as potential markets enhances the appeal for educational tourism, while adding family-friendly programs and facilities broadens its attractiveness to multigenerational visitors. In terms of Value Proposition, emphasizing the uniqueness of the village through educational and conservation-based tourism offers a distinctive experience compared to other destinations. Seasonal programs and special events create fresh, engaging experiences, encouraging repeat visits. Strengthening Channels by utilizing digital platforms, such as local tourism apps and an official village website with booking features, ensures easier access to information and better visitor planning.

To enhance Customer Relationships, loyalty programs and discounts for frequent visitors can foster retention, complemented by online interaction channels such as community groups and newsletters. These platforms enable visitors to share experiences and stay informed about future events, fostering a sense of connection. For Revenue Streams, collaboration with brands or sponsors to host events and set up promotional booths provides additional income while enhancing the village's exposure. Selling local souvenirs and crafts supports the community's creative economy, offering meaningful mementos for tourists and extending the destination's promotion. Key Activities include training locals in tourism services to improve visitor experience while empowering the community, enabling them to act as knowledgeable and friendly guides.

Strategic Key Partners include social media platforms for online marketing reach, as well as travel agents and influencers for targeted promotion. Influencers help establish an appealing image on social media, while travel agents facilitate structured visits, boosting recurring tourism potential. Cost Structure emphasizes investments in marketing and local training to

professionalize services, including skills in communication, local history, and customer service. Additionally, technological expenses for digital platforms enhance information access and booking convenience, increasing the village's competitiveness in the digital age. By integrating these elements, the revised Business Model Canvas (BMC) supports sustainable growth and the development of Tugu Utara Village as a leading tourist destination.

## 4 Conclusions

The findings of this study reveal that the current tourism sector in Tugu Utara Village, Bogor Regency, lacks a coherent business model. This research has formulated a specific Business Model Canvas (BMC) for the development of Tugu Utara as a tourist village. The improved BMC emphasizes strategic enhancements, including partnerships with social media platforms, travel agents, and influencers to expand online marketing. Key activities focus on integrating technology, such as augmented reality for interactive experiences, and providing training for locals to improve service quality. The value propositions highlight unique educational or conservation tourism and seasonal events to attract repeat visitors. Strengthened customer relationships include loyalty programs, digital interaction channels, and targeted promotions. Enhanced channels, such as local tourism apps and an official website with booking features, ensure accessibility. Customer segments are expanded to include schools for educational tourism and families with child-friendly programs. Cost structures account for marketing, local training, and digital platform development, while revenue streams are boosted through collaborations with brands, sponsorships, and sales of local crafts. These improvements create a comprehensive, innovative, and sustainable business model for the tourist village.

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