

**Authors**

Fakhrina<sup>1</sup>, Maftukhatusolikah<sup>2</sup>, Erdah Litriani<sup>3</sup>

**Affiliation**

<sup>1,2,3</sup> Universitas Islam Negeri Raden Fatah Palembang, Sumatera Selatan, Indonesia

**Email**

fakhrina\_uin@radenfatah.ac.id<sup>1</sup>,  
maftukhatusolikah\_uin@radenfatah.ac.id<sup>2</sup>,  
erdahlitriani\_uin@radenfatah.ac.id<sup>3</sup>

**STRATEGY FOR DEVELOPING  
SUNGAI PINANG BEACH  
TOURISM VILLAGE USING  
THE BUSINESS MODEL  
CANVAS**

**Abstract**

Tourism development can be used as a means to create awareness of national identity and togetherness in diversity. Tourism development is developed with an approach to economic growth and equality for people's welfare and development that focuses on regional, community-based development and community empowerment. The aim of this research is to design ideas for planning a tourism business model for Sungai Pinang Beach in the future by looking at the current condition of the Sungai Pinang Beach Canvas Business Model and then developing a new business model after being analyzed using SWOT. The research method used in this research is qualitative research with a descriptive approach. The results of the analysis show that the condition of the Pantai Sungai Pinang tourist village has many strengths and several opportunities that have not been exploited. The Canvas Business Model has nine model elements, namely 1) tourist customer segment, 2) value proposition, namely natural and peaceful rural atmosphere, sunrise tourism, outbound sensation in rural nature, typical souvenirs, traditional food, easy access, and adequate facilities, 3) channels are social media: Website, Facebook, Instagram, Youtube, making Google maps, brochures, posters, 4) customer relations namely hospitality and social media, 5) income stream is sales of tourist entrance tickets, Discount services, sales of souvenirs and souvenirs, as well as sales of traditional food and drinks, 6) main resources, namely rural land, supporting buildings, human resources, natural raw materials, financial resources of employees and the community and community culture, 7) main activities namely rural natural spatial planning, site maintenance and site care, 8) key partnerships are investors and

the government, 9) the cost structure is operational costs, labor wages, marketing costs, development costs and maintenance costs.

**Keywords**

Canvas Business Model, Tourist Village, Tourism

## Introduction

Indonesia possesses abundant natural, human, and cultural resources that serve as fundamental capital for tourism development. When managed and planned effectively, this capital can support the achievement of national goals: improving the welfare and prosperity of the people, expanding and equalizing business and employment opportunities, encouraging regional development, introducing and utilizing tourist attractions, fostering a love of the homeland, and strengthening bonds of friendship among nations. (Sedarmayanti. 2018)

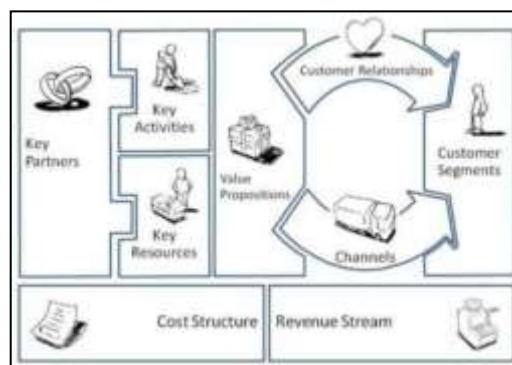
Tourism development can also be a means of creating awareness of national identity and unity in diversity. Tourism growth is pursued through an economic approach that emphasizes both expansion and equitable distribution for the welfare of the people and regionally oriented development. It is community-based and empowering, encompassing various aspects such as human resources, marketing, destination development, science and technology, cross-sectoral cooperation, international partnerships, small-business empowerment, and responsible use of natural and cultural resources. (Muljadi. 2014)

Sungai Pinang Village is located in the Sungai Pinang District of Ogan Ilir Regency, South Sumatra. Ogan Ilir Regency lies along the eastern corridor of Sumatra and was formed as a division of Ogan Komering Ilir Regency. Sungai Pinang Beach often called Supi Beach is one of the village's unique tourist destinations. This "beach" is actually the bank of the Ogan River that has been transformed into a recreational shoreline. It has become a flagship attraction for the residents of Sungai Pinang and the surrounding communities. Given the strong public interest in visiting Sungai Pinang Beach and the area's still-pristine condition, the site holds great potential to be developed further in terms of facilities, infrastructure, and accessibility to attract more visitors. (Reni Ambarwati)

Tourism development offers strategic and highly promising opportunities today, including increasing the income of local residents – especially those living near tourist attractions. Planning for tourism development is essential to identify the potential and appeal of a destination so it can be improved while meeting the principles of sustainable development (McIntyre, 1993): ecological sustainability, social and cultural sustainability, and economic sustainability. Tourism growth should not only make optimal use of natural resources but must also involve human resources to the fullest and align with the fundamental principles of Islamic economics. The question, therefore, is how to develop tourism in a specific area by

leveraging its existing potential. Current resource management has yet to produce optimal performance, making it necessary to re-examine appropriate strategies for promoting this tourism site.

One business concept that can be applied to formulate development strategies is the Business Model Canvas. The Business Model Canvas is a strategic management and entrepreneurial tool used to develop or map an existing business model. The model introduced by Osterwalder and Pigneur (2014) provides a business strategy framework worth considering for sustaining and expanding an enterprise. It comprises nine key elements: Customer Segments (CS), Value Propositions (VP), Channels (CH), Customer Relationships (CR), Revenue Streams (RS), Key Resources (KR), Key Activities (KA), Key Partners (KP), and Cost Structures (CS). These nine components help identify the organization's targets in line with its objectives.



**Figure 1. Business Model Canvas Scheme**

The purpose of this study is to design a future business model plan for the Sungai Pinang Beach tourism area by examining the current Business Model Canvas of Sungai Pinang Beach and then developing a new business model after conducting a SWOT analysis.

SWOT analysis is a method used to evaluate the strengths, weaknesses, opportunities, and threats in a business context. It consists of four key factors:

- 1) Strengths – Conditions that serve as advantages or strong points within the organization.
- 2) Weaknesses – Conditions or factors that represent shortcomings or limitations within the organization.
- 3) Opportunities – External environmental conditions that are favorable and can even become leverage to advance a company or organization.
- 4) Threats – External conditions that may disrupt or hinder the smooth operation of an organization or company

## Methodology

The research method used in this study is qualitative research with a descriptive approach. Qualitative research is a method that seeks an in-depth understanding of a phenomenon, problem, or event that can only be comprehended when the researcher explores it thoroughly, beyond what is merely visible. Essentially, qualitative research is carried out by directly observing the subjects (respondents), examining their

activities, interacting with them, and attempting to understand their lives through engagement with their environment. The research site is Sungai Pinang Village, Ogan Ilir Regency, South Sumatra.

## RESULTS AND DISCUSSION

### 1. Tourism Development of Sungai Pinang Beach Tourism Village

Tourism is an activity involving travel from one's place of residence to a particular destination to gain experiences beyond everyday routines such as work or household duties, for a temporary period. From an economic perspective, tourism is a process of consuming products that begins at the traveler's home, continues through the journey, and culminates at the destination. The product consumed is the **experience** obtained during this process (Nurdin Hidayah, 2019).

The English term *tour* is etymologically derived from the Hebrew *torah* (to learn), the Latin *tornus* (a tool for making a circle), and the Old French *tour* (circuit or round trip). In general usage, tourism is often equated with recreation: a voluntary and temporary journey carried out independently to enjoy tourist attractions and experiences.

According to Law No. 10 of 2009 on Tourism, Chapter 1, Article 1, tourism is defined as travel undertaken by an individual or group to visit specific places for the purpose of recreation, personal development, or learning about the uniqueness of a tourist attraction within a certain period of time. Thus, the concept of tourism contains four elements: voluntary travel, a temporary nature, journeys aimed wholly or partly at enjoying tourist attractions, and the pursuit of leisure rather than livelihood.

Tourism is characterized by:

- 1) Temporary nature: tourists return to their place of origin within a short period.
- 2) Tourism components: such as transportation, accommodation, restaurants, tourist sites, souvenir shops, and more.
- 3) Visits to attractions: travel typically focuses on sightseeing and enjoyment.
- 4) Non-income purpose: tourists do not earn a living at the destination, though their presence can generate income for the local community or region.

Development of tourist attractions must actively involve local communities. The vision for tourism growth should be designed by and for the local people, ensuring that development benefits them while remaining environmentally friendly. Resources must be preserved for sustainable use (sustainable tourism). Several factors influence the growth of a tourist destination, including location, tourism promotion, government cooperation, community participation, and the natural potential of Sungai Pinang Village.

Sungai Pinang Beach Tourism Village is a natural tourism asset located in Sungai Pinang District, Ogan Ilir Regency. Ogan Ilir features diverse landscapes dominated by wetlands and intersected by numerous rivers. The main river is the Ogan River, which flows from Muara Kuang, Rantau Alai, Tanjung Raja, Rantau Panjang, Indralaya, South Pemulutan, West Pemulutan, and Pemulutan, eventually joining the Musi River in Kertapati, Palembang. Smaller rivers include the Kelekar, Rambang,

Kuang, Randu (which flow into the Ogan), and the Keramasan (which empties into the Musi).

The idea to develop Sungai Pinang as a tourism village arose because of its flagship destination: Sungai Pinang Beach, also known as Supi Beach. Although it is called a beach, it is unlike typical coastal beaches. Instead, it consists of black sandbanks that appear when the Ogan River recedes during the dry season each year. When this natural phenomenon occurs, Sungai Pinang Beach becomes a prime tourist destination for residents of Ogan Ilir. Remarkably, it is the only beach-like attraction in the region known as *Bumi Caram Seguguk*, making it a unique and valuable tourism asset.

## 2. SWOT Analysis

SWOT analysis is used to examine the internal and external factors of Sungai Pinang Village. The internal factors consist of strengths and weaknesses, which are analyzed using the seven elements of the marketing mix: product, price, place, promotion, people, physical evidence, and process. The external factors consist of opportunities and threats, which are assessed based on economic conditions, socio-cultural aspects, natural environment, and the support of the community and government. The strategic recommendations derived from this analysis are then implemented in the Business Model Canvas framework.

**Table 1. Internal Factors**

Aspect	Strength	Weakness
Economic	A producer of a popular staple food, Pegagan rice, which is also a main attraction in the Pegagan pindang culinary tourism unique to Sungai Pinang.	The processing of paddy into rice has not yet been managed using modern methods.
	Has a large and relatively abundant young workforce.	Many young people migrate to other regions.
	Has the potential to be developed into a tourism village.	
Socio-Cultural	Its traditional values remain deeply rooted, as seen in customary ceremonies, holy-month rituals, and other cultural practices.	The educational background and general knowledge of some community members are still relatively low.
	The spirit of community mutual cooperation (gotong royong) also remains strong.	Internet access remains limited.
Natural Environment	The village's natural and peaceful atmosphere. It has abundant natural resources.	The road conditions are not good.

Community and Government Support	The community wants to develop tourist villages. The government supports the development of tourist villages.	Coordination between various parties is less than optimal. There is no dedicated organizational group to manage tourist attractions.
----------------------------------	--	---

**Table 2. External Factors**

Aspect	Opportunity	Threat
Economic	Improving the local community's economy.  Attracting investors to invest capital.	Competition is occurring between both emerging and established tourist attractions.  The competition is becoming increasingly fierce.
Socio-Cultural	Increased tourist growth.	Social jealousy in the surrounding community.
Natural Environment	There are various types of tourism.	Threat of natural disasters.
Community and Government Support	Government support in developing tourist villages.	Lack of coordination between government and society.

### Tourism Business Development of Sungai Pinang Beach Tourism Village

Strategic recommendations derived from the SWOT analysis are integrated into the Business Model Canvas matrix to develop the business model for the Sungai Pinang Beach Tourism Village.

**Table 3. Development of the Canvas Business Model for Sungai Pinang Beach Tourism Village**

<u>Key activities:</u>	<u>Value Propositions:</u>	<u>Costomer Relationships:</u>
<ul style="list-style-type: none"> <li>- Rural landscape and layout planning</li> <li>- Site maintenance</li> <li>- Facility upkeep</li> </ul>	<ul style="list-style-type: none"> <li>- <i>Something to see</i> (natural, tranquil village atmosphere; sunrise</li> </ul>	<ul style="list-style-type: none"> <li>- Social media engagement</li> <li>- Warm hospitality</li> <li>- Affordable pricing</li> </ul>

<b><u>Key partners:</u></b>	<b><u>Key Resources:</u></b>	viewing)	<b><u>Channels:</u></b>	<b><u>Cusotemr</u></b>
- Government	- <i>Tangible</i> (village land, supporting buildings, human resources, natural raw materials, financial resources)	- <i>Something to do</i> (outdoor and outbound experiences in a rural setting)	- Social media platforms: Website, Facebook, Instagram, YouTube	<b><u>Segments:</u></b>
- Investors	- <i>Intangible</i> (local culture and traditions)	- <i>Something to buy</i> (local souvenirs and traditional food)	- Google Maps listing	- Tourist s
		- Easy access	- Printed materials: brochures and posters	
		- Adequate visitor facilities		
<b><u>Cost Structure:</u></b>		<b><u>Revenue Streams:</u></b>		
- Operational expenses		- Entrance ticket sales		
- Labor wages		- Accommodation services		
- Marketing costs		- Souvenir and local product sales		
- Development expenses		- Sales of traditional food and beverages		
- Maintenance costs				

**Key Partnerships:** Key partnerships are the parties that can collaborate in the development of the tourism village. These include government agencies and investors who will provide capital to support and expand the tourism destination.

**Key Activities:** Key activities are the main actions required to deliver the value proposition. For Sungai Pinang, these include planning the rural landscape layout, maintaining the site, and carrying out regular upkeep to ensure an attractive and sustainable environment.

**Key Resources:** Key resources are the essential assets – both physical and human, needed to perform the key activities and provide value to visitors. In Sungai Pinang, these resources are divided into:

- 1) **Tangible:** rural land, supporting buildings, human resources, natural raw materials, and financial capital.
- 2) **Intangible:** the village's cultural heritage and community traditions.

**Value Proposition:** The value proposition represents the unique benefits offered to tourists. Sungai Pinang Beach highlights its natural and tranquil rural setting, scenic sunrise views, opportunities for outdoor and outbound activities, distinctive local cuisine and souvenirs, and easy access with adequate facilities, all designed to attract and increase visitor numbers.

**Customer Relationships:** Customer relationships describe how the village interacts with visitors to create long-term engagement. This includes direct and indirect services, warm hospitality, and consistent communication to build lasting connections with the tourist segment.

**Channels:** Channels are the means of communicating and delivering the value proposition. Sungai Pinang promotes itself through digital platforms such as a website, Facebook, Instagram, and YouTube, as well as Google Maps listings, brochures, and posters to reach potential tourists effectively.

**Customer Segments:** Customer segments identify the groups most interested in Sungai Pinang Beach. These primarily include domestic and international tourists who visit the area, use its services, and contribute to the local economy through their spending.

**Cost Structure:** The cost structure outlines all expenses involved in carrying out key activities and delivering value, including operational costs, labor wages, marketing expenses, development investments, and maintenance of infrastructure and facilities.

**Revenue Streams:** Revenue streams describe how Sungai Pinang generates income from its value proposition. Main sources include entrance ticket sales, accommodation services, souvenir and handicraft sales, and traditional food and beverage sales, ensuring a steady flow of revenue to sustain and grow the tourism village.

## **Conclusion**

The SWOT analysis is used to examine both the external and internal factors of Sungai Pinang Village, and the resulting strategic recommendations are implemented in the Business Model Canvas. The development strategy for the Sungai Pinang Beach Tourism Village within this model includes nine key components. Customer segments focus on tourists as the primary market. The value proposition highlights a natural and tranquil rural atmosphere, beautiful sunrise views, outdoor and outbound experiences in a countryside setting, unique souvenirs, traditional foods, easy access, and well-maintained facilities. Channels for promotion include social media platforms such as a website, Facebook, Instagram, and YouTube, along with Google Maps, brochures, and posters. Customer relationships are built through warm hospitality and active engagement via social media to create lasting connections with visitors.

The revenue streams consist of income from entrance ticket sales, accommodation services, souvenir and handicraft sales, and traditional food and beverage sales. Key resources include rural land, supporting buildings, human resources, natural raw materials, financial capital from employees and the community, and the local cultural heritage. The key activities necessary to maintain and grow the tourism village are planning the rural landscape layout, maintaining the site, and ensuring regular upkeep to preserve its appeal. Key partnerships involve collaboration with investors and government agencies to provide funding and development support. Finally, the cost structure covers operational costs, staff wages, marketing expenses, development investments, and ongoing maintenance expenditures. This integrated model offers a clear and comprehensive framework for advancing Sungai Pinang Beach as a sustainable and attractive tourism destination.



## Referensi

- Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. *Long Range Planning*, 43(2-3), 354–363. <https://doi.org/10.1016>.
- Djodjohadikusuma Sumitr. 1990. "Sejarah Pemikiran Ekonomi". Jakarta: Yayasan Obor Indonesia.
- Kotler P, Keller KL. 2018. *Manajemen Pemasaran Edisi Kedua Belas Jilid 1* (12th ed.). Jakarta: Indeks.
- Mulia Syah Ali, 2016. "Strategi Pengembangan Fasilitas Untuk Meningkatkan Daya Tarik Wisata Di Darajat Pass (Waterpark) Kecamatan Pasirwangi Kabupaten Garut". Skripsi: Universitas Pendidikan Indonesia.
- Maftukhatusolikah dkk. 2023. *Pariwisata Halal Yang Berkelanjutan dan Bertanggungjawab*. Depok: Rajawali Pers.
- Mardalis. 2014. *Metode Penelitian (A Proposal Approach)*. Jakarta: Bumi Literasi.
- Muljadi. 2014. "Pariwisata dan Perjalanan". Jakarta: Pers Rajawali.
- M.L Jingan. 2003. *Ekonomi Pembangunan dan Perencanaan*. Padang: PT Raja Grafindo.
- Trimi, S., & Berbegal-Mirabent, J. (2012). Business model innovation in entrepreneurship. *International Entrepreneurship and Management Journal*, 8(4), 449–465. <https://doi.org/10.1007/s11365-012-0234-3>.
- Ummu Khourh. 2021. "Pengembangan Model Bisnis Desa Wisata Di Era New Normal". *Jurnal Seniorita*. Vol. 2. No. 1.