

Research Article

## Business Strategy Development Using BMC and SWOT to Optimize Tourism Destination Revenue

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**Abstract:** This study aims to apply the Business Model Canvas (BMC) and SWOT analysis to help optimize revenue, case study at Plaza Bukit Surga, Nganjuk, Indonesia. The method used in this study is a qualitative descriptive approach with data triangulation techniques, including interviews, observations, and documentation. The type of data used is secondary data, comprising visitor data from 2022-2024 and revenue data for the periods of July-December 2023 and 2024. The results of the study indicate that the number of visitors in 2024 decreased by 30% compared to 2022 and 2023, which also affected the decline in revenue. Through the analysis of the nine BMC business elements and the integration of SWOT analysis, it was found that the main weaknesses lie in marketing strategy and resource utilization. This study provides strategic recommendations such as enhancing promotions, strengthening customer relationships, and developing facilities. The analysis shows that BMC is an effective tool for systematically understanding and developing tourism destination business models, and provides a basis for management to develop strategies that adapt to market dynamics. With the right strategy implementation, Plaza Bukit Surga has the potential to become a leading destination contributing to the local economy.

**Keywords:** BMC; Business Strategy; Revenue; SWOT; Tourism.

### 1. Introduction

In the context of regional economic development, tourist destinations serve as one of the key elements that play an important role in increasing local revenue, promoting the real sector, and stimulating economic growth through tourism activities, including the development of hotels, restaurants, transportation, souvenir sales, and other tourism support services. One of the tourist destinations in Barend Village is Plaza Bukit Surga, which offers natural beauty as well as other supporting facilities.

Bukit Surga Plaza, located in Barend Village, Sawahan District, Nganjuk Regency, East Java, Indonesia, has great potential as a leading tourist attraction. With its strategic location and natural beauty, this place can increase local government revenue through the tourism sector. Professional and sustainable management can make it a new tourism icon that attracts both local and regional visitors, as well as have a positive impact on the local community's economy.

Although Plaza Bukit Surga is a potential tourist destination owned by Barend Village, its operations still face several challenges for the management. The lack of targeted marketing and development strategies at Plaza Bukit Surga has resulted in its revenue potential from tourist visits not being fully realized, leading to missed opportunities to optimize income and ensure the sustainability of the tourist site. This is evident from the significant 30% decrease in the average number of visitors in 2024 compared to 2022 and 2023.

In order to optimize and explore the potential that can be maximized in its business processes, a business model is needed to help management analyze areas that require improvement and have significant opportunities to be maximized. In this regard, the Business

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Model Canvas, introduced by Alexander Osterwalder and Yves Pigneur in their book *Business Model Generation* (2011), is one of the business models that can be applied by management. In this business model, there are 9 important elements of the business that will be analyzed, allowing for more complex and detailed conclusions about the business being run.

The Business Model Canvas is an analytical tool designed to help business practitioners understand the business structure comprehensively. With a broad and detailed approach to business, this model allows the identification of key elements, the discovery of opportunities for improvement, and the design of systematic strategies to achieve business objectives (Baumassepe, 2017). In one previous study, it was proven that the use of the Business Model Canvas is effective in increasing revenue streams, allowing the company to continue existing and grow rapidly thanks to collaborations with various parties who have the competence to support business development (Harfiani & Pasaribu, 2019).

The use of the Business Model Canvas can serve as a strategic tool for tourism destination managers in conducting a comprehensive analysis of key elements such as customer segments, value propositions, and distribution channels. Through this analysis, management can identify internal strengths and weaknesses as well as map areas that require development to increase revenue and tourist appeal. Another advantage is the ease of strategy design, which only requires a single sheet of paper to map the nine main elements, making the planning process more efficient compared to other business strategies that are complex and require many documents. With its simple and structured format, the Business Model Canvas supports better planning and quick understanding of the business model.

To obtain a more comprehensive analysis, it is important to conduct a SWOT analysis to support the implemented Business Model Canvas. A SWOT analysis can help identify opportunities and threats from the external environment, as well as the internal strengths and weaknesses of an organization. Therefore, this analysis provides deeper insights into the factors that affect business success. The use of a SWOT analysis will enrich the understanding of the interactions between the elements of the Business Model Canvas. The combination of these two tools allows for the development of strategies that respond more effectively to market dynamics.

## 2. Literature Review

Literature review in this study provides a state-of-the-art explanation regarding the conceptual foundations and analytical tools used to examine business model development in tourism destinations. The discussion is structured by connecting core theories; Business Model Canvas (BMC), SWOT analysis, and the concept of nature-based tourism destinations while emphasizing how these frameworks have been applied and synthesized in prior research. This section also identifies theoretical gaps that justify the integration of BMC and SWOT for improving revenue optimization in tourism contexts.

### Business Model Canvas (BMC)

The Business Model Canvas (Osterwalder & Pigneur, 2011) is widely recognized as a strategic tool to visualize, analyze, and redesign business structures using nine interrelated components. These include customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. BMC helps organizations capture how value is created, delivered, and monetized in a single integrated view.

Within the literature, BMC is appreciated for enabling holistic business visualization in one sheet, simplifying complex business logic; identification of key elements, especially sources of value and inefficiencies; opportunity discovery for innovation and improvement; and strategic communication among managers and stakeholders.

Several studies have demonstrated the effectiveness of BMC for tourism businesses. Harfiani & Pasaribu (2019) found that BMC successfully strengthens revenue flows by mapping partners, customer segments, and value propositions in hospitality and tourism SMEs. In many tourism cases, BMC is used as a diagnostic tool to highlight gaps in marketing strategy, service quality, and resource utilization—issues also observed in Plaza Bukit Surga.

### SWOT Analysis

SWOT analysis is a strategic planning approach used to identify internal strengths and weaknesses, as well as external opportunities and threats. Literature emphasizes that SWOT is valuable for evaluating organizational readiness, environmental dynamics, and competitive positioning (Wiswasta et al., 2018; Riyanto et al., 2021).

The strengths of SWOT include providing a structured overview of internal–external conditions; supporting strategy formulation based on matched factors (S-O, W-O, S-T, W-T strategies); assisting managers in risk mitigation and priority decision-making.

Prior research in tourism shows that SWOT is effective for identifying environmental issues such as infrastructure constraints, marketing challenges, or regulatory barriers; evaluating sustainability-related threats (environmental damage, overtourism, community resistance); aligning opportunities with local economic development goals. Integrating SWOT with BMC provides a more comprehensive strategic perspective: BMC maps internal processes and structures, while SWOT highlights the strategic environment influencing them.

### Nature Tourism Destinations

Nature-based tourism destinations are defined as geographic areas equipped with attractions, public facilities, accessibility, and community involvement (UU No.10/2009; Sunaryo, 2013). Literature characterizes such destinations by elements such as geographic uniqueness, cultural richness, visitor behavior patterns, and psychographic segmentation.

Critical point that needed to know of nature tourism destinations are unique characteristics (landscape, local culture, community identity) as major competitive advantages; challenges such as environmental degradation, infrastructure limitations, overtourism, and climate-related risks; opportunities including economic empowerment, cultural preservation, eco-tourism innovation, and community-based tourism development; importance of sustainable management, emphasizing conservation, community involvement, and long-term ecological–economic balance.

### 3. Proposed Method

This study takes Plaza Bukit Sarga, a natural tourist destination located in Bareng Village, Sawahan District, Nganjuk Regency, East Java, as its research object. The type of research used is qualitative descriptive, aiming to describe and understand the phenomena occurring in depth.

This study examines data through interviews, observations, and direct documentation at the tourist site. The interview process was conducted with the management chairperson, treasurer, and several visitors as informants to explore topics related to the 9 elements of the BMC from the perspectives of both the management and the visitors, as well as regarding revenue optimization at Plaza Bukit Sarga. The observation process is conducted by the researcher to assess the aspects being observed, whether they have already been conveyed or have not yet been observed by the management and visitors. This documentation serves to complement the data obtained from interviews and observations derived from documents and recordings. In qualitative research, there are data sources that do not come from humans, such as documents, photos, and statistical materials. In this study, the documentation used consists of visitor data from 2022-2024, monthly operational data for the period of July-December 2023 and 2024, as well as photos of the facilities available at Plaza Bukit Sarga.

Data collection techniques are carried out through triangulation to obtain stronger validity through the integration of various methods (Abdussamad, 2021). Data analysis uses the Miles & Huberman (2023) model, which includes three stages: data condensation (reduction), data presentation, and drawing and verifying conclusions.

### 4. Results and Discussion

#### The Business Model Currently Applied at Plaza Bukit Sarga

The Business Model Currently Implemented at Plaza Bukit Sarga Plaza Bukit Sarga currently applies a conventional business model that is not well-structured, where management is carried out simply by the local community based on the principle of mutual cooperation. The lack of clear mapping of fundamental business elements such as customer segments and value propositions results in marketing strategies being suboptimal, as evidenced by a significant 30% decrease in the number of visitors in 2024. The potential resources available,

such as the camping ground and water café, have not been thoroughly analyzed from an economic perspective, so the opportunities to maximize revenue cannot be realized optimally.

In addition, the lack of strategic partnerships with external parties has also hindered efforts to develop the tourism sector in the area. Therefore, under these conditions, the implementation of a business model development using the Business Model Canvas (BMC) approach and SWOT analysis is considered important to enhance competitiveness and optimize the revenue potential of Plaza Bukit Sarga.

### Mapping the Elements of the Business Model Canvas

The Business Model Canvas (BMC) is a business analysis tool consisting of nine main elements that are interconnected and function to comprehensively illustrate how an organization creates, delivers, and captures value. BMC makes it easier for business actors to map their business model visually and systematically on a single worksheet, thereby simplifying the identification of strengths, weaknesses, and development opportunities. With this approach, management can design business strategies that are more adaptive and targeted toward market dynamics and customer needs. BMC is also very useful for conducting business innovation as well as evaluating the performance of an existing business model.

The first stage of this research is to identify the business model used by Plaza Bukit Sarga using source triangulation, by combining the results of interviews, observations, and documentation, as well as comparing answers from several parties. The triangulation results are then mapped into the BMC. The following are the BMC mapping results at Plaza Bukit Sarga.

- a. Customer Segmentation. Plaza Bukit Sarga have includes a wide range of groups of customers, from children to adults, both male and female, whether alone or in groups.
- b. Unique Value Offered. Plaza Bukit Sarga offers a unique value in the form of stunning natural scenery, where visitors can enjoy a city panorama from the slopes of Mount Wilis, the soothing sound of flowing rivers, a camping ground area, a water café, and a fish therapy pool that not every tourist spot in Nganjuk Regency has. Additionally, there are Instagram-worthy photo spots and affordable entrance tickets for visitors of all ages.
- c. Marketing Channels. To promote the tourist spot and increase its recognition, Plaza Bukit Sarga utilizes social media such as Instagram and TikTok, as well as relying on reviews and ratings on Google Maps.
- d. Customer Relations. The management of Plaza Bukit Sarga strives to build good relationships with visitors through friendly and quality service, without discriminating against the background of the visitors who come, and by providing feedback on complaints submitted by visitors.
- e. Revenue Sources. The main sources of revenue for Plaza Bukit Sarga come from entrance ticket sales, parking ticket sales, food and beverage sales at the canteen, and income from the attractions available at Plaza Bukit Sarga.
- f. Key Resources. The key resources owned by Plaza Bukit Sarga include natural resources, such as mountain views and river flows, human resources consisting of managers and employees working at Plaza Bukit Sarga, as well as other supporting facilities such as gazebos, prayer rooms, restrooms, etc.
- g. Key Activities. The main activities at Plaza Bukit Sarga carried out by the management include managing and maintaining facilities, conducting promotions and marketing digitally, serving visitors, managing security and cleanliness, as well as collaborating with partners.
- h. Key Partners. Plaza Bukit Sarga has several important partners, including BUMDes, where the revenue generated from Plaza Bukit Sarga will be channeled to village income and used for the benefit of the local community. The second partners are Perhutani and LMDH because this tourist location is situated on land still managed by them. In addition, local residents also play an important role in the development of Plaza Bukit Sarga, as they participate in the process.
- i. Cost Structure. The expenses that need to be incurred include rent to Perhutani amounting to 40% of net income, local taxes paid to the Nganjuk Regency Revenue Agency, employee salaries amounting to 30% of net income, costs for Wi-Fi, electricity, water, facility maintenance, as well as unexpected costs for repairing damaged facilities, research, and training.

<b>Key Partners</b> <ul style="list-style-type: none"> <li>Village-Owned Enterprise (BUMDes)</li> <li>Perhutani (State Forestry Corporation)</li> <li>LMDH (Forest Village Community Institution)</li> <li>Local communities</li> <li>Event organizers</li> <li>Educational institutions</li> <li>Village government</li> <li>Regional government</li> <li>Local suppliers</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li><b>From the Management Side:</b> <ul style="list-style-type: none"> <li>Managing and maintaining facilities</li> <li>Providing visitor services</li> <li>Conducting marketing and digital promotion</li> <li>Managing cleanliness and security</li> <li>Collaborating with other stakeholders</li> <li>Developing new attractions and photo spots</li> </ul> </li> <li><b>From the Visitor Side:</b> <ul style="list-style-type: none"> <li>Tourist activities conducted by visitors</li> <li>School outbound and educational trips</li> <li>Routine community and local events</li> <li>Meetings and activities organized by women's associations or village officials</li> </ul> </li> </ul>	<b>Value Propositions</b> <ul style="list-style-type: none"> <li>Beautiful natural scenery</li> <li>Clean and refreshing river flow</li> <li>Educational tourism attractions (camping area, photo spots, etc.)</li> <li>Complete facilities (gazebos, prayer rooms, toilets, parking area)</li> <li>Affordable entrance fees</li> <li>Attractive and Instagrammable photo spots</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>Friendly and quality service for visitors</li> <li>Feedback and reviews from visitors as part of management improvement</li> <li>Promotion of camping package programs</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>Families with children</li> <li>Teenagers and young adults</li> <li>Young couples</li> <li>Domestic tourists</li> <li>Groups and communities</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>Natural resources (river flow, scenery, and landscape)</li> <li>Human resources (management, employees, local residents)</li> <li>Supporting facilities (gazebos, prayer rooms, Wi-Fi, and others)</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>Through social media:                     <ul style="list-style-type: none"> <li>Instagram @plaza_bukitsurganganjuk</li> <li>Tiktok @plazabukitsurganganjuk</li> </ul> </li> <li>Through Google Maps reviews:                     <ul style="list-style-type: none"> <li><a href="https://maps.app.goo.gl/q9M3CNo7oA6G2Bx87">https://maps.app.goo.gl/q9M3CNo7oA6G2Bx87</a></li> </ul> </li> </ul>		
<b>Cost Structure</b> <ul style="list-style-type: none"> <li><b>Fixed Costs:</b> <ul style="list-style-type: none"> <li>Rental fees to Perhutani</li> <li>Regional tax payments to Ngarjuk Revenue Office (Epanoas)</li> <li>Employee salaries</li> <li>Wi-Fi subscription fees</li> <li>Facility maintenance costs</li> </ul> </li> <li><b>Variable Costs:</b> <ul style="list-style-type: none"> <li>Emergency expenses such as research, repair, and training (if needed)</li> <li>Payments for salaries, electricity, and water</li> </ul> </li> </ul>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>Ticket sales for entrance</li> <li>Parking ticket sales</li> <li>Sales of food and beverages at the canteen</li> <li>Income from attractions</li> <li>Rental of event facilities</li> </ul>		

Figure 1. Business Model Canvas, result of triangulation, processed by the researcher (2025).

Meanwhile, a SWOT analysis of this tourist site shows several strengths that can be leveraged to attract more visitors, such as the captivating natural beauty and the cool atmosphere that support a relaxing experience.

<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>The destination offers appealing natural landscapes with a cool climate and the calming ambience of a nearby river.</li> <li>It provides distinctive attractions such as camping grounds, a cafe, a swimming pool, and fish therapy ponds that are rarely available in other tourism sites within Ngarjuk Regency.</li> <li>The site has built a favorable reputation among visitors due to its welcoming service and well-maintained cleanliness.</li> <li>Entrance fees are reasonably priced, making the destination financially accessible to a broad range of visitors.</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>Facility availability such as gazebos, restrooms, and seating in the canteen area is still insufficient, reducing overall visitor comfort.</li> <li>During high-traffic periods, staff performance may appear slow or less responsive in serving guests.</li> <li>Promotional efforts on social media remain minimal, leading to limited online visibility and low awareness among prospective visitors.</li> </ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Introducing glamping accommodations, which are currently trending and highly favored by younger tourists.</li> <li>Forming collaborations with travel agencies or corporate partners to create integrated tour packages within the Sawahan District.</li> <li>Targeting office gatherings and company outings as promising market segments, supported by the growing influx of visitors from outside the region.</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>The rise of new tourism sites in Ngarjuk Regency that offer comparable concepts, combined with regulatory constraints from the forestry authority (Perhutani), may intensify competitive pressures.</li> <li>The surrounding terrain presents landslide hazards, as the destination is situated on a hillside close to mountainous areas.</li> <li>Its elevated, hilly location may hinder accessibility, particularly for visitors coming from outside the region or those not accustomed to navigating mountain routes.</li> </ul>

Figure 2. SWOT analysis, result of triangulation, processed by the researcher (2025).

Unique facilities, such as camping areas, water cafés, and therapeutic fish ponds, provide added value that distinguishes this location from other tourist destinations in Nganjuk Regency. The positive image of this place, thanks to satisfactory service and maintained cleanliness, also contributes to visitor satisfaction and loyalty. However, there are weaknesses such as the limited number of gazebos and restrooms, as well as slow service during peak times, which need to be addressed to improve comfort.

On the other hand, there are opportunities to develop glamping facilities, which are currently popular among young people, and to establish partnerships with travel companies, which can be a promising strategy to increase visitor numbers. Threats, such as the emergence of similar new tourist destinations and natural disaster risks like landslides, must be addressed with careful planning. By understanding and evaluating these various factors, management can formulate effective strategies to enhance competitiveness and visitor experience, allowing this location to continue growing and achieving success in the tourism industry.

### **Integration of Business Model Canvas and SWOT Analysis in Efforts to Increase Revenue**

Through the integration of BMC and SWOT Analysis, managers can more precisely identify strengths, weaknesses, opportunities, and threats based on the nine elements of the BMC. The results of this analysis are used as a basis for formulating strategic recommendations that are relevant and applicable to optimize business potential and increase tourism destination revenue.

- a. **Customer Segments:** Based on the results of the BMC analysis, the customer segment of Plaza Bukit Sarga includes all age groups, from young to adult. Currently, a popular tourism trend among young people is glamping. By taking the opportunity to establish a glamping area, it is expected that the number of visitors will increase, thereby also boosting revenue from this tourist destination.
- b. **Value Proposition:** based on the BMC analysis results, the camping area is one of the unique values offered by Plaza Bukit Sarga. However, when there are many visitors, the limited number of tents is one of the weaknesses in this area. Therefore, the management can increase the number of tents to ensure that the available tents are sufficient to accommodate all visitor reservations.
- c. **Channels:** based on the BMC analysis results, the channels used by Plaza Bukit Sarga are Instagram, TikTok, and reviews through Google Maps. However, the lack of promotion on social media makes the visibility of this tourist spot less noticeable to visitors. Therefore, the management can create engaging content with influencers and improve the posting schedule on social media to increase visibility and attract more visitors.
- d. **Customer Relationships:** Based on the BMC results, the way the management of Plaza Bukit Sarga builds good relationships with customers is by providing friendly and good service to every visitor. However, on the other hand, when visitors are many, the service provided by the cafeteria staff is considered less fast and optimal. With this weakness, the management can increase the number of employees so that the quality of service in the cafeteria can be maximized, allowing visitors to feel comfortable and hopefully increasing the cafeteria's revenue.
- e. **Revenue Sources:** Based on the BMC analysis, one of the main sources of revenue for Plaza Bukit Sarga comes from ticket sales and the food court. However, on the other hand, the entrance ticket price is considered very cheap, and many visitors bring food from outside. Therefore, the management has the opportunity to increase the entrance fee or create a package (entrance ticket + canteen voucher). With this strategy, it is expected that revenue from ticket sales and canteen menu sales can increase.
- f. **Key Resources:** In the BMC analysis, it was found that gazebos and bathrooms are some of the key resources owned by Plaza Bukit Sarga. However, there is a weakness in that the gazebos and bathrooms at this tourist spot are still considered insufficient, especially during the holiday season when the number of visitors increases. Therefore, with this weakness, the management can improve and add facilities to maintain the comfort of visiting guests.
- g. **Main Activities:** Based on the BMC results, where the main activities are often used for group events, the management can create bundled ticket promotions (where visitors coming with family or in groups can get a cheaper ticket price compared to coming alone).
- h. **Strategic Partnerships:** Based on the BMC results, where Plaza Bukit Sarga's main partners are the local community, the management can collaborate with offline motorcycle taxi drivers to help visitors who are not familiar with mountainous terrain reach the tourist site.

In addition, the management can take advantage of new opportunities by partnering with travel agents to create travel packages in the Sawahan District.

- i. Cost Structure: based on the results of the BMC analysis, where services at Plaza Bukit Surga are considered less fast and responsive when there are many visitors, and there are emergency costs. Therefore, the management can consider costs for training and recruiting new employees so that the quality of service can continue to improve.

### Strategic Recommendations

#### **Short-Term Recommendations (0-6 months)**

The management of Plaza Bukit Surga is designed through a short-term strategy in a structured manner. Based on the integration results of the BMC with SWOT analysis, the short-term strategies that can be implemented include improving service quality through staff training and a feedback system, adding employees and canteen facilities to anticipate a surge in visitors, and implementing a policy prohibiting bringing outside food to encourage consumption at the canteen. The estimated cost of adding three employees ranges from Rp400,000–Rp700,000 per month, depending on net revenue. Other strategies include upgrading main facilities, actively promoting through social media and influencers, implementing weekend tickets accompanied by canteen vouchers, and adding tents in the camping area to support overall visitor comfort and experience.

#### **Medium-Term Recommendations (6 months – 2 years)**

The medium-term strategy that can be undertaken by the management of Plaza Bukit Surga involves Facility Development and Strategic Partnerships. The development strategy for Plaza Bukit Surga includes the construction of glamping units with environmentally friendly designs and appealing aesthetics to attract the young market segment. Supporting facilities such as rock climbing, yoga, and children's rides are also added to broaden the destination's appeal. In addition, the management establishes strategic partnerships with travel companies and local communities to expand the marketing network and create authentic tourism experiences. This collaboration is expected to increase visitor numbers, encourage visitor loyalty, and support local economic growth.

#### **Long-Term Recommendations**

The long-term strategy of Plaza Bukit Surga includes expanding the tourist area through collaboration with Perhutani and LMDH, which allows for the development of new zones, reduction of visitor density, and increased capacity. Business diversification is also carried out by building indoor facilities such as a mini museum or art gallery to maintain visits during the rainy season. Additionally, management encourages the implementation of sustainable business models through environmentally friendly practices, involvement of the local community, income diversification, and the development of agrotourism concepts, in order to enhance competitiveness and the resilience of the destination to long-term changes.

### Visitor Increase Projection After Recommendations

After the management implements the previously recommended strategies, it is expected that there will be an increase in visitors by 40-50% from the number of visitors in 2023. Therefore, the projection will be as follows.

**Table 1.** Projected Revenue Increase Table after Recommendations (For the Next 1-2 Years).

Category	Base Calculation (2023)	40% Increase in Visitors	50% Increase in Visitors
Average Visitors	2,000 people	2,800 people	3,000 people
Entrance Ticket	Rp 5,000	Rp 14,000,000	Rp 15,000,000
Canteen	Rp 5,000	Rp 14,000,000	Rp 15,000,000
Offline Ojek	Rp 15,000	Rp 5,600,000	Rp 6,000,000
Parking	Rp 2,000	Rp 5,600,000	Rp 6,000,000

*Source: processed by the researcher (2025)*

Based on the projected calculations above, several assumptions can be made. The average monthly number of visitors is 2,000 people; therefore, with an estimated increase of 40% - 50%, the total number of visitors is expected to rise to approximately 2,800 - 3,000 people. With an entrance ticket price of Rp 5,000, this increase in visitor numbers would raise monthly ticket revenue to around Rp 14,000,000 - Rp 15,000,000. The canteen voucher included in the bundled ticket package is also valued at Rp 5,000, meaning that canteen revenue is likewise

projected to grow to Rp 14,000,000 - Rp 15,000,000 with the same visitor volume. Furthermore, assuming that 20% of visitors use offline ojek services at a rate of Rp 15,000 per trip, revenue generated for the ojek community is estimated to increase to approximately Rp 5,600,000 - Rp 6,000,000 per month.

## 5. Conclusion

This study shows that the implementation of the Business Model Canvas (BMC) at Plaza Bukit Surga, Bareng Village, Nganjuk Regency, has great potential to increase tourism revenue. The strengths of this destination lie in its natural beauty, fresh mountain air, affordable ticket prices, friendly service, and adequate facilities. Plaza Bukit Surga attracts tourists seeking a peaceful and refreshing natural atmosphere. Analysis of the nine BMC elements reinforces that this destination has high selling value as an attractive nature tourism site.

However, research also found challenges such as suboptimal promotion, difficult road access, and less-than-ideal services during holidays. Through SWOT analysis, management can identify the existing strengths, weaknesses, opportunities, and threats to design an effective strategy. This strategic approach allows Plaza Bukit Surga to enhance its competitiveness and operational sustainability. With focused management, this destination has the potential to become a standout in Nganjuk Regency, contributing to regional revenue, community welfare, and sustainable tourism.

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