

Analysis of Ancol Beach Object Development Using Business Model Canvas Approach

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Abstract:- The development of tourism sector today demands that every provider of tourism objects continue to develop their business, including the management of Ancol Beach, which is one of the famous tourist spots in DKI Jakarta. The design of the right business model is needed by tourism management in the management of tourism objects effectively and efficiently. The aim of this study are (1) determine the business strategy of Ancol Beach tourism suitable to be run by management; (2) Knowing and analyze the current business model of ancil beach, and design a new beach tourism business model.

This type of research is qualitative-descriptive with the case study method. The research was analyzed using SWOT analysis and business model canvas approaches. The results of this study showed the need for the management of Ancol Beach to make changes in the value of visitors in the form of recreation places comfortable, safe, easy and efficient. The creation of this new value has influenced every element of the canvas model business, namely (1) the need for the addition of major resources; (2) Change of main activity in Ancol Beach attraction; (3) The addition of cooperation partners; (4) The need to improve relations with visitors/tourists; (5) The addition of sales channels and communications with visitors; (6) The addition of income and flow of expenditure to Ancol beach tourism place. But the customer segment of Ancol Beach Tourism object does not need to change.

Keywords:- Beach Tourism Objects, Business Model Canvas.

I. INTRODUCTION

The tourism industry has undergone significant changes. This can be seen from the development of information and communication technology that has an impact on the change of tourism business models especially on tourism objects. One of the impacts of the development of ICT on the tourism business is the ease for visitors to get information and make reservation in an easy and fast way. Changes in traveller behaviour in the purchase of online travel tickets, so that the management of tourist destination have to make changes to the business models to bring high value for tourists and obtaining business partners involved in creating and Providing tourism products [1]. Tourism is an important sector in economic development in any country. so that tourism contributes to socio-economic advances through job creation, export revenues, and infrastructure development. In addition the tourism industry

supports the development of social [1,2,3]. This is in line with the results of the Ministry of Tourism's performance in 2018, that the tourism industry has two contributions to the Indonesian economy, namely (1) Macro contributions including the contribution of gross domestic product (GDP) of 5.25 percent, increased foreign exchange of Rp. 224 trillion, and an increase in the workforce of 12,7 million; (2) Contribution of Micro among them Competitiveness Index Tourism has a rating of 42, an increase in the number of foreign tourist visits by 15.81 million visits and an increase in the number of visits of local tourists by 303.5 million people [4].

One of the tourist objects that became the object of this research was Taman Impian Jaya Ancol *located in North Jakarta*. Taman Impian Jaya Ancol offers a quality entertainment that has an element of art, culture and knowledge. Taman Impian Jaya Ancol is a famous tourist attraction in Jakarta because the location and tourism objects it offers is very interesting one of the beach Ancol [5].

According to N. Langvinienoa, and I Daunoraviņinjtob (2015) in [1], say that An important factor that affects success in the tourism industry are (1) Innovation, the tourism object can improve the quality of products and services to meet better the wishes of visitors, reduce costs, increase profits, gain competitive advantage; (2) Employee empowerment – The management of tourism objects should empower employees to provide high quality services so as to maintain and attract new customers; (3) Customer Relationship Management – in the tourism industry the customer needs is very important to be noticed because the success of tourism business depends on the customer; (4) technology can improve interaction and communication with customers so as to reduce operating costs, and can maximize the profit gained by the tourism business; (5) Marketing activities can help the tourism business learn and understand the behavior of visitors to the services they desire so that management can identify new opportunities to develop services; (6) The value proposed by the management should focus on the needs of the visitor and ensure to provide different services and products from the competitors. Therefore, tourism management needs to innovate on its business model, so that it still has competitive advantage and gets a large number of visits from tourists.

There are many researchers and practitioners who have developed a detailed and flexible analytical framework in explaining the business model, including the business model Canvas which is based on nine main components:

"value proposition ", "main activity " , "Main resource " , "Customer relationship " , "channel " , "main partner " , "customer segments " , "cost structure " , and "revenue stream " [6]. The development of tourism sector, especially the beach tourism provider need to design a new business model that suits the needs of tourists to gain competitive advantage and sustainable tourism business in the future.

Based on the above background, the problem can be formulated as follows: (1) Business strategy is appropriate and recommended to be applied to the management of Taman Impian Jaya Ancol; (2) How is the current tourism business model of Ancol and how the design of the new business model of Ancol tourism as a development step. This research contributes to (1) to academics, this paper is expected to be a reference in adding a scientific reference to tourism management, in particular how to develop a business model of coastal tourism using BMC approach and SWOT analysis; (2) for the management of Taman Impian Jaya Ancol, the results of this study can be utilized as input in the development of an effective and efficient coastal tourism business model in the future; (3) for the planning and development of tourism sector, especially tourism office in DKI Jakarta, can be used as input to make policies related to tourism activities.

II. LITERATURE REVIEW

➤ *Beach Tourism*

There are many opinions on the definition of tourism. According to Wahab (2003) in [3] describes Tourism can be considered as something abstract, which describes a person traveling in their own country (domestic tourism) or people crossing the borders of the country (international tourism). The results of the travel process get interactions and relationships among individuals or groups, the feeling of pleasure, positive or negative perception of the attraction, the motivation of travel and obtain satisfaction. However, According to Indonesian Law No. 10/ 2009, Tourism is a travel activity carried out by a person or group of people visiting a particular place for recreational purposes, personal pleasure, or conducting research on tourist objects for a short time. [7].

Wingit et al., (2017) say that Tourism is a variety of tourism activities supported by several facilities and services provided by the Government, the management of tourist attractions. Besides Tourism has a great contribution to the economic growth of a country in terms of job provision, foreign exchange procurement, increased income of local communities, and can stimulate other productive sectors. The tourism industry is associated with several other industries such as handicrafts, souvenirs, accommodation, and transportation[3]. While the concept of a tourist attraction is a place where tourists can rest, relax, walk, sport, spend time by looking at the natural scenery around the tourist attractions, seeing historical monuments, attending events Festivals, as well as tasting local cuisine (Blasco et al., 2016) in [8]. Seyidov et al.. (2016) also explained that tourism places should provide facilities and infrastructures that suit the needs of tourists.

According to Vengesai, Mavondo, & Reisinger (2009) states that, there are several important attributes considered by tourists in choosing a tourist attraction (1) interesting tourist attractions, covering all forms of nature and the results of human creation, culture, Heritage, history, customs, architectural features, artwork, food and drink and handicrafts that attract the attention of tourists; (2) facilities and infrastructures provided by the organizer of tourist objects such as accommodation, transportation, and communication; (3) Factors related to people, covering all forms of local people's attitude and friendly staff in serving tourists.

While According to Cooper et al. (1998) in [9] state that, the main attribute of an attraction is the attraction and support service. Attraction in the form of nature and man-made results, while the support services and facilities include accommodation, food, shopping, and transportation at the destination. But according to Buhalis (2000) in [10] states that there are six frameworks of important tourist attribute attributes for tourists including (1) Interesting attractions include natural, handmade, artificial, special events; (2) accessibility includes transportation and vehicles; (3) Facilities include accommodation, catering, retail, and other travel services; (4) available tour packages; (5) activities that can be carried out by tourists when they are in a tourist attraction; (6) Other support such as telecommunications, postal services and hospitals, etc. meanwhile beach tourism is a beach that has attractiveness as a tourist attractions either because of physical factors, attractions, facilities and others (Nugroho, 2005) in [11].

➤ *Concept of Business Model*

There are several definitions of business models. one of the definitions according to [12] say that, Business model as a way of corporate value creation, delivery and capture mechanisms either explicitly or implicitly, more precisely, the author defines the essence of the business model as the way the company delivers high value to Customers, so that customers pay for the value obtained from the company. Then the payment becomes a profit for the company. Meanwhile according to F.Rustico (2015) in [1], business models are seen as a form of innovation to create value For consumers and organisations that offer travel products.

Slávik & Bednár (2014) say that, business model is a system of resources and activities, which creates a high value for consumers, where ultimately the company earns money from the proceeds of the sales value to the consumer. The author stated that the importance of improving the functionality and economic business model in the company because the company will acquire and develop a competitive advantage.

According To John Mullins and Randy komisar (2009) in [13], a successful business model consists of 5 pillars of income model, profit model, operating model, working capital model and investment model. The author states that, a successful company is if the company has already paid from gross margin, operating costs, operating capital and investment is still free of money. This concept can be

applied to economic analysis of the business and evaluation of financial health, besides this Model only gives little attention to the value offered to customers, so this model is useless for complex analysis.

Different from the concept of business model according to Alan Afuah (2003) in [13], there are 4 components of the company's profitability determinant that affects the company's activities namely industrial factor analysis, resources, cost and position. The cooperation of these components, thus creating a successful business model and its uniqueness into a source of competitive advantage. While according to David Watson (2005) in [13], the company's business model is evaluated through six components: competitors, customers, economics, management, products and suppliers. This model is unique, which performs a competitive analysis that is not part of the business model component.

The concept of other business models by Johnson At al., (2008) in [13] explains that the business model as a set of four interconnected components: value for customers, profit formulas, key resources, and key activities. This concept also describes important components for businesses such as (1) Resources (people, technology, tangible and intangible assets, brands); (2) Company activities (training, development, production, budgeting, planning and sales). The concept of this model is almost the same as Osterwalder's (2010) business model concept, known as the nine blocks of business model canvas consisting of consumer segments, value proportions, customer relationships, distribution / channels, key resources, key activities, key Partnerships, cost structures, and revenue stream.

The following described definitions of the nine blocks business model canvas by [14] : (1) **Customer segment** is a party that uses and pays for goods / services products from organizations or companies and contributes to providing income for the organization or company. There are five type of market: mass, segmented, niche, diversified and multi-sided; (2) **Value proposition** (added value given to the Customers) consist of products and services that can provide added value to specific segmentation; (3) **Channels** stated How organizations communicate With customer segments and convey the proportion of the value offered. Communication, distribution, and the pen sell channels are dimensions that allow the company to interact with its customers. The promoted channel describes customer interactions and plays a key role in customer processes; (4) **Customer relationships** aim to acquire new customers (acquisitions), retain existing customers (retention), and offer old and new goods or services products to old customers. standard forms of company relationships with customers including: (a) personal assistance, which is based on human interaction; (b) using a CRM system that is an automatic service connecting customer services with automated processes (internet); (c) community to improve connections with customers. This type of relationship provides a free quality observation database directly from customers; (d) co-creation, which makes relationships

outside the standard and clients become co-creators of products or services; (5) The **key resources** that enables organizations and companies to realize the unique value offered and promised to customers well. These key resources can be physical resources (buildings, vehicles, equipment), intellectual property money (brands, copyrights, patents, customer data bases), human resources; (6) **Key activities** have the characteristics needed to produce the unique value offered, channeling that unique value to customers, as well as activities to establish customer relationships, and activities to handle revenue streams; (7) **Partnership** involves two or more parties, a form of agreement, agreement in the form of activities and resources; (8) **Revenue Stream** describes how the organization gets money from each customer segment. It is this income stream that allows the organization to survive; (9) In general, all businesses must be able to create and maintain **cost structures** that are efficient and adjusted to the value created by the business.

Based on some concept of business model above, as well as lack of previous research that discusses the business model of tourism destination, especially beach tourism, therefore, the author decided to use the concept of business model by Osterwalder in Analyzing and designing the business model of tourism destination.

➤ *Relationship of Business Models with Business Strategies*

Hambrick and Fredrickson (2005) Define strategy as a key concept integrated with environmental conditions where a business can achieve its objectives, But Gambardella and McGahan (2010) explained that The essence of the corporate strategy is business model. This opinion is almost identical to Casadesus at al., (2010) who said that Business model is a reflection of the strategy realized by the company [15].

However, according to Richardson's opinion, at Al (2008) in [6], emphasized that the business model has an important role in the company's strategy Bridge the formulation of strategy and implementation, because the business model explains how the company's activities operate jointly to implement its strategy. Moreover, Wirtz. At Al (2011), said that the business model was studied as a potential tool at various levels, of the product, for business units, companies, and industries [6].

Sorescu et al., (2011) explains three differences and similarities between strategy and business models including: (1) the strategy leads to the goals to be achieved by the company, while the business model explains the details of the mechanisms that move the company towards these goals. In other words, the strategy determines how the company achieves competitive advantage in the market while the business model focuses more on organizing (internal and external activities of the company that are interrelated, resources needed by the company), as well as how the company creates high value for its customers so as to gain a competitive advantage different. in principle, different business models can be consistent with the

strategies used, as do many different paths that lead to the same goal; (2) make changes to the strategy, usually business models also change. however changes to the business model can be made without significant changes to the current strategy (the strategy has not changed). As such, business models can change more often than corporate strategies, although these changes can raise questions about whether strategies need to be updated as well; (3) different strategies and business models at the Detail. Business models translate strategies in the form of actions and more specific activities that help managers realize the competitive advantage of the company.

There are several stages in determining an effective and efficient strategy for the company including the following: (1) analysis of the company's external and internal environment to determine the company's position. here are some tools used, namely EFE and IFE matrices, CPM matrices; (2) formulation of strategies starting from the level of the company, business and function. here are some tools used among SWOT matrices, SPACE matrices, BCG matrices, IE matrices, and grand strategy matrix; (3) the third stage of the decision to choose a strategy to be carried out by the company. here using the QSPM matrix; (4) finally the process of evaluation and control strategy that has been carried out by the company [16,17].

➤ *SWOT Analysis*

In this study, researchers used swot analysis in obtaining several effective and efficient alternative strategies for the beach tourism business. there are four alternative strategies resulting from the SWOT analysis. David (2011) explains four alternative strategies resulting from the swot analysis as follows: (1) SO strategy is a step taken by the company in taking external opportunities by using the company's internal strength at this time; (2) ST strategy is the steps taken by the company using the company's current strength to stay away from the threat of the company's external environment; (3)WO strategy is the steps taken by the company by taking external opportunities and minimizing the company's internal weaknesses; (4) WT strategy is the steps to be taken by the company by avoiding external threats and minimizing the company's internal weaknesses.

III. METHODOLOGY

This study uses a qualitative descriptive approach with a case study method. The purpose of the descriptive research is to provide a systematic, accurate, factual, and detailed description of the nine components of the business model canvas on the beach tourism business; and describe some alternative strategies implemented by Ancol beach management. The research location is in North Jakarta, DKI Jakarta province, Indonesia.

There are two types of data sources used in this study: (1) secondary data, in the form of information related to the

research object both obtained from print media and the internet. Such as PT Jaya Ancol's annual report, BPS data, and the Taman Impian Jaya Ancol Website, as well as some scientific references / literature related to the object of this study; (2) primary data, including observations, field surveys, interviews with Ancol Beach management, DKI Jakarta tourism office, visitors / tourists and the community around Ancol Beach.

There are several steps carried out by researchers in collecting data including:

- (1) Observation, conducted by researchers with the aim of obtaining observations of objects to be investigated, namely the condition of Ancol beach, the condition of business partners around Ancol Beach, as well as the behavior of local tourists in DKI Jakarta in choosing tourist destinations and the process of purchasing entrance tickets;
- (2) Survey, authors conducted interviews with several informants including (a) the management of Ancol beach, including managers, supervisors and employees, (b) business partner of ancil beach include managers from restaurants, hotels, retails etc, (c) visitors who come to Ancol beach; (d) the community around the Ancol beach. Author obtained data about the external and internal environmental conditions of Ancol beach , as well as data on nine elements of the business model canvas;
- (3) Literature study is carried out by reviewie some literature and references relating to research topics in order to obtain theoretical concepts and knowledge. Theories and concepts are useful for gaining support or completing the data obtained during the research process.

All data was analyzed using (1) SWOT analysis in determining alternative strategies for the management of Ancol Beach; (2) and business model canvas approach to know the business model of ancil beach currently, so that Obtained the design of a new business model Ancol Beach tourism.

IV. RESULTS AND DISCUSSION

➤ *Identification of Ancol Beach Business Models Currently*

The condition of the Ancol beach business model is determined based on the results of interviews with several informants who then produce accurate information about the nine elements of BMC (business model canvas) on Ancol beach tourism (in Table 1 below). The process of identifying the nine BMC components involved several informants including the management of Ancol beach, visitors / tourists from Ancol beach, business owners near Ancol beach and the community around Ancol beach. In addition, the process of identifying the nine components of BMC was also obtained from the analysis of secondary data related to research objects such as the annual report of PT Pembangunan Jaya Ancol, BPS data.

Value Proposition	Customer Segments	Customer Relationship
Easy beach access, Cheap ticket prices, Clean beaches	domestic tourists, especially DKI residents	Personal assistance
Key Resources	Key Activities	Key Partnership
<ul style="list-style-type: none"> • Friendly Human Resources, • A strong Ancol brand, • Infrastructure facilities (parking, mushalla, toilets, food and drinks), • Clean beaches and ICT application systems 	<ul style="list-style-type: none"> • Service to visitors Beach, • Maintenance, • Promotion, • Customer service (ticketing) 	<ul style="list-style-type: none"> • Collaboration with equipment suppliers such as boat motors beach. • Cooperation with the DKI Government and the Tourism Office. • Collaboration with food and beverage sellers (restaurants). • Cooperation with travel agencies Cooperation with the Hotel
Channels	Cost Structure	Revenue Stream
<ul style="list-style-type: none"> • travel agent, • Direct sales online and come directly. • Promotion through WOM, advertisements on television, radio and print media, billboard Media Online: website, FB, twitter and IG 	<ul style="list-style-type: none"> • Operational costs (cleanliness and maintenance). • Employee salary. • Promotional activities. • ICT Maintenance 	Government (APBD), rent a place, ticket sales

Table 1:- Identification of Ancol Beach Business Model Currently

➤ *Results of the SWOT Analysis on Ancol Beach Tourism*

The results of the SWOT analysis as seen in Table 2 below are determined based on the results of interviews with informant, observation and analysis result of secondary data related to Ancol beach. The SWOT analysis is used to determine the right business strategy to be carried out by Ancol beach management.

	<p>Opportunities</p> <ol style="list-style-type: none"> 1. The strategic location of Ancol Beach. 2. the high desire and demand of the people of DKI and outside DKI to go on vacation / recreation to the beach 3. The income of DKI residents is greater than other regions in Indonesia so that the people have the ability to pay high. 4. The development of ICT technology, which demands changes in how to transact online ticket purchases on tourist attractions. 5. Local government support in the development of Ancol beach tourism in the form of share ownership 	<p>Threats</p> <ol style="list-style-type: none"> 1. Natural environmental conditions such as weather conditions that often rain 2. High competition in offering tourism objects that have a higher value to visitors tourist attraction in Indonesia special in DKI Jakarta 3. Community fears about the issue of Sunami
<p>Strengths</p> <ol style="list-style-type: none"> 1. Having a strong brand of tourism objects in Indonesian society 2. Accessibility (transport to the attraction (public transportation, private, train) and road infrastructure conditions have improved 3. Cheap Admission Ticket 4. Availability of comfortable and clean facilities (toilet, mushalla, parking, food and beverage). 5. Have strong support from the government because 60% owned by DKI Local government. 6. Online Ticketing Application availability. 7. Friendly service 	<p>SO Strategies</p> <ol style="list-style-type: none"> 1. Creates unique value to visitors by seeking the use of beaches. 2. ICT application development by adding Customer relationship services to increase visitor loyalty. 3. Add infrastructure around the beach such as beach sports (swimming pool, boat, bicycle, run or road, volleyball, sand, etc.), and reproduce the shaded seating around the beach. 4. Improve comfort and safety by always keeping the beach clean, availability of clean water, toilets, mushalla and parking. 	<p>ST Strategies</p> <ol style="list-style-type: none"> 1. Provide a high value to travellers by suppressing cost time, energy and monetary (admission). 2. Socialisasy intensively about the condition of Ancol beach through social media, such as Instagram, Youtube channels, and the website/application Ancol beach 3. Implementing bundling strategies and customer loyalty programmes, To increase the number of visits to the beach in Ancol outside the holiday season.

<u>Weakness</u>	<u>WO Strategies</u>	<u>WT Strategies</u>
1. The beach is not attractive (no waves, no wide sand) 2. Jakarta's hot weather conditions 3. Lack of food and beverage outlets, as well as souvenir sellers 4. Less and unattractive promotional programs 5. The beach Facilities and sports facilities are still lacking	1. Intensive promotion of beach tourism objects on social media (FB, IG, Youtube), placing banners in various online stores (e-commerce) with emphasis on the unique value that visitors will get. 2. Expanding cooperation with online travel services (Traveloka, tickets, Pegi-PEGI). 3. Multiply cooperation with the unique food and beverage outlets such as seafood, barbequ, coconut water as well as souvenir sellers Betawi	1. Make interesting events around the beach location such as (Bazaar/exhibition, music/art performances). 2. Create a bundling strategy with some Interesting Entertainment Place around the beach ancil like 10 x enter Ancol, free tickets to Dufan 3. Provide convenient, safe and free bus facilities for visitors to Ancol Beach.

Table 2:- SWOT Analysis of Ancol Beach

Based on some of the alternative business strategy above, the alternative strategy that becomes the main priority to be run by the management of Ancol beach are: (1) Create new value for visitors to Ancol Beach, by adding infrastructure/game services around the beach, and adding Betawi arts (music, dance, and Lenong), so that the beach has a characteristic betawi; and raising events around the beach outside the holiday season; (2) Build a CRM application system (*Customer relationship Management*), with the aim to increase satisfaction and increase the number of visits to Ancol beach other than the holiday time; (3) Improve cooperation with several related agencies such as BMKG, police, e-commerce (Traveloka, Pegi-Pegi, tiket.com), online transport (grab, and GoJek), Retail

(Indomaret, Alfamart), and electronic money (Ovo, Tcash, Dana, etc.).

➤ *Design of Ancol Beach Business Model in the Future*

The design of Ancol beach business model in the future is obtained from the results of the SWOT analysis and the analysis of the current business model as shown in Table 3 below.

In designing new business models that form four questions namely what can be created, eliminated, improved and reduced. thus the design of this business model is expected to not only make improvements but also bring up new innovations in the Ancol beach business model.

Value Proposition	Customer Segments	Customer Relationship
<i>Provides a comfortable, safe, easy and efficient recreation</i>	domestic tourists, especially DKI residents	1. Personal assistance 2. <i>Forming a community with family, young people's creativity, and elderly</i> 3. <i>Feedback (using phone, email, QnA by website/online application, WA, online chat, forum)</i> 4. <i>Provide discount, voucher, and points,</i> 5. <i>Member Card/Membership facilities</i>
Key Resources	Key Activities	Key Partnership
1. Friendly Human Resources, 2. A strong Ancol brand, 3. Infrastructure facilities (parking, mushalla, toilets, food and drinks), 4. Clean beaches. 5. ICT application systems 6. <i>Providing beach sports infrastructure (volleyball, swimming pool for children, playground, motor boat, Betawi art, flying fox, etc.).</i>	1. Service to visitors Beach, 2. Maintenance, 3. Promotion, 4. Selling tickets both online and offline 5. <i>Create Customer Care services (response and answer questions quickly through online application)</i>	1. Collaboration with equipment suppliers such as boat motors beach. 2. Cooperation with the DKI Government and the Tourism Office. 3. Collaboration with food and beverage sellers (restaurants). 4. cooperation with travel agencies Cooperation with the Hotel 5. <i>Make cooperation with the police and BMKG.</i> 6. <i>Make cooperation with the community of Betawi Arts.</i> 7. <i>Make cooperation with souvenir sellers;</i> 8. <i>Make cooperation with the electronic payment parties such as Dana, OVO, T-cash etc;</i> 9. <i>Make cooperation with E-commerce (Traveloka, Pegi-PEGI, ticket);</i> 10. <i>Make cooperation with some retail in the sale of admission tickets (Indomaret, AlfaMart); Make cooperation with online transportation (Grab, Gojek)</i>

Channels	Cost Structure	Revenue Stream
1. travel agent, 2. Direct sales online and come directly. 3. Promotion through WOM, advertisements on television, radio and print media, billboard Media Online: website, FB, twitter and IG 4. Sales through intermediaries (Indomaret, Alfamart), as well as e-commerce sales (Traveloka, Pegi-Pegi, tiket.com)	1. Operational costs (cleanliness and maintenance). 2. Employee salary. 3. Promotional activities. 4. ICT Maintenance 5. Customer Service Employee Salaries 6. Cost of purchasing and infrastructure maintenance such as water sports games, and children's play areas	1. Government (APBD), rent a place, ticket sales. 2. Additional income such as beach sports usage costs and etc. 3. Advertising fee on website/app and additional investor

Table 3:- Design of The New Business Model Upon Ancol Beach Tourism

Noted:

Black writing: Improved

Blue writing: Created

V. CONCLUSION

The conclusions in this study are:

- Based on the results of the SWOT analysis on Ancol beach tourism objects, a number of alternative business strategies can be determined including: (1) creating new value in the form of adding infrastructure/ beach equipment, adding Betawi art (music, dance, and lenong) who became uniqueness at Ancol Beach, and increased events around the coast during the holiday season; (2) building a CRM (customer relationship management) application system, with the aim of increasing satisfaction and increasing the number of visits to Ancol beaches outside the holiday season; (3) Increasing cooperation with several related agencies such as BMKG, police, e-commerce (traveloka, pegi-peg, Tiket.com), online transportation (grab, and gojek), retail (indomaret, alfamart), and electronic money (ovo , Gopay, Tcash, Dana, etc.).
- Based on the analysis of the coastal tourism business model using a business model canvas, there is 1 block that must be maintained (no need to be repaired) including customer segments, while the other 8 blocks need to be improved and developed including value proposition, key resources, key partnerships , key activities, customer relationships, channels, revenue stream, and cost structure. This means that Ancol beach does not need to make improvements to the customer segments that will be served, because the main customers of Ancol beach are DKI Jakarta residents consisting of families, young people and the elderly. Make improvements to value proportions in the form of increasing benefits and reducing monetary costs (entrance ticket prices), the cost of time and labor costs from the visitors' side. To create this value, there is a design improvement for the beach tourism object business model including: (1) key Resources in the form of enhancers of the Betawi art vehicle, a vehicle for beach sports; (2) key activities in the form of adding

ICT-based customer care services; (3) Key Partnership in the form of additional collaboration with several parties including online tickets (traveloka, pegi-peg and Tiket.com), online transportation (grab and gojek), several food, beverage, betawi souvenirs, as well as cooperation with payment services electronic money; (4) customer relationship in the form of adding additional feedback features (online chat, discussion forum, QnA, Survey) on the website / application; update information about the weather around the coast, easy accessibility to visitors / prospective visitors; provide membership cards to visitors, which will get discounts and free entry tickets; (5) Channel in the form of selling indirectly through retail and e-commerce. Improvements and additions to the design of this business model, will have an impact on changes in revenue for Ancol beach attractions such as the addition of fees from some food sellers, drinks and souvenirs, fees for the use of beach sports games for visitors, banner advertising fees from several company brands, and add / attract new investors. But the improvement of the business model also resulted in additional costs including the cost of purchasing beach sports equipment, online application repair costs, and employee training costs.

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