JURNAL PAMATOR

Vol. 18, No. 4, 2025, p. 467-484
https://journal.trunojoyo.ac.id/pamator
ISSN: 2654-7856 (Online)
ISSN : 1829 -7935 (Print)

TRAVEL BUSINS STRATEGY USING THE BUSINESS MODEL CANVAS APPROACH (CASE STUDY : SOFYAN TRAVEL)

M. Hafiz Farhan[1], Fauzi Arif Lubis[2], Ahmad Muhaisin B. Syarbaini[3]

[1] Faculty of Islamic Economics and Business, North Sumatra State Islamic University, Jl. William Iskandar Ps. V, Deli Serdang Regency, North Sumatra 20371, Indonesia, hafizfarhan2003@gmail.com

[2] Faculty of Islamic Economics and Business, North Sumatra State Islamic University, Jl. William Iskandar Ps. V, Deli Serdang Regency, North Sumatra 20371, Indonesia, fauziariflbs@uinsu.ac.id

[3] Faculty of Islamic Economics and Business, North Sumatra State Islamic University, Jl. William Iskandar Ps. V, Deli Serdang Regency, North Sumatra 20371, Indonesia, ahmadmuhaisin@uinsu.ac.id

DOI : https://doi.org/10.21107/pamator.v18i4.32196

Manuscript received 15th March 2025, Revised 20th June 2025, Published 21st November 2025

Abstract

Sofyan Travel, a 15-year-old travel transportation business, has faced significant challenges due to the COVID-19 pandemic and increased digital competition. This study uses a qualitative case study approach to analyze Sofyan Travel's business strategy using the Business Model Canvas (BMC). The results show that the BMC approach enables the company to identify strengths, weaknesses, opportunities, and threats through nine key elements, such as customer segmentation, value proposition, distribution channels, and cost structure. The strategy focuses on personalized service, operational efficiency, service digitalization, and strategic partnerships. The implementation of the BMC has proven effective in increasing business competitiveness and sustainability by adapting conventional models to modern market needs. These findings reinforce the relevance of the BMC as an innovative tool for designing and managing travel businesses in an adaptive and customer-value-oriented manner.

Keywords: Business Model Canvas, business strategy, travel, competitiveness

© Authors; This is an Open Access Research distributed under the term of the Creative Commons Attribution-ShareAlike 4.0 International License (CC BY-SA 4.0) (https://creativecommons.org/licenses/by-sa/4.0/) which allows re-distribution and re-use of a licensed work on the conditions that the creator is appropriately credited and that any derivative work is made available under “the same, similar or a compatible license”.

INTRODUCTION

The transportation business plays a crucial role in supporting the smooth running of economic activity, especially during periods of increased demand. One business focused on providing transportation services is the privately owned tourism travel agency (Sofyan Travel). The transportation sector has a direct impact on the local and national economy. In the context of Sofyan Travel, its success in providing effective and

efficient transportation can influence economic stability by facilitating the movement of people and goods, reducing congestion, and

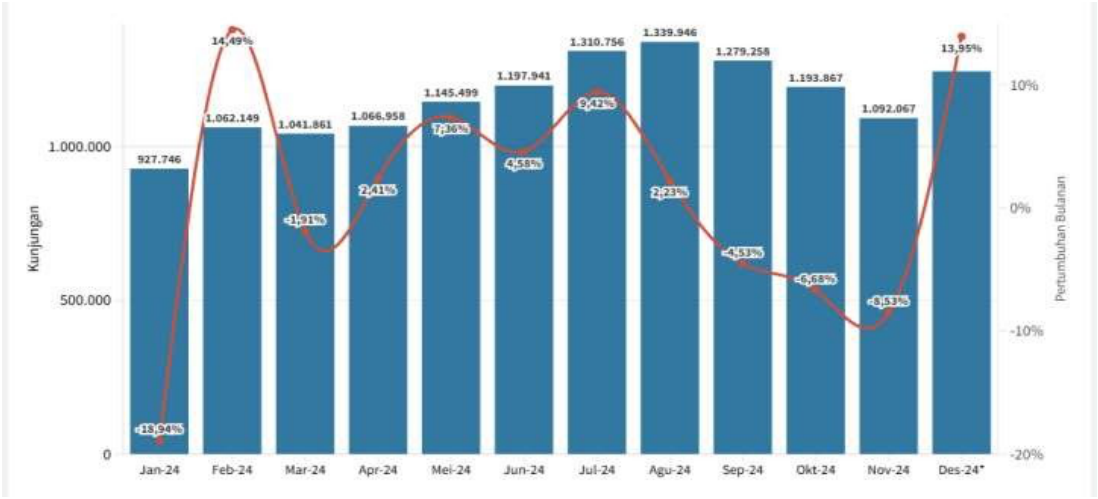
driving the growth of related sectors such as tourism, hospitality, and trade (Larasarti & Dewi, 2024).

Sofyan Travel is a transportation business that provides tourist bus rental services within and outside the city. Sofyan Travel has been in business for 15 years. Sofyan Travel owns a total of four buses. In 15 years, Sofyan Travel has overcome many obstacles and challenges to survive. Furthermore, Sofyan Travel also transports international guests, large agencies, and the general public. In the last five years, Sofyan Travel's revenue has not been as high as it was in the previous ten years, due to a sharp decline in consumer demand for tour bus rentals. From the first to the tenth year, revenue was nearly perfect, thanks to strong partnerships, the tourism sector remained accessible to the public, and foreign tourists were still permitted to vacation in Indonesia. However, in 2021, the COVID-19 pandemic halted the tourism sector, resulting in a decline in revenue. This forced travel operators to consider the best strategies to maintain their businesses. The COVID-19 pandemic presented a significant challenge and weakness for the tourism sector (Nurhayati & Purnama, 2021).

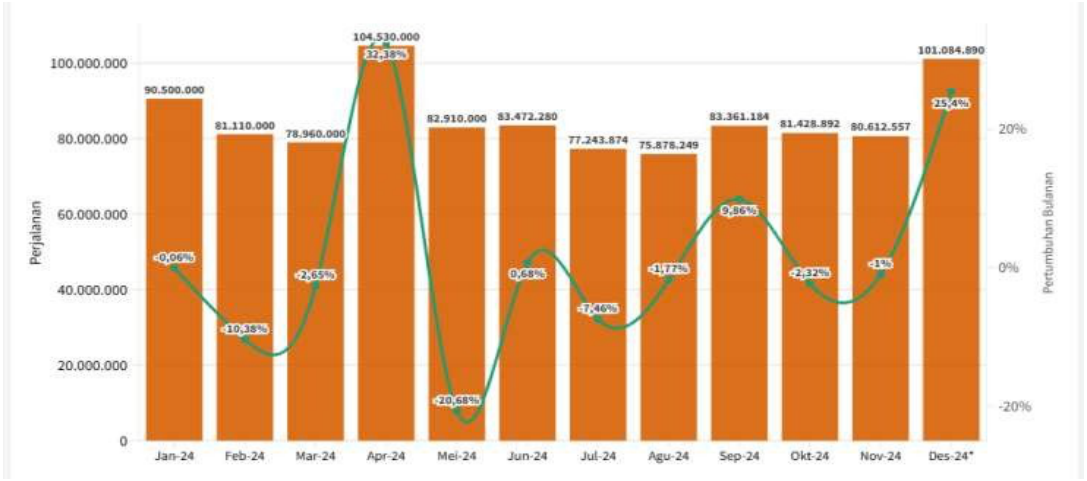
Over time, numerous competitors operating in the same sector as Sofyan Travel have led to an economic downturn from 2020 to 2024. Companies must also prioritize customer satisfaction; customer loyalty will grow if customer satisfaction is achieved. Service quality is a crucial factor that must be considered to achieve company goals (Suardana & Nawing, 2022). Job creation, economic growth, and regional development are all strongly supported by the tourism sector. According to data from the Ministry of Tourism and Creative Economy, the number of international tourist visits to Indonesia in 2024 is expected to reach more than 10 million, while domestic tourist movements are recorded at 1.2 billion domestic trips. These figures demonstrate the tourism sector's enormous market potential, particularly for travel businesses.

Number of Foreign Tourist Visits (2024)

Vol. 18, No. 4, 2025
ISSN: 2754-7856 (Online)
ISSN: 1929-7935 (Print)



Sourch : Badan Pusat Statistik (BPS)



Number of Domestic Tourist Trips

Source: Badan Pusat Statistik (BPS)

However, amidst these promising opportunities, the travel and tourism industry also faces various challenges, such as changes in tourist behavior, competition with digital platforms, and the need for innovation in service. The tourism industry is one of the sectors most impacted by global dynamics, such as the COVID-19 pandemic, changes in tourist behavior, the development of digital technology, and increased competition

from new online-based businesses. Amid these changes, many small- to medium-sized travel and tourism businesses are struggling to maintain their business continuity.

Many still use conventional approaches that don't adapt to market changes. This creates a mismatch between the old business model and current customer needs and expectations.

Nevertheless, Sofyan Travel implements the Business Model Canvas to maintain its business's existence. By understanding the essential components, the Business Model Canvas (BMC) helps tourism and travel company owners design, formulate, and monitor their business models (Yogatama, 2023). Furthermore, the owner of Sofyan Travel certainly has specific strategies to maintain the existence of his business amidst these challenges to ensure its economic stability. In the competitive world of businesses, solutions are needed to address these issues, as explained by Muchtar (2010). With these solutions, every business has an equal opportunity to formulate and develop its business strategy to build a stronger competitive advantage when facing competitors. Of course, the following factors must be considered when designing a successful business plan:

1. Increase the likelihood of business success.
2. Help identify key competitors.
3. Drive business growth.
4. Serve as a standard or benchmark.
5. Help identify business constraints.
6. Facilitate business management. (Masalah et al., 2024).

According to Osterwalder and Pigneur (201) in Anter et al., (2022), a business model known as the "Business Model Canvas" describes the basic principles underlying how an organization generates, delivers, and captures value. The Business Model Canvas (BMC), sometimes called Business Model Generation, is a strategic tool that can be used to design an existing business. One of these business models can be used to evaluate the currently implemented business model. (Wardana & Sitania, 2023)

Previous research has shown that business weaknesses, strengths, threats, and opportunities can be analyzed using the BMC technique. Furthermore, Awaluddin (2019) demonstrated that the BMC technique can also be used to implement business innovation. This demonstrates the usefulness of the BMC approach as a platform for analyzing various business aspects (M. K. Putri & Utama, 2017). The correlation between the opinions of previous studies and the reality of Sofyan Travel's business is that this travel agency considers the opportunities and threats that arise when deciding to run its business. Furthermore, the travel agency's strengths and weaknesses are not ignored by the owner, so the author believes that the researcher's opinions are indirectly realized in this travel agency through the use of these methods and indicators.

A more compelling summary of a company's business model and the relationships between its elements can be obtained using the Business Model Canvas. In addition to

helping companies define their value proposition, the Business Model Canvas also teaches how to develop and implement essential activities and resources to generate revenue streams and value propositions, as well as how goods and services operate. Businesses can use the Business Model Canvas to view their operations from a broad perspective while still gaining a deep understanding of all the important aspects of their company. The Business Model Canvas, developed by Yves Pigneur and Alexander Osterwalder, can be used to develop, share, and modify a company's business model. This business model can determine the environmental conditions faced by a company by describing the internal and external activities carried out by the organization (Jamaluddin, Ana Septia R, 2024).

The cost structure encompasses various expenses such as fixed costs (employee salaries, vehicle rental and maintenance), variable costs (fuel, travel expenses, and other operational needs), and indirect costs such as promotions, information technology, and strategic partnerships.

After understanding these nine elements of BMC, it turns out that they do not conflict with Islamic teachings, as their purpose is to correctly calculate and account for the implementation of this BMC system and its potential impacts on business and other negative impacts. This is in accordance with the advice of Umar ibn Khattab, which states:

حَاسِبُوا أَنْفُسَكُمْ قَبْلَ أَنْ تُحَاسَبُوا، وَزِنُوها قَبْلَ أَنْ تُوزَنُوا، وَتَأَهَّبُوا لِلْعَرْضِ الْأَكْبَرِ

Meaning: "Take account of yourselves before you are taken into account, and weigh yourselves before you are weighed, and prepare for the great day when your deeds will be revealed."

RESEARCH METHODS

Lexy J. Moleong (2005) defines a qualitative research method that produces descriptive data in the form of a person's written or spoken words and observable behavior. This research uses a qualitative approach with a case study method to analyze Sofyan Travel's business strategy based on the Business Model Canvas (BMC). This approach aims to gain a deep understanding of the strategies implemented by Sofyan Travel in developing its business in the travel industry. The research was conducted at Sofyan Travel's headquarters, involving the owner, employees, and customers as research subjects. The data collection techniques used by the researcher were:

1. Observation, direct observation of ongoing conditions or activities.

2. Interviews, involving conversations with several research participants, including the owner, staff, and clients of the travel agency.

3. Literature Review, involving reviewing and studying a number of references obtained through web searches and previous research theses.

4. Documentation, collecting written materials, illustrations, drawings, photographs, tables, artwork, and other forms.

The findings of this study are expected to provide in-depth insights into business strategies that can improve Sofyan Travel's competitiveness and sustainability in the tourism market, thus enabling a comprehensive understanding of the key components of the implemented business model.it.

RESULT AND DISCUSSION

Today's business world is highly competitive and dynamic, making it increasingly challenging for companies to operate, especially when it comes to decision-making. Companies must now navigate global markets, shorter product life cycles, fierce competition, and the latest information on information technology. The travel and tourism industry is currently a promising business opportunity, especially with the increasing public interest in vacationing following the pandemic. This phenomenon is characterized by many tourists seeking practical, convenient, and affordable travel services. This has prompted businesses to develop appropriate strategies to remain competitive. One approach that can be used is the Business Model Canvas (BMC), a visual aid for designing and evaluating a comprehensive business model. According to existing sources, the business model canvas contains indicators that will help companies develop their



businesses.

1. Customer Segment

In a travel business strategy using the canvas business model approach, the primary customers consist of individual travelers, families, and groups seeking a comfortable and affordable travel experience. Their common complaints include

difficulty finding suitable tour packages, impersonal service, and a lack of customization to customer needs. Customer segmentation is based on hobbies, age, and location to better tailor services to individual needs. The strategy implemented includes tailoring tourism products to the characteristics of the target segment, such as educational tour packages for students, family packages with increased comfort, and special interest tours such as nature adventures. This approach allows Sofyan Travel to provide added value to customers through tailored services, while strengthening its business position amidst the increasingly competitive tourism industry.

2. Value Proposition

In this case, value propositions are the benefits the company offers to customers (Pravitasi, 2013). The main benefits Sofyan Travel offers to customers lie in easy access to affordable tour packages and a unique and reliable travel experience. This advantage is a key differentiator from its competitors, as Sofyan Travel focuses not only on transportation services but also pays special attention to individual customer needs and satisfaction. To attract customers to use its transportation services, Sofyan Travel implements innovative strategies such as flexible destination options, customized services based on customer needs, and services through online platforms and social media.

3. Channels

The primary channels used to reach customers include digital platforms such as social media for promotions, websites for reservations and service information, and collaborations with travel agents, schools, and several other companies that enable direct communication, effective promotions, and easy access to customer service. Sofyan Travel maintains partnerships with various parties by taking a direct approach to promotions, offering affordable packages to government agencies tailored to their needs. Through collaborations with schools, Sofyan Travel also addresses various customer needs by offering offers or promotions to schools, providing educational tour packages (study tours), and providing transportation services for school activities such as extracurricular activities.

4. Customer Relationship

To maintain relationships with customers, Sofyan Travel implements a customer relationship strategy that emphasizes friendly and responsive communication and personalized consultation services. The company actively provides regular information about available promotions and provides consultation services to ensure customer satisfaction. This strategy aims to build strong, long-term relationships with customers to foster loyalty. Sofyan Travel also prioritizes a personalized approach, tailoring services to customer needs, and utilizing digital platforms and social media to expand interaction. These are strategies Sofyan Travel employs to build and maintain relationships with consumers.

5. Revenue Stream

Sofyan Travel's revenue sources include several sources, including tour ticket sales and tour bus rentals for in-town and out-of-town trips, to individuals, groups, schools, government agencies, and private companies. Furthermore, Sofyan Travel can generate additional revenue through the sale of complete tour packages that include accommodations, entrance tickets, meals, and tour guide services. This strategy is reinforced by the use of digital platforms for promotions and reservations, as well as flexible service innovations that are responsive to market demand, enabling the company to generate a stable and sustainable revenue stream. Sofyan Travel's largest source of revenue thus far is collaboration with schools, as schools host numerous monthly and annual events, such as study tours, extracurricular activities outside of school, outbound activities, and visits to industries or companies. With the numerous partnerships Sofyan Travel has undertaken, it is likely that Sofyan Travel's employee income will also increase.

6. Key Resources

In running its business, Sofyan Travel prioritizes the management of key resources to support its business continuity effectively and efficiently.

The key resources involved in Sofyan Travel's operations include physical resources, such as the tour buses used to serve customers, as well as human resources, which are the most important element. Employees, drivers, and administrative staff are crucial elements in ensuring smooth service delivery and customer satisfaction. Sofyan Travel recognizes that professional human resource management, regular tour bus maintenance, and optimal use of digital technology are strategic steps in creating a value proposition for customers and maintaining competitiveness in the competitive travel industry.

7. Key Activities

In the Business Model Canvas approach, Key Resources are not only physical or financial assets, but also encompass strategic activities that must be mastered or managed to support business success. Sofyan Travel actively builds relationships and communicates with strategic partners to expand market reach and strengthen business networks. Marketing activities through social media and direct promotions are also part of the main strategy, increasing the visibility and attractiveness of the services offered. For travel businesses, key resources can be directly linked to activities that support customer value creation and market competitiveness. These activities include creating customer value, maintaining relationships with partners and customers, and providing safe and comfortable tourist transportation services.

8. Key Partners

Potential partners for Sofyan Travel and Tourism include schools, tourism offices, hotels, accommodations, and companies. Schools are the most profitable partnerships for Sofyan Travel and Tourism, as they are the ones who most frequently use transportation services. Furthermore, Sofyan Travel partners with tourism offices, which organize regional events that benefit the travel industry. They are also involved in organizing regional tourism programs and promoting local destinations. This also creates a strong relationship between Sofyan Travel and hotels and accommodations, which assist in providing customer service by offering promotional prices tailored to

customer needs. Meanwhile, partnerships with private companies also focus on providing transportation services for corporate activities such as outings, gatherings, and business trips. This partnership is a strategy Sofyan Travel employs to grow its business amidst intense competition.

9. Cost Structure

The cost structure of Sofyan Travel includes various expenses, such as fixed costs (employee salaries, taxes, and vehicle maintenance), variable costs (fuel, travel expenses, and other operational needs), and indirect costs such as promotions, information technology, and strategic partnerships. Monthly costs include employee salaries (six people), annual taxes, variable costs incurred during the tour bus rental period, and vehicle maintenance: routine maintenance (tire pressure checks, engine oil checks, interior and exterior cleaning, light checks), periodic maintenance (oil changes, brake and brake pad checks, suspension and steering system checks, air conditioning system checks, electrical and battery checks, tire balancing), annual or long-term maintenance (engine overhauls, exhaust emission checks), additional safety maintenance (additional safety

checks, seat belt checks), and renewal maintenance (replacing damaged seats or interior upholstery, replacing worn parts such as wipers, lights, or fuses). This can be achieved through budget control, leveraging digital technology for operational efficiency, and effective negotiation with partners to achieve more competitive pricing. By understanding cost structures in depth, companies like Sofyan Travel can identify the most significant cost elements and determine cost-saving measures that won't negatively impact customer satisfaction.

CONCLUSION

Sofyan Travel, a tourism transportation business that has been operating for 15 years, faces significant challenges due to the dynamics of the tourism industry, particularly since the COVID-19 pandemic. Declining demand and increased competition from digital platforms require unconventional strategic adaptations. In this context, the Business Model Canvas (BMC) approach has proven to be an effective strategic tool for comprehensively evaluating and restructuring its business model.

Through the BMC, Sofyan Travel can map nine fundamental business elements in an integrated manner: from more personalized customer segmentation, unique value propositions such as easy access and flexible services, efficient digital distribution channels, to proactive customer relations and diversified revenue streams. Key resource management (especially human resources and technology), strategic activities such as service innovation, and collaboration with external partners (schools, agencies, and tourism industry players) are key strengths for survival and competitiveness.

Implementing a BMC-based strategy enables Sofyan Travel to navigate industry transformation in an adaptive and sustainable manner, while maintaining customer satisfaction as a core competitive advantage. This approach also provides a systemic evaluation framework that not only responds to external challenges but also optimizes internal potential. Thus, Sofyan Travel is not only able to maintain its existence, but also pave the way for more resilient and innovative growth in the digital tourism era..

BIBLIOGRAPHY

Fatricia, W., & Sultan, M. A. (2019). Implementasi Bisnis Model Kanvas dalam Perancangan Manajemen Bisnis Aplikasi JASKOST. 10(1), 93–100.

Fikri Ihsanul Fuad, Juliana Kadang, & Ihksan Syarifuddin. (2023). Implementasi Business Model Canvas (Bmc) Dalam Perencanaan Strategi Pemasaran Toreko. Jurnal Ekonomi, Bisnis Dan Manajemen, 2(1), 102–113. https://doi.org/10.58192/ebismen.v2i1.656

Gustrian, H., & Fitria, S. E. (2014). Analisis Model Bisnis Pada Jalanesia Dengan Pendekatan Businessmodel Canvas. J. Sosek KP, 9(1), 185–194.

Hasibuan, H. R., Imsar, & Harahap, R. D. (2023). Analisis Faktor-Faktor Penyebab Terjadinya Wanprestasi Dalam Penyelesaian Produk Pembiayaan Multijasa di PT. BPRS Al-Washliyah Krakatau. Sains Dan Teknologi, 5(2), 565.

Jamaluddin, Ana Septia R, T. (2024). Implementasi Business Model Canvas Bmc Dalam

Pengembangan Usaha Pelaku Umkm Perumahan Pamulang Estate Kota Tangerang Selatan.

Larasarti, S., & Dewi, F. R. (2024). Pengaruh Kualitas Pelayanan Terhadap Kepuasan Pelanggan Bus Pariwisata (Studi Kasus Di Djogja Transport). Jurnal Ilmiah Pariwisata Dan Perhotelan), 7(1), 2597–5323.

Lubis, E. L. dan F. A. (2021). Strategi Lembaga Amil Zakat Al-Washliyah Beramal (LAZ- Washal)Untuk Meningkatkan Donatur Berdonasi. Penelitian Administrasi Publik, 1(4), 809–820.

Masalah, K. P., Persamaan, S., & Tiga, L. (2024). 3 1,2,3. 3(6), 243–255.

Mubarok, N. (2017). Strategi Pemasaran Islami Dalam Meningkatkan Penjualan Pada Butik Calista. I-Economic, 3(1), 80.

Muflikhatun, S., & Waluyo, R. (2022). Perencanaan Model Bisnis pada Start-Up ―FEME.ID‖ menggunakan Metode Business Model Canvas (BMC). Jurnal Rekayasa Informasi, 11(2), 92–100.

Nasution, A. F. I., & Marliyah, M. (2022). Strategic Analysis of the North Sumatra Regional Development Planning Agency in the Development of Bumdes and the Village Economy. Jurnal Fokus Manajemen, 2(1), 71–78. https://doi.org/10.37676/jfm.v2i1.2158

Nasution, N. H., Batubara, M., & Arif, M. (2022). Strategi Pengelolaan dan Pengembangan Pariwisata Dalam Meningkatkan Pendapatan Masyarakat Mandailing Natal Perspektif

Ekonomi Islam Dengan Pendekatan QSPM. Jurnal Ilmiah Ekonomi Islam, 8(1), 423. https://doi.org/10.29040/jiei.v8i1.4507

Nst, A. U., Harahap, I., & Hasibuan, R. A. (2023). Analisis Strategi Pengembangan Potensi Pariwisata Halal Dalam Meningkatkan Industri Kreatif Di Kabupaten Mandailing Natal. Ekonomi Bisnis Manajemen Dan Akuntansi (EBMA), 4(1), 1423–1433.

Nu'man, M. (2023). Analisis Faktor-Faktor Yang Menurunkan Pendapatan Pedagang Pasar Tradisional Petisah Kota Medan. Fauzi Arif Lubis, 87(1,2), 149–200. https://repositorio.ufsc.br/xmlui/bitstream/handle/123456789/167638/341506.pdf?sequence

=1&isAllowed=y%0Ahttps://repositorio.ufsm.br/bitstream/handle/1/8314/LOEBLEIN%2C LUCINEIA

CARLA.pdf?sequence=1&isAllowed=y%0Ahttps://antigo.mdr.gov.br/saneamento/proe es Nurhayati, N., & Purnama, T. B. (2021). Funeral Processes During the COVID-19 Pandemic:

Perceptions Among Islamic Religious Leaders in Indonesia. Journal of Religion and Health, 60(5), 3418–3433. https://doi.org/10.1007/s10943-021-01418-z

Pada, J., Liburan, A. Y. O., & Hastiti, S. (n.d.). Keywords : Strategi Pemasaran, kualitatif, Analisis SWOT 66. 66–80.

Pratiwi, S. R., Dida, S., & Sjafirah, N. A. (2018). Strategi Komunikasi dalam Membangun Awareness Wisata Halal di Kota Bandung. Jurnal Kajian Komunikasi, 6(1), 78.

https://doi.org/10.24198/jkk.v6i1.12985

Pravitasi, A. H. dan R. J. (2013). Business Model Canvas (Kanvas Model Bisnis). Akselerasi.Id, 1–23.

Purinita, K. (2021). Analisis Model Bisnis Dengan Pendekatan Business Model Canvas (BMC) dan Penetapan Strategi Pada UMKM di Industri Pariwisata (Studi Pada Alam Batik, Kecamatan Sukorejo, Kabupaten Pasuruan). 1(10), 4374–4384. http://repository.ub.ac.id/185526/%0Ahttp://repository.ub.ac.id/185526/1/KARINA PURINITA.pdf

Putri, A. (2024). Analisis Strategi Peningkatan Penerimaan Pajak Kendaraan Bermotor Pada Samsat Kota Sibolga Sistem Administrasi Terpadu Satu Pintu (SAMSAT) Provinsi Sumatera Utara merupakan. 3(1).

Putri, M. K., & Utama, A. D. (2017). Evaluasi Model Bisnis Pada Laundry Bar Dengan Pendekatan Business Model Canvas. Jurnal Manajemen Indonesia, 17(2), 59.

https://doi.org/10.25124/jmi.v17i2.1069

Suardana, I. K., & Nawing, A. Y. (2022). Strategi Efisiensi Butler Dalam Memberikan Pelayanan Untuk Meningkatkan Kepuasan Tamu Di Villa Dukuh Tabanan Bali. Jurnal Nusantara (Jurnal Ilmiah Pariwisata Dan Perhotelan), 5(1), 38–44.

Sutandi, A. C., Studi, P., Sipil, T., Teknik, F., & Parahyangan, U. K. (2017). Pengembangan Bus Wisata Kota. 3(1), 11–18.

Wardana, M. H., & Sitania, F. D. (2023). Strategi Pengembangan Bisnis Melalui Pendekatan Business Model Canvas pada Kedai Kabur Bontang. Jurnal Teknik Industri (JATRI), 1(1), 10–17. https://doi.org/10.30872/jatri.v1i1.492

Warnaningtyas, H. (2020). Desain Bisnis Model Canvas (BMC) Pada Usaha Batik Kota Madiun. Jurnal Ekomaks, 9(2), 52–65. https://ekomaks.unmermadiun.ac.id/index.php/ekomaks/article/view/62

Yogatama, A. N. (2023). Transformasi Bisnis Tur dan Travel Pasca Pandemi Covid-19 Melalui Business Model Canvas. Jurnal Riset Bisnis Dan Manajemen Tirtayasa, 7(2), 36–47. https://jurnal.untirta.ac.id/index.php/JRBM/article/view/23207%0Ahttps://jurnal.untirta.ac.i d/index.php/JRBM/article/download/23207/116281