Transforming the Travel Experience A Dynamic Marketing Approach Kinarya Jaya Tour & Travel

by Satrio Sudarso

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Article Info	ABSTRACT
	Kinarya Jaya Tour & Travel is a tourism agency in Surabaya, Indonesia. The company is facing a significant decline in its operations and revenue during the COVID-19 pandemic due to travel restrictions and closure of tourist attractions. To increase demand and interest in their services, the company needs to implement marketing strategies that are effective and relevant in the current era. To address the identified issues, the company should conduct a thorough evaluation of the current business model and develop a new business model to adapt to the changing government regulations. Different marketing strategies can be combined to create a comprehensive plan. These strategies may include SWOT analysis, Quantitative Strategic Planning Matrix (QSPM), Competitive Profile Matrix (CPM), Strategic Position and Action Evaluation (SPACE) and Business Model Canvas (BMC). Combining these approaches will help Kinarya Jaya Tour & Travel formulate an effective marketing strategy to improve its business performance. In addition, qualitative research methods, such as in-depth interviews, observations, and document studies, can be used to collect data for analysis. The use of triangulation can ensure the accuracy and credibility of the data. By using these strategies and conducting a thorough analysis, Kinarya Jaya Tour & Travel can create a comprehensive marketing plan that aligns with its goals and adapts to the ever-changing landscape of the tourism industry.

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1. INTRODUCTION

With outstanding natural and cultural beauty, the tourism industry is growing rapidly. Travellers can enjoy the beauty, boosting Indonesia's tourism. The government, private businesses, and the general public can help Indonesia's tourism grow. Because of its natural beauty, Indonesia is one of the best tourist attractions in the world. Along with the growth of the industry, the tourism travel business is growing. Tourism businesses that are mostly managed by private parties have the ability to attract more domestic and foreign visitors.

In early 2020, in an effort to stop the spread of the COVID-19 virus, the government imposed large-scale social restrictions in several major cities in Indonesia. As a result, some tourist attractions were temporarily closed. The Tourism Travel Bureau was unable to operate due to the closure. The government lifted the large-scale social restriction policy in mid-2020, relaxing the rules and reopening a number of tourist attractions. Since the COVID-19 pandemic, Kinarya Jaya Tour & Travel, a tourism agency company in Surabaya, has been affected and is temporarily out of operation. At a time when the COVID-19 pandemic had

not yet occurred, Kinarya Jaya Tour & Travel could serve about three to four tours a week. However, from January to June 2023, it only served ten tours. This shows a large decrease in turnover. Thus, to increase public demand and interest in the services of Kinarya Jaya Tour & Travel travel agency, it must be able to know the right marketing strategy that the company uses in the current era.

The causes of this negative growth can be identified from various root causes. The first is from the operational aspect. Kinarya Jaya Tour & Travel still operates manually, with customers booking services over the phone or directly to the office. In addition, the company's website was not functioning properly for sales purposes. The next problem is from the individual side when the economy started to recover, Kinarya Jaya Tour & Travel experienced a shortage of employees due to the pandemic. The last factor relates to promotion, namely the absence of digital marketing and social media processing.

Marketing is an organisational action and control program that aims to create, build, and maintain target market selection, target market analysis, planning fragmentation, and profitable exchange of a certain market share owned by the company (Prayudi & Yulistria, 2020). Evaluating the current business model and creating a new business model are alternative solutions to overcome the problem faced by the company. There are several methods contained in marketing strategy including SWOT analysis, Quantitative Strategic Planning Matrix (QSPM) method, Competitive Profile Matrix (CPM) and Strategic Position and Action Evaluation (SPACE) and Value Propositions Canvas which are used to create a proposed business model that aims to improve the current business model so that it can adapt to changes in government regulations.

SWOT analysis is a process to find internal strengths, opportunities, and threats, as well as external and internal strengths (Akbar, 2018). QSPM analysis has the best strategy for determining relative attractiveness. (Tambunan et al., 2019). The SPACE matrix shows the choice of strategy quadrants that suit business condition including competitive, aggressive, defensive, or conservative strategies (Tambunan, 2019). The CPM matrix is used to determine the company's weaknesses and advantages related to price, promotion, location, and products (Tambunan et al., 2019). The Business Model Canvas (BMC) has been widely used as a framework for mapping businesses to improve performance (Royan, 2014). In addition, BMC has been used to remap an existing business to improve its performance. This study combines all five approaches to come up with a marketing strategy that suits Kinarya Jaya Tour & Travel.

According to Kotler and Keller (2016), SWOT analysis is a thorough assessment of a company's strengths, weaknesses, opportunities and threats. In addition, it is a way to track the internal and external environment of the company. The SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is carried out with the aim of identifying the strengths and weakties of the company, as well as opportunities and threats. (Setiawan, 2016). This analysis can also be used as a basis for plans for future information technology advances. Kinarya Jaya Tour & Travel can use SWOT analysis to prepare its resources to compete with similar companies. Considering what is included in this SWOT analysis.

According to the Business Model Canvas (BMC), the business process of a business unit is described based on metrics such as critical partners, critical activities, value propositions, customer relationships, customer sharing, critical resources, channels, cost structure, and funding sources. Previous studies have shown that the BMC approach can be used to assess business weaknesses, strengths, threats, and opportunities (Setiawan & Irawan, 2019). In addition, Awaluddin (2019) found that the BMC approach can be used to implement business innovation. This shows that the BMC approach is very relevant to be used as a framework to assess various business characteristics. The business model framework is in the form of a canvas and consists of nine boxes with interrelated elements, namely:

1. Customer Segment: The company must decide which segments to serve and which to ignore
2. Value Proportions: Describes the combination of products and services that create value for specific customer segments
3. Channels: Describes how a company communicates with its customer segments and reaches out to them to deliver its value proposition
4. Customer Relationship: Describe the different types of relationships that the company builds with specific customer segments
5. Revenue Streams: Shows the cash that the company generates from each customer group
6. Key Resources: Shows the most important assets that the company needs to operate
7. Key Activities: Describes what a company must do for its business model to succeed
8. Key Partnership: Describes the network of partners and suppliers that enable the business model to function
9. Cost Structure: Includes all costs incurred to run the business model

Previous similar research in this area, as shown by Tarigan (2015) investigated tour package marketing strategies using SWOT; Akbar (2018) investigated marketing strategies using SWOT but added work performance variables to their research. Wicaksono (2018) conducted additional research on marketing strategies using SWOT analysis, but did not use industry scale. Research by Tambunan (2019) combined SWOT analysis, QSPM method, CPM method, and SPACE method for strategy planning. Previous research

also shows that there are two approaches to comprehensive analysis, namely the BMC and SWOT approaches (Bagindo, Sanim, & Saptono, 2016; Lastina & Theresia, 2019). In addition, Dewi & Noer (2017) analysed company performance using the Balanced Scorecard and BMC approaches.

This research was conducted with more attention to the urgency aspect for the development of the Kinarya Jaya Tour & Travel business scale which shows that the description of the company's current condition with the BMC approach and in collaboration with the SWOT approach combined with other supporting approaches can produce more relevant business development suggestions.

2.   RESEARCH METHODS

This research uses qualitative research where the type of data used is qualitative data in the form of primary data. For the implementation period, the research took place in the period January 2023 - May 2023. The data collection method consists of in-depth interviews, observations, and document studies. The interview technique used was in-depth interviews in the form of semi-structured interviews and documentation (Marshall & Rossman, 2006). In-depth interviews were conducted with the owner and director of Kinarya Jaya Tour & Travel and two permanent staff who handle marketing and operations. Observation was conducted to observe the business process and find operational bottlenecks. On the other hand, document investigation was conducted to examine supporting documents relevant to the analysis of this research, as well as documents that support the legality of the company.

The procedure in qualitative research is to produce descriptive data in the form of written or oral sentences from an individual and what behaviour can be observed (Moleong, 2018). Qualitative research refers to the background experienced in a holistic aspect, positions the individual as a research tool, analyses data inductively, is more concerned with the process than the results of research applied and agreed upon by both parties. According to Sugiyono (2016), data analysis techniques are activities applied in analysing qualitative data that take place interactively and continuously until completion so that the data can be accounted for. At this stage, qualitative analysis is applied by analysing the results of the interview method by utilising the primary data and secondary data obtained. The triangulation method is one of the methods used by researchers to explore information that will be processed qualitatively. By comparing the interview results with a determining object, the triangulation method is used to test the credibility or accuracy of the interview data. Triangulation is also used to obtain valid and credible information from data from observations, interviews, and document research. Based on the triangulation results, data interpretation can be reconstructed using representative and factual arguments as valid and credible data.

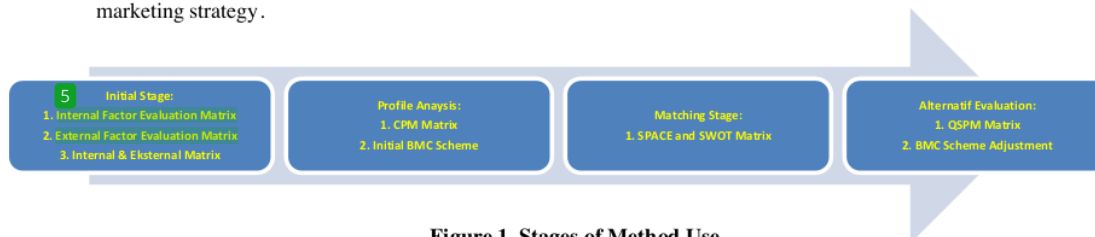The research method describes the steps taken to apply the method as a whole in determining the marketing strategy.

Initial Stage:	Profile Anaysis:	Matching Stage:	Alternatif Evaluation:
1. Internal Factor Evaluation Matrix	1. CPM Matrix	1. SPACE and SWOT Matrix	1. QSPM Matrix
2. External Factor Evaluation Matrix	2. Initial BMC Scheme		2. BMC Scheme Adjustment
3. Internal & Eksternal Matrix			

Figure 1. Stages of Method Use

The explanation of each stage is as follows:
1. In the initial stage, the external factor evaluation matrix provides work input; the external factor evaluation matrix contains strength and weakness factors, while the external factor evaluation matrix contains opportunity and threat factors. The external factor evaluation matrix collects the total score of the two matrices, and this value is then multiplied into a score. The results of both scores are combined, with the respective positions indicated by dots. Within this are nine positions, each of which is referred to as divestment, stabilisation, or growth. It is related to defining business goals and conducting analyses of internal and external factors that help achieve them (Akbar, 2018).
2. In the second step, the CPM matrix is used to conduct a profile analysis. The CPM matrix provides an overview of the strong and weak points of a product or service compared to competitors' products or services (Harisudin, 2011). The first step is to select and weigh the components to be assessed. Scores are based on data collected from customers who have used Tour & Travel services, both from competitors and from Kinarya Jaya Tour & Travel's own customers. This tour & travel service provider has the highest score, indicating that it is superior to its competitors. In addition, while the initial analysis of the BMC scheme was being conducted, Hartatik & Baroto (2017) showed that the Business Model Canvas (BMC) can be used to analyse the business processes of businesses.

3. The matching process is referred to as the strategy matching stage obtained from the SPACE and SWOT matrices. The four-quadrant framework of the SPACE Matrix corresponds to the organisation's business procedures (Rachmawati & Pratama, 2017). The chart is first created before determining the SPACE matrix. The most effective strategy will be found based on the dimensions used in the chart. The SWOT matrix is based on the strategy position based on the internal and external matrix. To ensure that the alternative strategies found from the results of the SWOT and SPACE matrices are limited to a few points, a matching table is created to match the suitability of the strategies.

4. Each stage of this matrix data processing uses a merging analysis, which means that the results of the SWOT and SPACE matrices are used for processing the QSPM matrix. The QSPM matrix helps in determining the best strategy among others and provides advantages in the process of examining strategies simultaneously and sequentially (Zulkarnaen & Sutopo, 2013). The QSPM matrix consists of all SWOT factors, weights, attractiveness scores (AS), and total attractiveness scores (TAS). TAS is obtained by multiplying the weights by AS. The best strategy is selected for this business. In addition, further explanation of the results of customising the BMC scheme of the nine building blocks is given.

3.   RESULTS AND DISCUSSION

Kinarya Jaya Tour & Travel is engaged in specialised tourism transport services with a focus on business to business services. Kinarya Jaya Tour & Travel was established in January 2012. Since then the company began to open tourist travel services. In 2014 the company began working with tourism service providers such as bus agencies, hotels, and food caterers. In that year, Kinarya Jaya Tour & Travel also began to master everything from working with retail tour & travel agents, large-scale tour packages, overseas travel packages to ticket agents for trains, buses, planes and other modes of transportation. Kinarya Jaya Tour & Travel in 2016 has many Freelance Tour Leaders and travel crews to carry out tours with its customers. Kinarya Jaya Tour & Travel office is located at Jl Tumapel, Surabaya, East Java under the leadership of Paulus Sugito as Director and Owner with the assistance of several staff.

The research uses matrix processing in the form of an internal factor evaluation matrix, external factor evaluation matrix, CPM, SWOT, SPACE and QSPM. Respondents were selected purposively as many as two people, namely from the marketing staff and operational staff of Kinarya Jaya Tour & Travel. The selection of respondents is based on knowledge of information about internal and external strategic factors and plays a role in formulating marketing strategies and marketing products and knows the general condition of the company.

Result
Initial Stage

This stage is the input stage in the form of all factors in the internal and external matrix.

Table 1. Kinarya Jaya Tour & Travel IFE Matrix

No	Strength	Weight	Rating	Score
	Product			
1	Innovative tour packages	0.08	4	0.310
2	Added value to participants	0.08	3	0.233
	Human Capital			
1	Good Work Ethic	0.08	3	0.233
2	Young people who work	0.08	4	0.310
	Relationship with business relations			
1	Strong social capital	0.08	3	0.233
2	Extensive network	0.08	3	0.233
	Culture			
1	Organisational culture evolves	0.08	3	0.233
2	Supporting harmony	0.06	3	0.181
No	**Weakness**	**Weight**	**Rating**	**Score**
	Management			
1	Planning is not yet clear & directed	0.08	2	0.155
2	Standart Operating Procedure & Work Instruction not yet established	0.08	1	0.078
	Technology			
1	No social media established yet	0.08	1	0.078
	Brand			
1	Less robust capital structure	0.05	2	0.103
	Finance			
1	Not yet widely recognised	0.06	1	0.060
	Promotion			
1	Limited promotional tools	0.05	2	0.103
	Total	**1.00**		**2.543**

Source: Data Processed (2023)

The internal factor matrix consists of strength factors and weakness factors. Each factor is given a weight and rating where the total weight is 1 and the rating scale is 1 to 4. The total score for the strength factor is 1,966, while the weakness factor is 0,577. The overall total of the internal evaluation matrix is 2,543. The results of this internal evaluation matrix show that Kinarya Jaya Tour & Travel has a dominance of strength factors over weaknesses.

Table 2. Kinarya Jaya Tour & Travel EFE Matrix

No	Opportunity	Weight	Rating	Score
1A	High market share and increasing trend in the number of tourists	0.08	4	0.316
1B	Tourism potential in terms of natural beauty, culture, arts, culinary, and crafts	0.08	4	0.316
2	Many potential places have not been properly managed as tourist attractions	0.08	3	0.237
3	Government programmes supporting tourism	0.06	3	0.184
4	Travelling is becoming a lifestyle trend (many travelling communities)	0.08	3	0.237
5	The trend of being on social media, such as uploading activities when travelling	0.08	3	0.237
6	Lack of creative ideas in providing tour packages	0.08	4	0.316
7	Competitors that have not managed tourism in the local area	0.07	4	0.281
No	**Threat**	**Weight**	**Rating**	**Score**
1	Slow economic growth rate	0.04	2	0.088
2	Depresiation	0.04	2	0.088
3	It has been better known	0.05	2	0.105
4	The arrival of new competitors	0.04	1	0.044

5	Competitor rotation	0.04	1	0.044
6	Tend to travel abroad	0.04	1	0.044
7	Lack of love for Indonesian culture	0.06	3	0.184
8	Many tourist attractions are not well maintained and not well managed	0.08	4	0.316
	Total	**1.00**		**3.037**

Source: Data Processed (2023)

Table 2 is an external factor matrix table. The external factor matrix table consists of opportunity and threat factors. The score on the opportunity factor is 2.124, while the score on the threat factor is 0.913. These results indicate that business opportunities are greater than the threats experienced by Kinarya Jaya Tour & Travel. The overall total score of this external factor matrix is 3,037.

Score IFE 2.543

Figure 2. Kinarya Jaya Tour & Travel IE Matrix

Based on the total score of the IFE and EFE matrices in Figure 2, the point on the graph is in quadrant II Growth. This shows that Kinarya Jaya Tour & Travel needs to use a strategy to grow and develop its business.

Profile Analysis

At the profile analysis stage using the help of the CPM matrix in order to identify Kinarya Jaya Tour & Travel's competitors. There are two main competitors, which are represented by the initials X Tour and Y Tour. Among the 2 competitors, Kinarya Jaya Tour & Travel is slightly superior. The results of the score calculation are shown in Table 3.

Table 3. Kinarya Jaya Tour & Travel CPM Matrix

No	Critical Success Factors	Weight	Kinarya Jaya		X Tour		Y Tour	
			Rating	Score	Rating	Score	Rating	Score
1	Pre-order service	0.08	3.85	0.308	3.75	0.3	3.45	0.276
2	Variety of service packages	0.05	3.25	0.1625	3.5	0.175	3.35	0.1675
3	Promo Tour Packages	0.19	3.5	0.665	3.15	0.5985	3.25	0.6175
4	Price competition	0.17	3.75	0.6375	3.5	0.595	3.5	0.595
5	Brand is more recognisable	0.09	3.35	0.3015	3.25	0.2925	3.25	0.2925
6	Customer loyalty	0.07	3.5	0.245	3.25	0.2275	2.95	0.2065
7	Customer's preferred mode of transport	0.13	3.35	0.4355	3.35	0.4355	3.25	0.4225
8	Timely service	0.07	3.5	0.245	3.25	0.2275	2.95	0.2065
9	Crew service during the journey	0.15	3.75	0.5625	3.65	0.5475	3.35	0.5025

Total	1		3.5625		3.399		3.2865

Source: Data Processed (2023)

The next stage of profile analysis with the creation of an initial BMC scheme according to the real conditions during the business run.

Table 4. Business Model Canvas Kinarya Jaya Tour & Travel

Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1. Tourist destination managers 2. Village government 3. Airline companies 4. Railway company 5. Autobus company 6. Lodging company	1. Explore the tourism village 2. Tourist and cultural trip 3. Marketing and sales services	1. Satisfactory service during the trip 2. Consumers who take the trip get a new experience with the local community, not just a tour 3. Guaranteed safe and comfortable journey 4. Price can be adjusted	1. Promo trip 2. Personalised service 3. Customer retention by always offering tour packages to existing customers	1. Large-scale local and foreign tourists 2. Retail tour agency companies
	Key Resources 1. Physical: Office 2. Human Resources: Marketing, finance, designer, programmer		**Channels** 1. Offline: word of mouth and regular sales visits 2. Online: Social media (Facebook) and Whatsapp	

Cost Structure	Revenue Streams
1. Travelling operational costs 2. Human resource costs: Salaries of permanent and freelance staff 3. Marketing costs	1. Sale of Services 2. Commission from service providers and retail transport

Source: Data Processed (2023)

1. Customer Segments: A customer segment describes a group of different people or organisations that a company wants to reach or serve. In its segmentation, Kinarya Jaya Tour & Travel targets large-scale local and foreign tourists as well as retail tour agent companies because it is basically engaged in the business to business sector.

2. Value Propositions: Value propositions describe the combination of products and services that create value for specific customer segments. In this case, Kinarya Jaya Tour & Travel offers comfort, hospitality, and satisfying service in undergoing a trip. In addition, it also emphasises local value in each destination. Local value in the sense of how on a trip not only the natural beauty is enjoyed but customers also get to know the local community in that place. With this local value, customers can feel a new experience in travelling and rates that can be adjusted based on consumer needs.

3. Channels: Channels describe how a company communicates with its customer segments and reaches out to them to provide a proportion of value. In this case, the types of channels that Kinarya Jaya Tour & Travel uses are self-owned and directly through salespeople. To reach customers utilise social media such as Facebook. Apart from social media, it also uses the word of mouth system because it is the most effective for getting customers.

4. Customer Relationship: Customer relationships describe the various types of relationships that companies build with specific customer segments. Kinarya Jaya Tour & Travel's relationship with customers goes well and always keeps in touch. Kinarya Jaya Tour & Travel builds relationships with customers from before leaving for the trip. Before starting the trip, they create a group on Whatsapp media and enter customers who will go on a trip. That's where the relationship is established and even after the trip is also still in contact with these customer

5. Revenue Stream: Revenue streams describe the money the company makes from each customer segment. In this case, the revenue stream obtained is still purely from the sale of services such as theme trips, in bound trips, corporate trips, and large-scale family gatherings.

6. Key Resources: Key resources describe the most important assets required for a business model to function. In this case, Kinarya Jaya Tour & Travel has main resources in the form of human resources and physical resources. Human resources to operate the running of the company such as in finance, marketing, operations, and also guides. Physical resources owned are in the form of offices.

7. Key Activities: Describes the most important things a company must do for its business model to work. The key activity carried out by Kinarya Jaya Tour & Travel to create value is to first conduct a location survey and socialise with the local community in the place that is used as a tourist destination. Because in order to create a value proposition, namely being a local, Kinarya Jaya Tour & Travel must socialise it to the local community first and ask permission from the community to do activities with tourists. Apart from activity surveys, they also sell products to customers to get turnover.

8. Key Partnership: Describes the network of suppliers and partners that make the business model work. Partners include tourist destination managers, village governments, airline companies, trains, buses and lodging providers.

9. Cost Structure: Describes all costs incurred to operate the business model. Costs are incurred for human resources, physical resources, and marketing costs. Human resources in the form of employee salaries and travel crew. Physical resources in the form of office operational costs such as electricity, internet, and water. Marketing costs such as advertising on social media.

Discussion
Matching Stage

In the initial stage, the SPACE matrix was created first. This matrix consists of internal and external dimensions. The internal dimensions consist of Financial Strength (FS) and Competitive Advantage (CA), while the external dimensions consist of Environmental Stability (ES) and Industrial Strength (IS). The X-axis and Y-axis values are obtained from the internal and external dimension values, which can be depicted in the following graph. These values can then be categorised into aggressive strategies, as shown in Figure 3 of the SPACE matrix graph.
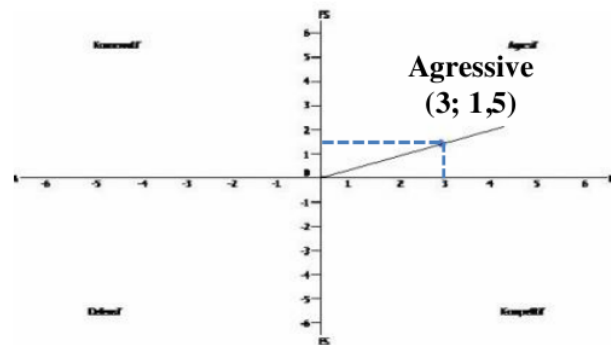

Figure 3. Kinarya Jaya Tour & Travel SPACE Matrix Chart

The results of analysing the internal and external dimensions of the SPACE matrix can be used to create an appropriate strategy with the following steps:
A. Market Penetration: Creating a network to increase the number of consumers)
B. Product Development: Offer a variety of tour packages regularly through social media)
C. Diversification: Offering more attractive tour packages than competitors
D. Backward Integration: Establishing co-operation with the government and related businesses
E. Forward Integration: Service excellence
F. Horizontal Integration: Offering more creative and innovative tour packages..

Next, a SWOT matrix was created. Every business needs marketing to achieve goals, so to make this happen, Kinarya Jaya Tour & Travel must implement the right strategy using SWOT (Wicaksono, 2018). The following is a description of the proposed SWOT:
1. Increase the variety of tour packages
2. Utilise the network owned
3. Manage social media well
4. Maximising social media as a promotional medium
5. Evaluate competitors' advantages
6. Strengthen network to beat competitors
7. Improve management of management
8. Offer different and more attractive destination options

The adjustment between strategies from the SPACE and SWOT matrices is carried out by matching through correlation so that 3 alternatives are obtained in Kinarya Jaya Tour & Travel's marketing strategy efforts.

Table 5. Matching between SWOT and SPACE

		SWOT STRATEGY							
		1	2	3	4	5	6	7	8
SPACE STRATEGY	A						V		
	B				V				
	C								V
	D								
	E								
	F								

Source: Data Processed (2023)

The three strategies are based on a combination of SWOT and SPACE. The first strategy is to expand the network to outperform competitors and gain more customers. The second strategy is to promote attractive tourist destinations by using various social media as promotional tools. The third strategy is to offer a variety of different and innovative tour packages using social media.

Alternatif Evaluation
QSPM Matrix

QSPM (Quantitative Strategic Planning Matrix) matrix is a strategic analysis tool used to evaluate various strategic options owned by an organisation. In the matching stage, three alternative strategies are used as evaluation in the QSPM matrix. After developing a number of strategies, the company should be able to evaluate and select the most suitable one with the internal and external conditions of the company (Puspitasari, 2013). Alternative 2 received the highest score and is the best strategy, according to the QSPM matrix results in Table 6. Using social media as a promotional tool, Alternative 2 is the right marketing approach. Using social media such as placing advertisements on all social media platforms, using AdSense on YouTube, supporting tour packages by inviting local influencers, creating a website that displays all information about tour package offers with an attractive and easy-to-use display, using a one-day-one promotional post strategy on all social media platforms periodically and adjusting content to the latest trends.

Table 6. QSPM Matrix

Factor	No	Weight	Strategy 1		Strategy 2		Strategy 3	
			AS	TAS	AS	TAS	AS	TAS
Strength	1	0.08	4	0.32	4	0.32	4	0.32
	2	0.08	4	0.32	4	0.32	3	0.24
	3	0.08	2	0.16	3	0.24	2	0.16
	4	0.08	2	0.16	4	0.32	2	0.16
	5	0.08	1	0.08	3	0.24	1	0.08
	6	0.08	2	0.16	2	0.16	3	0.24
	7	0.08	1	0.08	2	0.16	2	0.16
	8	0.06	2	0.12	1	0.06	2	0.12
Weakness	1	0.08	1	0.08	4	0.32	3	0.24
	2	0.08	1	0.08	4	0.32	2	0.16
	3	0.08	1	0.08	1	0.08	2	0.16
	4	0.05	1	0.05	3	0.15	2	0.10
	5	0.06	1	0.06	1	0.06	1	0.06
	6	0.05	3	0.15	3	0.15	1	0.05
Opportunity	1	0.08	3	0.24	4	0.32	4	0.32
	2	0.08	4	0.32	3	0.24	3	0.24
	3	0.08	3	0.24	3	0.24	3	0.24
	4	0.06	1	0.06	4	0.24	2	0.12
	5	0.08	3	0.24	2	0.16	3	0.24
	6	0.08	1	0.08	3	0.24	4	0.32

	7	0.08	4	0.32	3	0.24	3	0.24
	8	0.07	3	0.21	4	0.28	2	0.14
Threat	1	0.04	2	0.08	3	0.12	1	0.04
	2	0.04	2	0.08	4	0.16	2	0.12
	3	0.05	3	0.15	3	0.15	1	0.05
	4	0.04	4	0.16	1	0.04	2	0.08
	5	0.04	4	0.16	2	0.08	2	0.08
	6	0.04	4	0.16	4	0.16	4	0.16
	7	0.06	4	0.24	3	0.18	2	0.12
	8	0.08	1	0.08	4	0.32	3	0.24
Total				4.72		6.28		5.00

Source: Data Processed (2023)

According to Mustika (2019), cyberspace can not only connect people with devices, but can also connect people with people around the world. Thus, Indonesia has enormous digital marketing potential (Sulaksono, 2020). Potential customers can obtain various information about products and conduct transactions via the internet, which makes this digital marketing approach more profitable (Purwana, 2017). Currently, social media is the easiest digital marketing tool to use to promote products and reach customers directly (Hadi & Zakiah, 2021). By using social media as a promotional strategy, Kinarya Jaya Tour & Travel now concentrates on selling various tour packages, especially on a large scale. The use of social media is projected to increase the company's revenue and increase customer interest in travel.

BMC Scheme Adjustment

Based on the findings in the field in the results of interviews and questionnaires, a recommended Business Model Canvas can be made. With this recommended business model, it is expected to minimise the threats that come and overcome existing weaknesses. New breakthroughs that need to be implemented to improve and improve the quality of the Kinarya Jaya tour & travel business by taking action, including those shown in Table 7 as follows;

Table 7. Kinarya Jaya Tour & Travel Business Model Canvas Update

Source: Data Processed (2023)

The purpose of the discussion with Kinarya Jaya Tour & Travel was to show the results of the proposed Business Model Canvas design designed by the researcher. Based on validation from the feasibility side of the researcher, it is stated that the proposed business model can be implemented.

4.   CONCLUSION

1. The results of the evaluation of the current business model using the Business Model Canvas approach show that it has fulfilled the nine building blocks of the canvas business model, which represents that the proposed design to improve the current business model needs to be improved. The proposed changes are changes that the company is expected to make to some of the BMC blocks. Although costs may increase as a result of these business model changes, the company is expected to cope with the additional costs. It is expected that the business model improvement recommendations will be successful after discussions with the company.

2. SWOT analysis is a very useful tool that can discover unique strengths, such as unique destinations and outstanding customer service, which can give businesses an edge over competitors. In addition, businesses can face issues such as intense competition and changing market demands. Increased public interest in a particular destination and the growth of the tourism industry can be important elements in an effective marketing plan. Threats such as changes in government policies or consumer preferences can be anticipated by taking mitigation measures. In addition, SWOT analysis is useful for selecting the right marketing strategy, setting long-term goals, and assessing marketing performance over time which can help businesses thrive and succeed.

3. In this endeavour, a marketing strategy was created that utilised various stages of technique implementation. These stages include the input stage, profile analysis, matching stage, and alternative evaluation stage. The results of the analysis showed that the use of social media to promote various tour packages was the most efficient approach. Further research can determine alternative strategies using a multicriteria decision-making approach.

Acknowledgement

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