

SWOT-Based Business Model Canvas Analysis as a Tourism Industry Development Strategy for Situ Rawa Gede in Bekasi

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Abstract

Keywords:

Business model canvas, community-based tourism, SWOT analysis, urban eco-tourism

This study examines the development strategy of Situ Rawa Gede, a community-based urban nature tourism site in Bekasi City, Indonesia. Although it has strong potential as the city's largest lake and a growing attraction since 2019, the site faces challenges such as limited digital promotion, the absence of a structured masterplan, and broad market segmentation. The research applies a qualitative approach, using interviews with community leaders, SMEs, visitors, and government officials, supported by documentation and observation. The analysis integrates the Business Model Canvas (BMC) with SWOT analysis. The results show that Situ Rawa Gede's strengths include its natural setting, affordable prices, and the involvement of local SMEs and community groups, while weaknesses relate to limited branding, weak coordination, and reliance on daily visitors. Opportunities lie in government support, demand for eco-education tourism, and digitalization, whereas threats include competition from modern destinations and climate risks. The SWOT suggesting proactive measures such as service digitalization, product diversification, and cross-sector collaboration

INTRODUCTION

Bekasi City is a megapolitan center integrated within the JABODETABEK region, boasting a substantial population that reached 2.63 million inhabitants in 2023. As a heterogeneous urban environment, Bekasi is typically characterized by advanced infrastructure development, numerous shopping centers, and high-rise buildings. Nevertheless, the city also possesses significant natural tourism potential that can be leveraged to increase regional revenue and offer a vital recreational alternative for the urban population. One such notable destination is Situ Rawa Gede, a natural lake situated in the Bojong Menteng Sub-district, Rawalumbu District, Bekasi City.

Situ Rawa Gede encompasses an area of 7.3 hectares and has been managed by the Youth Environmental Care Group (KPPL) since 2019. Previously, the area was frequently utilized as a site for disposing of trash and waste, thus preventing its optimal use as a tourist destination. The subsequent development efforts initiated by the community demonstrate substantial potential for establishing Situ Rawa Gede as a premier natural tourist attraction amidst the limited green spaces available in the city. However, effective tourism management necessitates more than mere community enthusiasm and initiative; it requires a clear, defined business strategy to ensure sustained and long-term development (Nanda Dwi Cahya, 2024).

The primary challenge that arises is how to effectively optimize the potential of Situ Rawa Gede to enable it to compete successfully as an urban tourism destination while simultaneously contributing to regional development. Currently, strategies for tourism business development remain limited. Consequently, there is a clear necessity for a comprehensive approach that can

precisely delineate the business model while thoroughly considering the existing Strengths, Weaknesses, Opportunities, and Threats (SWOT).

Based on these specific conditions, this research aims to evaluate and design the optimal business model for Situ Rawa Gede tourism. An effective methodology for formulating short-term and long-term business development strategies involves the visualization of the business model through the Business Model Canvas (BMC) and the SWOT analysis, which serves as an essential tool for enterprise assessment (Mahendra & Asmawi, 2022). This study is ultimately expected to provide robust recommendations for a water tourism business development strategy that is more adaptive, sustainable, and congruent with the specific local potential inherent to Bekasi City.

Management constitutes one of the essential foundations in the development of enterprises. As stated by George R. Terry in (Purba Tambak & Maulidya, 2023), management is understood as a process aimed at achieving organizational objectives through the direction, guidance, and coordination of both human and non-human resources in an effective manner. This perspective is further reinforced by Stoner and Freeman in (Soelistya, 2021), who conceptualize management as encompassing the core functions of planning, organizing, leading, and controlling. Accordingly, management serves as a strategic basis for governing tourism potential so that its development proceeds in a structured, directed, and sustainable way.

Entrepreneurship likewise emerges as a critical dimension in the advancement of tourism. Zimmerer in (Azzahra et al., 2023) defines entrepreneurship as a process of employing innovation and creativity to address problems while simultaneously capitalizing on opportunities. Entrepreneurs are therefore expected to demonstrate creativity, innovativeness, risk-taking capacity, and competence in resource management (Safitri & Maryanti, 2022). Within the context of nature-based tourism, the involvement of local entrepreneurs plays a pivotal role in fostering community participation while upholding the principles of sustainability.

In designing strategies for tourism business development, the Business Model Canvas (BMC) is widely recognized as an effective managerial tool. (Osterwalder & Pigneur, 2020) introduced the BMC as a framework that structures business elements into nine fundamental building blocks, including value propositions, customer segments, key partners, key activities, customer relationship, key resources, channels, cost structure, and revenue streams. The primary advantage of the BMC lies in its ability to encapsulate the overall condition of a business within a single page that is both simple and comprehensive (Fakieh et al., 2022).

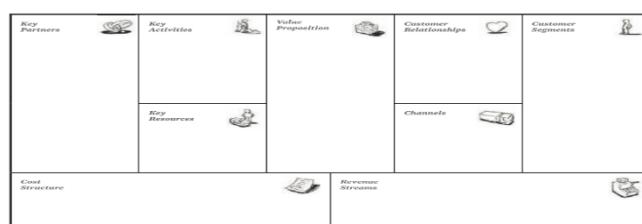


Figure 1. Business Model Canvass

In addition to the BMC, SWOT analysis is also relevant in formulating business strategies. According to (Amir & Chrismardani, 2023), SWOT assists organizations in identifying strengths, weaknesses, opportunities, and threats in order to formulate appropriate strategies.

The SWOT matrix further produces strategic combinations—SO, ST, WO, and WT—which can serve as the foundation for developing sustainable business practices (Supriyantono, 2021).

Table 1.1 SWOT Matrix

EFAS	Strengths (S)	Weakness (W)
	Menentukan 5-10 faktor kekuatan internal	Determine 5-10 internal weakness factors
IFAS		
Opportunities (O)	Strategi SO	Strategi WO
Determine 5-10 external opportunity factors	Determine 5-10 internal strength factors	Overcoming weaknesses by taking advantage of opportunities
Threat (T)	Strategi ST	Strategi WT
Determine 5-10 external threat factors	Using force to avoid threats	Minimize weaknesses and avoid threats

Source: Wardhani & Dini, 2020

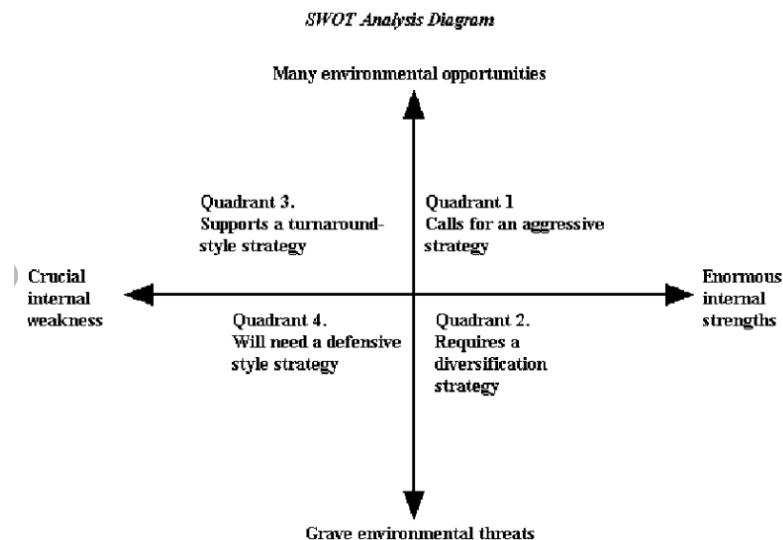


Figure 2. SWOT Diagram

A number of previous studies have highlighted the importance of applying BMC and SWOT in the tourism context. Risfandipraja & Suwarsi (2023) for instance, examined Wana Wisata Grand Sayang Kaak in Ciamis and identified growth potential through the alignment of products and services with market demands. Similarly, Nuzil & Dayat (2020) in their study on Kalipucang Tourism Village, found that although the BMC elements were already fulfilled, weaknesses in the areas of resources and marketing still needed to be addressed. Other studies emphasize community participation as a key factor, such as Jayanti (2024) research on Joho Tourism Village, which asserts that local empowerment plays a vital role in realizing sustainable tourism.

Furthermore, Indrawati et al. (2023) demonstrated that the integration of Industry 4.0 technologies can strengthen the business strategies of Ngargogondo Tourism Village through BMC and SWOT. Porajow et al. (2023) discovered that Pulisan Tourism Village faced challenges in promotion and human resources despite its significant tourism potential. Likewise Setiawan et al. (2021), in their study of Top Selfie Kragilan, highlighted the importance of attraction innovation and collaboration with local stakeholders in maintaining tourism sustainability.

From these various studies, it can be concluded that the application of BMC integrated with SWOT has proven effective in designing tourism development strategies, both in tourism villages and in nature-based destinations. However, there remains a research gap in the context of urban tourism, such as in Bekasi City, which, despite its limited natural resources, still holds considerable development potential. Therefore, this study seeks to address this gap by analyzing and formulating tourism development strategies for Situ Rawa Gede through the integration of BMC and SWOT.

METHODS

This study employs a qualitative method with a descriptive approach. The selection of this method is based on the research objective, namely to gain an in-depth understanding of the elements of the Business Model Canvas (BMC) and to analyze both internal and external factors using SWOT. The qualitative approach was chosen as it allows for a comprehensive depiction of field realities while also capturing the perspectives of managers and stakeholders of Situ Rawa Gede. The research was conducted at Situ Rawa Gede Water Tourism, located in Bojong Menteng Subdistrict, Rawalumbu District, Bekasi City. The study was carried out over a period of eight months (September 2024 – June 2025). The research subjects consisted of managers organized under the Youth Environmental Care Group (Kelompok Pemuda Peduli Lingkungan, KPPL), micro, small, and medium enterprises (MSMEs) operating within the tourism area, as well as visitors to the site. Subjects were selected using purposive sampling, namely by choosing respondents considered most relevant and knowledgeable regarding the management conditions of Situ Rawa Gede. The data were obtained from both primary and secondary sources. Primary data were collected through in-depth interviews with the KPPL leader, management members, MSME actors, and visitors, as well as field observations of the physical environment and tourism activities. Secondary data were gathered through literature reviews, documentation, and relevant archives. Data collection techniques included semi-structured interviews, participatory observation, documentation study, and literature review. To ensure data validity, this research applied credibility, transferability, dependability, and confirmability tests in accordance with qualitative research standards. The data analysis was conducted in three stages: data reduction, data presentation, and verification/conclusion drawing. This analytical model enabled the researcher to formulate findings relevant to the research questions. The collected data were then mapped within the framework of the Business Model Canvas, and subsequently reinforced with SWOT analysis to generate appropriate strategies for tourism development. Through this design, the study is expected to provide an accurate portrayal of the existing business model of Situ Rawa Gede, while simultaneously formulating development strategy recommendations based on BMC and SWOT that are relevant and sustainable.

RESULTS AND DISCUSSION

Overview in Situ Rawa Gede

Situ Rawa Gede, the largest lake in Bekasi with an area of 7.3 hectares, has become a popular urban nature-based tourism destination. Located in Bojong Menteng, Rawalumbu District, it was once a waste disposal site before being revitalized in 2016–2017 by the Youth Environmental Care Group (KPPL). Early development relied on community fundraising, reflecting strong local participation in managing and preserving the lake.

Currently, Situ Rawa Gede serves as a recreational area offering attractions such as paddle boats, bamboo rafts, and playgrounds, supported by local MSMEs that provide food and small businesses. With affordable entrance fees ranging from IDR 5,000 to 10,000, the destination continues to attract visitors seeking accessible and community-driven urban nature tourism.

Table 1.2 Summary of interview results with Manager of Situ Rawa Gede with BMC Elements

BMC Elements	Answer Summary
Customer Segments	<ul style="list-style-type: none"> - Visitors aged 1–60, mainly lower-middle-income groups seeking affordable urban nature tourism. - Potential to attract students and nature enthusiasts. - Price-sensitive segment; market segmentation still underdeveloped.
Value Propositions	<ul style="list-style-type: none"> - Green and natural atmosphere in the middle of the city. - Affordable ticket prices and strategic location. - MSMEs add value through food, beverages, and local products. - Community-based management ensures independence. - Faces competition from modern tourist destinations.
Channels	<ul style="list-style-type: none"> - Offline: partnership with <i>odong-odong</i> drivers (local transport). - Online: promotion through Facebook, TikTok, Instagram, and Google Maps. - Digital promotion and branding still limited; no online ticket sales yet.
Customer Relationships	<ul style="list-style-type: none"> - Social and educational approach: free tickets for orphans, elderly, Qur'an memorizers. - Educational tourism programs for schools. - Strengthened through community <i>Majlis</i> activities. - No loyalty or structured feedback system yet
Revenue Streams	<ul style="list-style-type: none"> - Entrance tickets and rides. - Donations from <i>Majlis</i> activities. - Rental fees from MSME tenants. - Still undiversified; no online ticket sales; visitor-dependent income.
Key Resources	<ul style="list-style-type: none"> - Human resources: active community members.

	<ul style="list-style-type: none"> - Facilities: boats, gazebos, playground, kiosks. - MSMEs supporting local economy. - Infrastructure readiness still inadequate
Key Activities	<ul style="list-style-type: none"> - Operation of rides and services. - Facility maintenance and security. - Weekly <i>Majlis</i> community activities. - Empowerment of local MSME partners. - No clear master plan; vulnerable to extreme weather.
Key Partners	<ul style="list-style-type: none"> - <i>Odong-odong</i> transport community. - Local MSMEs renting kiosks. - Private sector (waste management). - Community <i>Majlis</i>. - Weak government agency coordination; potential partner conflicts.
Cost Structures	<ul style="list-style-type: none"> - Facility maintenance, utilities, digital marketing. - Employee salaries. - Waste management. - Repair costs after disasters (e.g., floods). - Supported by CSR and government funding.

source: processed data (2025)

Environmental Scanning

Environmental scanning, within the framework of SWOT analysis, is a systematic process of identifying, monitoring, and analyzing internal and external factors that may influence the performance and strategic direction of an organization, business, or project (Musthofa et al., 2020).

Table 1.3 Internal Environmental

Strength		Weakness	
Dimension	Indicator	Dimension	Indicator
Environment al Conditions	Natural atmosphere with a natural and wide lake	Infrastructur e	Inadequate infrastructure readiness
Access to Location	Location is easily accessible from Bekasi city center	Digital Marketing	Lack of promotion and digital branding
Product	Has a variety of entertainment options	Masterplan Developmen t	There is no development master plan yet
Partner	There are 10 MSME tenants in the tourist location	Coordination between agencies	Management has not been coordinated between agencies

Price	The enthusiasm of local people for cheap tourism	Market Competition	The threat of competitors with modern entertainment facilities
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source: processed data (2025)

Table 1.4 External Environmental

Opportunities		Threats	
Dimension	Indicator	Dimension	Indicator
Source of income	Opportunity to earn income from selling merchandise and tickets online	Partner	Potential conflicts of interest between partners
Government policy	Government program support for local tourism	Fees and prices	The lower middle segment is price sensitive
Cooperation	Collaboration with communities and content creators	Market competition	Threats from artificial tourism with modern facilities
Travel trends	The trend of nature and educational tourism continues to increase	Cleanliness	Lack of visitor awareness of cleanliness
Infrastructure	Potential support from CSR or government funds	Weather condition	Extreme weather changes or floods

source: processed data (2025)

Strategic Innovation based on SWOT Analysis

S-O Strategies

The S-O strategies emphasize the utilization of natural and social advantages to capture emerging opportunities. Situ Rawa Gede may develop nature-based educational tourism programs such as ecotourism, lake ecosystem learning, and field classes for students, thereby aligning with the growing trend of educational and environmentally friendly tourism. Moreover, the promotion of local MSME products alongside the implementation of online ticketing, supported by government initiatives, can broaden market reach and strengthen the local economy. The design of thematic tourism packages, combining ecotourism, educational activities, and local culinary experiences, would provide a more holistic visitor experience. In addition, collaboration with local communities and corporate CSR programs is essential for supporting digital promotion, infrastructure development, and cultural events.

W-O Strategies

The WO strategies focus on addressing internal weaknesses to capitalize on external opportunities. This includes seeking CSR funding and government grants for infrastructure enhancement, such as public toilets, information centers, piers, and inclusive facilities. A comprehensive master plan should be developed through collaboration with relevant government agencies and local universities, ensuring integrated and sustainable tourism planning. Furthermore, digital marketing training for managers and MSMEs is required to improve online promotional

capacity, while strategic partnerships with content creators on social media platforms can significantly increase digital branding and attract younger visitors.

S-T Strategies

The ST strategies seek to optimize existing strengths in order to mitigate external threats. Differentiation from modern competitors may be achieved through the promotion of unique attractions such as lake boat tours, cultural performances, and environmental education activities. Strengthening community involvement in maintaining cleanliness, order, and providing guidance to visitors will establish a social advantage that distinguishes Situ Rawa Gede from commercialized destinations. Additionally, encouraging collaboration among MSMEs and local volunteers can create innovative tourism experiences, such as interactive product demonstrations and bundled local offerings. Improvement of visitor accessibility and services, including signage, parking management, rest facilities, and sanitation, is also critical to enhancing visitor satisfaction and competitiveness.

W-T Strategies

The WT strategies focus on minimizing weaknesses while countering external threats. Establishing inter-agency coordination forums would ensure more effective and sustainable destination management. Developing a short- and long-term roadmap covering infrastructure, services, marketing, and environmental conservation is essential to guide systematic and adaptive growth. Collaborative branding initiatives that involve local communities, MSMEs, government agencies, and digital influencers can address the current limitations in promotion while strengthening the destination's image. In addition, technical assistance from tourism authorities is required to improve management capacity, formulate standard operating procedures, and conduct feasibility studies, thereby supporting Situ Rawa Gede in maintaining resilience and competitiveness in the urban tourism landscape.

The findings of this study indicate that the development of Situ Rawa Gede is strongly influenced by the alignment between internal resources and external environmental conditions. From the perspective of strategic management theory, this condition reflects the Resource-Based View (RBV), which emphasizes that sustainable competitive advantage arises from unique, valuable, and difficult-to-imitate resources. In the case of Situ Rawa Gede, such resources include the natural lake environment, community-based management, and the involvement of local MSMEs, which together form a distinctive value proposition compared to artificial urban tourism destinations.

The application of the Business Model Canvas (BMC) enables a structured understanding of how value is created, delivered, and captured. As proposed by Osterwalder and Pigneur (2020), the effectiveness of a business model depends on the coherence among its nine building blocks. The results show that while the value proposition and customer segments of Situ Rawa Gede are relatively strong, several elements—particularly channels, customer relationships, and revenue streams—remain underdeveloped. This imbalance suggests that the current business model has not yet fully adapted to changes in tourist behavior, especially the increasing reliance on digital platforms in tourism decision-making (Fakieh et al., 2022).

From a community-based tourism (CBT) perspective, the management model of Situ Rawa Gede aligns with the principles of local participation, empowerment, and shared economic benefits (Jayanti, 2024). The active role of KPPL and MSMEs not only supports local income generation but also strengthens social capital, which is a critical factor for sustainability in tourism development. However, CBT literature also emphasizes the importance of institutional support

and governance capacity (Porajow et al., 2023), which remains a challenge due to weak inter-agency coordination and the absence of a formal master plan.

The SWOT analysis further clarifies the strategic position of Situ Rawa Gede. Being placed in Quadrant I indicates that the destination is in a favorable condition to implement aggressive growth strategies (Supriyantono, 2021). This strategic position supports the adoption of SO strategies, such as product diversification and digitalization, which are consistent with innovation-driven tourism development models. Moreover, the integration of SWOT with BMC provides a holistic strategic framework, allowing managers to translate environmental analysis into concrete business model improvements, as suggested by Mahendra and Asmawi (2022).

Overall, the integration of BMC and SWOT in this study demonstrates that urban community-based tourism can remain competitive when strategic planning is grounded in both internal capability analysis and external opportunity recognition. These findings reinforce previous studies while extending their applicability to an urban tourism context, where natural attractions are limited but community innovation plays a crucial role.

BMC Recommendation for Situ Rawa Gede

The customer segment of Situ Rawa Gede primarily consists of visitors aged 1–60 from lower-middle-income groups seeking affordable urban nature-based tourism. To make this segment more specific, students and nature enthusiasts should be targeted through educational programs, while price-sensitive characteristics require tailored communication and package offerings. The main value propositions include a green and natural atmosphere within the city, affordable ticket prices, and a strategic location, complemented by local MSMEs. However, to remain competitive against modern destinations, greater entertainment variety and digitalized payment systems are needed to enhance efficiency and visitor comfort.

In terms of channels, promotion is still dominated by offline methods, such as partnerships with odong-odong drivers, whereas modern tourist behavior increasingly relies on digital information and booking. Expanding digital promotion through social media and online ticketing is therefore essential. Customer relationships are maintained through Majlis activities and social programs, which should be strengthened with feedback mechanisms and loyalty systems to better capture visitor needs and improve retention. Revenue streams currently rely on ticket sales, MSME rentals, and Majlis donations, yet remain undiversified and highly dependent on visitor numbers.

The key activities, including attraction management, Majlis gatherings, and MSME empowerment, require quality improvement and the development of a clear master plan. Suggested initiatives include monthly cultural and educational festivals and disaster mitigation training. Key partners comprise local communities, MSMEs, and the Majlis, but weak government coordination and potential conflicts must be addressed. Strategic partnerships with local government, content creators, and digital tourism platforms such as Traveloka and Tiket.com could expand promotion and online services.

Key resources include active community involvement, boats, gazebos, and playgrounds, though facility quality and infrastructure readiness require improvement. Support from CSR funds or government grants represents a significant opportunity to strengthen sustainable tourism development. Meanwhile, the cost structure includes facility maintenance, digital marketing, operations, and disaster-related expenses such as flood damage. To ensure resilience, collaborative funding through CSR and government aid, combined with community-based disaster prevention, is needed.

Strategic Position of Situ Rawa Gede

The findings indicate that the management of Situ Rawa Gede through a community-based business model strategically positions the destination for further development. Its placement in Quadrant I (aggressive strategy) of the SWOT matrix suggests that internal strengths and external opportunities can be simultaneously optimized. This aligns with the Business Model Canvas (BMC) framework as proposed by (Osterwalder & Pigneur, 2020), which emphasizes that business success depends on the alignment of its nine core elements with external environmental conditions. Accordingly, strategies such as product diversification and service digitalization are critical steps to strengthen competitiveness in the context of urban tourism (Sakuntalawati & Ibad, 2024).

These findings are consistent with previous studies. For instance, (Risfandipraja & Suwarsi, 2023) demonstrated that the combination of natural attractions and market responsiveness fosters significant growth, while (Nuzil & Dayat, 2020) emphasized the need for new promotional and developmental strategies in Kalipucang Tourism Village. The unique contribution of Situ Rawa Gede lies in its religious-social community foundation (Majlis), which provides financial and moral support, thereby enhancing sustainability compared to other case studies. Similarly, (Jayanti, 2024) highlighted the importance of local participation, a factor that is also evident in Situ Rawa Gede through the active involvement of local MSMEs. Taken together, these insights enrich the discourse on community-based tourism by situating it within an urban context, where natural attractions can serve not only as recreational alternatives but also as vehicles for socio-economic empowerment.

CONCLUSION

Situ Rawa Gede has strong potential to be developed as a community-based urban nature tourism destination. The results of the Business Model Canvas and SWOT analyses indicate that its internal strengths—such as natural environment, strategic location, affordable pricing, and active community involvement—are well aligned with external opportunities, including government support and the growing demand for eco-educational tourism. The SWOT position in Quadrant I suggests that Situ Rawa Gede is in a favorable condition to implement aggressive development strategies, particularly through product diversification and service digitalization to enhance competitiveness in the urban tourism market.

Practically, this study highlights the importance of structured master planning, digital marketing enhancement, and cross-sector collaboration to strengthen sustainable tourism management. Theoretically, the integration of BMC and SWOT in an urban tourism context contributes to the literature on community-based tourism and strategic management. Future research is recommended to incorporate quantitative approaches to measure visitor satisfaction and economic impact, as well as comparative studies across urban tourism destinations to enrich the understanding of sustainable community-based tourism development.

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