Innovative Business Models in Developing Meat Ecotourism in Toba Samosir

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Abstract. Meat Village, located in sub district Tampahan Toba Samosir North Sumatra Indoensia, is a village that has great potential to be ecotourism village. In addition to its location in Lake Toba, it has also a beautiful environment, cultural value and local wisdom. This potential has not been developed to become ecotourism village business due to the lack of people’s awareness and understanding to create business models and understand business development references. This study aims to describe and analyze the innovation of the right business models in Meat village using Canvas Model components: customer segments, customer relationships, channels, value propositions, revenue systems, key activities, key resources, key partners, and cost structure. To obtain the original and maximum results, the researchers combined a quantitative and qualitative method, scoring and interviews, and Focus Group Discussion (FGD). Data collection was conducted through dissemination activities to inspire people to innovate, Ecotourism village training, survey, and questionnaires. The findings of this research indicate that business innovation of Ecotourism development model in Meat village has long-term success if supported by community, local government, mentoring from Del Technology Institute and Indonesian Ministry of Coordinating Ministry of Marine Affairs.

1. Introduction
Meat village ecotourism business is very promising, its beauty and natural charm can make anyone who visit to come back there. On the other hand, the current constraint happening is people are rarely visiting Meat village due to lack of awareness, public knowledge of tourism business potential, lack of understanding and corporation in developing the business. Innovative business model is necessary to develop a business including tourism business.

The Business Model Canvas is commonly used as an exercise for business creation and transformation. The Canvas consists of nine building blocks meant to show the logic of how a company intends to make money [1,2]. Business models play a fundamental role in the success of innovation, which requires the formulation and articulation of a relevant business concept, the model as a whole must also be aligned with the organization’s strategy, culture, and resources. These relationships cannot be optimized just through data analytics. Good business model design depends as much on art and intuition as it does on science and analysis [2-4]. The concept of business model is usually applied at the single firm level to describe how a business produces value for its target customers, the organization, the technology deployed, the value network in which the business operates, and how the firm extracts value [4]. Innovation is seen to be a critical factor in sustaining and strengthening the competitiveness of companies, the potential for value innovation can be seen as high whilst the potential to optimize...
the cost side is low [5]. Designing an innovative business model is not easy because it involves the entire society, requires all people to work together, and encourages accepting changes. Change is a part of the innovation to encourage growth and increase the value of ecotourism village in the service for tourists so as to bring the impression of their interest in the tourist village and they will return again with others and stay a few days even a couple of weeks in the village.

Specifically, the authors aim to investigate the questions below:

- RQ1. What is the right business model for village ecotourism business development?
- RQ2. What is the strategy for developing a village ecotourism business?
- R13. Why is innovation in developing a village ecotourism business necessary?

2. Literature Review

Another effort to encourage the development of ecotourism villages is to motivate village community based on local wisdom, such as customs, village and cultural uniqueness, taste of local culinary food. Villagers should be able to empower existing resources, such as lakes, hills, natural resources, old buildings, tribal buildings that can be developed with innovation to become a leading tourist village.

Today’s tourism is a major category of international trade in services. Spending on international tourism grew significantly in 2015, proving the sector’s relevance in stimulating economic growth, boosting exports and creating jobs for an increasing number of economies worldwide [6]. The main objectives of this innovative tourism are: (i) sharing of economic benefits of tourism; (ii) economic empowerment and reduction of poverty; (iii) minimizing adverse ecological impacts and maximizing value added; (iv) encouraging gender equity; and (v) sustainable development. It also aims at development of the local economy, revival and regeneration of tribal arts and crafts, preservation of culture and bringing awareness on how tourism benefits the local communities [7]. It is based on the idealism that as ‘first liners’ who will directly receive the impacts of tourism, community must be empowered and encouraged to participate in any tourism-related projects [8].

Developing a tourism business requires cooperation, commitment and sustainability of village communities. In addition, it requires (i) Pro-activity; they analyze their clients individually and although they have a benchmark, they can customize their assistance according to their needs and help them to achieve their highest potential. Therefore, selecting good clients is of great importance, (ii) Feedback of information; Some feedback of information is provided by the clients and the environment which continuously change the pattern of provision of the service [10].

Innovation a main part in innovative business model, that concerns the creation of favourable environment for innovations and their introduction: elimination of barriers on the development of innovations and their commercial exploitation, as well as ensurance of enough profitability contribute to overall business climate favouring innovation project implementation. This should be included into general positive atmosphere for innovations, where society will be focused on innovations and open to new technology [11]. The other parts in developing innovation are (i) Customers are your most critical assets, and any partnership arrangement should either preserve these relationships or, if possible, build them, (ii) The partnership also offers recognition for excellent facilities — increasing their marketing exposure through our channels and offers additional money to be used to enrich resident life through the purchase of equipment and supplies [12]. Innovation can be conceptualized from several perspectives since entrepreneurs, tourism enterprises, employees, customers, tourism networks, destinations and public actors all contribute to tourism innovation, product innovations, referring to significant change in the characteristics of goods and services, meaning new products and improved existing products, process innovations, referring to significant changes in the methods of product and distribution, marketing innovations, referring to all practices of developing new marketing processes [13,14].

The idea of a business model is a well established principle in strategic management circles, it has mostly been used as a descriptor rather than a tool for “managing” operational concerns of a business. The Business Model Canvas is a tool that was created by Alexander
Osterwalder to help reach his aspiration “to change the way people design, test, and build strategies and businesses [15].

3. Methodology
The object of this research is Meat village community, sub district Tampahan Balige Toba Samosir. Meat Village located at the edge of Lake Toba, has local wisdom and beautiful natural scenery, but it has not been empowered for the economic improvement of the Meat community. To obtain accurate information, the authors conducted some activities such as dissemination, guidance and training of village tourism business development attended by 30 family groups. During the training, Focus Group Discussion (FGD) and interview were organized to get the maximum results. Meat survey was conducted in several stages to obtain the need for infrastructure development, public facilities to support the tourism business. Questionnaire Distribution was also conducted to obtain complete information about the interest, expectation and opinions of the Meat community in developing the business tourism in Meat.

This research applied the combination of quantitative and qualitative and the data were processed with a mixed method. This method is defined as a type of research that demands the researcher to combine and mix the research technique, method, approach, and the concept of qualitative and quantitative into a single study.

4. Research Findings
4.1. Innovation Using Canvas Business Model In Meat Ecotourism
Business tourism development is one of the most important keys of the business tourism actors’ success. To ensure the success of the tourism industry, sustainability is needed: (i) creates added value for tourism and enhances the tourism economy, mainly in the low season (i.e. business events’ visitors are not only among the most lucrative tourist segments but they can extend their stay and/or return with family and friends/festivals and promotional events as showcase of excellence in the creative industries; (ii) creates jobs and retraining workforces (multiplicative effect of tourism industry); (iii) increases trade through the promotion of international collaboration and the support of business and professional networks; (iv) attracts investments by promoting the profile of hosting cities/regions provides opportunity for destinations’ regeneration, expansion and growth (i.e. infrastructure and services development); (v) spreads knowledge and enhances innovation and creativity [9].

Sustainability and the development of Meat tourism industry based on the model canvas component were obtained from these following areas:

1. Customer Segments:
   a) Participants: Meat community, general public, and domestic and foreign tourists
   b) Activities:
      The Meat Village community first rearranges through the awareness of the tourist village, availability of homestay management, restaurants, accessories, cultural appearance, local paradigm shift, soft skills improvement. There are no facilities and needs of tourists in the current conditions.
   c) Deliverables
      The Availability of homestay, restaurant with various prices, healthy and clean environment, soft skills.

2. Customer Relationships:
   a) Participants: sponsorships from local government and Del Institute of Technology
   b) Activities:
      Providing Infrastructure, village tourist information system, travel services, supermarkets, Homestay Developers, Developers travel services, automated services, tourism information systems
c) Deliverables
The availability of infrastructure and information sources that is supported by Del Technology Institute and Indonesian Ministry of Marine Affairs.

3. Channels
a) Participants: sponsorship from local government and Del Institute of Technology and community figures.
b) Activities:
Provide information services that will start soon.
c) Deliverables
Website, street directions, public vehicles, counters, hotline access, discussion forums.

4. Value Propositions
a) Participants: Meat community, general public, and local government
b) Activities:
Complete infrastructure work and services
c) Deliverables
Complete information, pricing design, access rights, security systems and convenience

5. Revenue Streams
a) Participants: Meat community, local government
b) Activities:
Limitation of local government and community assets, legality, asset leasing,
c) Deliverables
Cost of sales and rental fees, commissions, services including advertising

6. Key Activities
a) Participants: Meat community, local government
b) Activities:
Production of tourism services, problem solving pros and cons on tourism development, platform procurement.
c) Deliverables
Tourism production, visitor safety and comfort.

7. Key Resources
a) Participants: local government and public figures
b) Activities:
Provide information services
c) Deliverables
Physical infrastructure, driveway, clean toilet, clean water; Finance, Intellectual, Soft skills

8. Key Partners
a) Participants: sponsorships from local government and Del Institute of Technology, community figures
b) Activities:
Provide information services
c) Deliverables
Website, directions, public transportation, counter, hotline access, forum

9. Cost Structure
a) Participants: sponsorships from local government, Del Institute of Technology and public figures
b) Activities:
Non-Competitor strategic alliances, Competition (strategic alliances between competitors)
c) Deliverables
Fixed and Variable costs
4.2. Innovation Using Canvas Business Model In Meat Ecotourism

Based on FGD results and questionnaires, the people of Meat village strongly support the management of ecotourism business. Innovative tourism business villages can be seen from people’s willingness to recognize natural resources, human resources, local wisdom, technology or new ways to solve problems and improve their economy using expertise, workshop and mentoring activities.

Innovation is the way to create new ways, processes, and products that add value to the life and welfare of society. Innovation is the key to the development of tourist village without usual management innovations producing ordinary outputs.

Innovation strategy of Meat ecotourism maintains businesses or field works that have been implemented. The following are the list of Meat community works.

Table 1. Meat Community Works

| No. | Field of Work | Quantity(family) | Description                      |
|-----|---------------|------------------|----------------------------------|
| 1.  | Fishery       | 30               | Lobster, gold fish, catfish, pora-pora |
| 2.  | Farm          | 20               | Cows, pigs                       |
| 3.  | Agriculture   | 30               | Rice, palawija                   |
| 4.  | Weaving       | 25               | Woven clothes, shawl             |
| 5.  | Assembler     | 15               | Fish cages                       |
| 6.  | Sculpture     | 10               | Gorga                           |

As described from the list, we should consider first the routine works of society and then we apply innovation and creativity to modify them. The strategies include: (i) Guidance and training of ecotourism character aiming to involve in the tourism village development; (ii) stakeholders such as local government and other agencies provide assistance and guidance of the tourist village, so that its sustainability is guaranteed to produce a marketable product. Bureaucracy is not only government officers but also other stakeholders who promote tourism. The value of promotion ranging from existing production, agricultural products, livestock, fishery, culture, weaving, rafts and sculpture.

The next development strategy from FGD results and questionnaires: (i) Development of human resources of local communities, ranging from guidance and business development that has been pioneered from the beginning, such as introducing typical Batakese culinary, cloth weaving with various motifs, local wisdom, art galleries, renewal of livestock places, managing fish feed and without destroying Lake Toba. (ii) Strengthening the organizational management system of local government, especially in infrastructure development, entrance, clean toilet, homestay. (iii) Institutional reform of local organizations by creating art gallery organizations, cultural centers, local crafts, travel services, transport and accommodation facilities.

Sustainability for (1) Innovation Strategy Human resource development through training, character building in welcoming tourist and assistance activities until the community can be independent, through dissemination to community that provides understanding about ecotourism developed in their village. The efforts are directed to empower human resources so that they are able to make their own decisions in the development of ecotourism. (ii) Change innovation strategy, become a tourist village, then all need to change, including the pattern of society, increasing awareness of tourism, skills, village information and nature. (iii) Strengthening of Organization, in which Toba Samosir government improves and reshuffles the organization structures, tourism facilities and infrastructure, empowering village roles, through groups or sanggars. (iv) innovation strategy Institutional policy Improvement of Village Government partnership with entrepreneurs, cultural observers, higher education institutions and social institutions.
5. Identification Of Business Innovation In Meat Tourism Village

The activities of Meat tourism business development can improve the economy and community welfare (Cost Structure). This is proven by the following three economic development parameters: (i) People’s anticipation to change and learn, (ii) Increased local people's income can provide direct economic benefits through culinary tourism business, the universe, soft skills, cloth weaving, and livestock. The income increase is derived from ecotourism activities and tourist visits that are fully managed by the community. (iii) Meat improved infrastructures- the construction of entrance way which is now in finalization stage, art studio development planning, which accommodates society to promote cloth weaving, and introduce batak culture (tortor, music), the organized fish cage in Lake Toba, irrigation (iv) The increase of job opportunities for Meat community due to ecotourism activities. Tourist visits will open job opportunities to the community such as tour guides, parking services, opening food stalls, carvings, souvenir businesses.

The characteristic of ecotourism business innovation in Meat is in the stage of formation and development. Therefore, local management is required in the management, quality of travel and tourism products, cultural preservation, local wisdom, the uniqueness of Meat, continuous training and coaching related to natural resources, Meat Culture supported by integration of development and conservation.

6. Conclusions

The development of innovative ecotourism business in Meat can be designed by canvas business model. The 9 (nine) components discussed before are interrelated and support the innovative business process ecotourism in Meat village.

The strategies are needed in business innovation ranging from ecotourism technical training to improve the skills of rural community in managing ecotourism. The community can create all potentials into ecotourism products, promote the products, and become a good host in serving tourists who come to visit.

Ecotourism business innovation is needed for Meat community, mainly due to the lack of awareness and understanding (i) what they have been living is actually attracting to visit Meat, they only modify what they have into ecotourism products (ii) natural and traditional resources, the strategic position of Lake Toba has a high tourist selling value. (iii) Contribution demands that have no clear references, SOPs, skills and tourism culture.

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