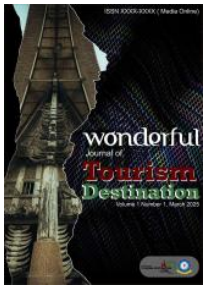
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Integration Of Ecotourism And Creative Economy In The Canvas Business Model In Tanjung Rejo Tourism Village

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Abstract
The utilization of mangrove ecotourism potential in Tanjung Rejo Tourism Village has not been optimal despite the support of abundant natural resources and local wisdom, thus necessitating an integrated business model with the natural-dye batik creative economy. This study aims to evaluate that integration within the Business Model Canvas (BMC) framework and to formulate development strategies through SWOT analysis. The method employed is a case study with data collected via semi-structured interviews with community members, tourism stakeholders, batik artisans, and village officials during April–May 2025, participatory observation, and document review. The analysis maps the nine BMC building blocks and applies indicators of Strength (internal strengths: skilled human resources and mangrove potential), Opportunity (external opportunities: government policies and ecotourism market interest), Weakness (limitations in basic infrastructure and digital marketing capacity), and Threats (destination competition and climate change impacts). The results indicate that Tanjung Rejo Village falls into the SO quadrant, with five BMC blocks—particularly Value Propositions, Key Resources, and Customer Segments—already established, while Channels and Customer Relationships still require reinforcement. The study concludes that the integration of mangrove ecotourism and the natural-dye batik creative economy is underway but not yet optimal, and it offers practical guidance for other tourism villages adopting a creative ecotourism-based BMC. Strategic recommendations include enhancing infrastructure, providing digital marketing training, developing integrated tour packages, and forming Tourism Awareness Groups (Pokdarwis) to strengthen community participation and sustain partnership.

Keywords: Model Canvas, SWOT analysis, Tanjung Rejo Tourism Village.

Abstrak
Pemanfaatan potensi ekowisata mangrove di Desa Wisata Tanjung Rejo belum maksimal meskipun didukung oleh kekayaan sumber daya alam dan kearifan lokal, sehingga diperlukan model bisnis terintegrasi dengan ekonomi kreatif batik pewarna alami. Penelitian ini bertujuan untuk mengevaluasi integrasi ekowisata dan ekonomi kreatif tersebut dalam kerangka Business Model Canvas (BMC) serta merumuskan strategi pengembangan melalui analisis SWOT. Metode yang digunakan adalah studi kasus dengan pengumpulan data melalui wawancara semi-terstruktur masyarakat, pelaku wisata, perajin batik, dan aparat desa pada periode April–Mei 2025, observasi partisipatif, dan studi dokumen. Analisis memetakan sembilan blok BMC dan menggunakan indikator Strength (kekuatan internal: SDM terampil dan potensi alam mangrove), Opportunity (peluang eksternal: kebijakan pemerintah dan minat pasar ekowisata), Weakness (keterbatasan infrastruktur dasar dan kapasitas pemasaran digital), serta Threats (persaingan destinasi dan dampak perubahan iklim). Hasil menunjukkan Desa Tanjung Rejo berada pada kuadran SO, dengan lima blok BMC—terutama Value Propositions, Key Resources, dan Customer Segments—telah terbentuk, sedangkan Channels dan Customer Relationships masih memerlukan penguatan. Penelitian ini menyimpulkan bahwa integrasi ekowisata mangrove dan ekonomi kreatif batik pewarna alami telah berjalan tetapi belum optimal, serta memberikan kontribusi praktis bagi desa wisata lain dalam mengadopsi BMC berbasis ekowisata kreatif. Rekomendasi strategis meliputi peningkatan infrastruktur, pelatihan pemasaran digital, pengembangan paket wisata terpadu, dan pembentukan Kelompok Sadar Wisata (Pokdarwis) untuk memperkuat partisipasi masyarakat dan kemitraan berkelanjutan.

Kata kunci: Model Canvas, analisis SWOT, Desa Wisata Tanjung Rejo.

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1. INTRODUCTION

Tanjung Rejo Tourism Village is located in Percut Sei Tuan District, Deli Serdang Regency, and is a coastal village covering an area of approximately 4,114 hectares. The village consists of 14 hamlets and features a landscape dominated by 704 hectares of agricultural land and extensive mangrove forests. The existence of mangrove forests covering 602.181 hectares makes this village one of the ecotourism destinations offering natural beauty and local wisdom.

One of the main advantages of Tanjung Rejo Village is its vast and well-preserved mangrove forest. This ecosystem not only functions as coastal protection against abrasion but also serves as a habitat for various species of flora and fauna, including birds, fish, and shrimp. This biodiversity becomes an attraction for tourists who wish to enjoy the beauty of nature while learning about mangrove ecosystems.

In addition to its natural potential, the people of Tanjung Rejo Village have developed various mangrove-based creative economy products. One of the most notable innovations is the production of batik using natural dyes derived from mangrove sap and root bark. The Sima Batik Group, for example, produces batik fabrics, bags, wallets, and hotel sandals using these natural dyes, generating up to 22 color variations.

However, the village also faces several weaknesses that need attention. Accessibility to the mangrove tourism sites and batik workshops remains limited due to inadequate road conditions. Public facilities such as toilets, prayer rooms, and parking areas are still basic and require improvement. In addition, homestays or tourist cottages are not yet available, limiting accommodation options for tourists who wish to stay overnight.

The integration between ecotourism and the creative economy in Tanjung Rejo Village is clearly reflected in the sustainable utilization of natural resources. Ecotourism focusing on mangrove forest conservation provides added value through educational tourism and adventure activities. Meanwhile, the creative economy develops by utilizing mangroves as raw materials for economically valuable products, such as mangrove batik.

The relationship between ecotourism and the creative economy creates a mutually beneficial synergy. Tourists interested in mangrove ecotourism also have the potential to become consumers of local creative economy products. Conversely, the existence of unique creative products can enhance tourism attractiveness and enrich visitor experiences. This collaboration not only increases community income but also encourages environmental conservation through collective awareness.

To optimally develop this potential, the implementation of the Business Model Canvas can become an effective strategic tool. This model allows the identification of key business elements such as value propositions, customer segments, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. Thus, development strategies can be formulated comprehensively and systematically.

In the context of Tanjung Rejo Village, the value proposition may include educational tourism experiences and unique mangrove-based creative products. Customer segments include domestic and international tourists interested in ecotourism and local culture. Distribution channels consist of online and offline promotion, as well as cooperation with travel agencies. Customer relationships can be built through friendly services and personalized experiences. Revenue streams are derived from tourism entrance fees, sales of creative products, and tour guide services. Key resources include mangrove forests, community skills in batik production, and supporting infrastructure. Key activities involve tourism management, production and marketing of creative products, and environmental conservation. Key partners may include local governments, NGOs, and private sectors supporting the development of the tourism village.

By implementing the Business Model Canvas, Tanjung Rejo Village can design an integrated development strategy between ecotourism and the creative economy. According to Robert D. Hisrich, Michael P. Peters, and Dean A. Shepherd (2017), a business plan is a written document that explains all major aspects of a business, including objectives, strategies, Market analysis, organizational structure, and financial projections are also included. A business plan assists in

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decision-making processes as well as attracting investors and business partners. This approach is expected to improve community welfare while preserving environmental sustainability, making Tanjung Rejo Tourism Village a successful example of sustainable tourism village development.

The Business Model Canvas (BMC) is one of the strategic tools that can be used to design and develop a comprehensive business model. By implementing the BMC, strategies for integrating ecotourism and the creative economy can be mapped more systematically, including aspects such as market segmentation, customer relationships, key activities, key resources, as well as cost and revenue structures.

Therefore, this research aims to analyze how the integration of ecotourism and the creative economy can be implemented within an effective and sustainable business model in Tanjung Rejo Tourism Village. It is expected that this research will contribute to the development of tourism villages and provide recommendations for business models that are aligned with local characteristics and potentials.

2. RESEARCH METHODOLOGY

This study employs a qualitative approach using a case study method to analyze the integration of ecotourism and the creative economy in Tanjung Rejo Tourism Village. Data collection techniques consisted of semi-structured interviews, participatory observation, and documentation studies. Research data were collected during the period of April–May 2025.

Interview instruments were prepared to explore the informants' perceptions regarding the village's tourism and creative economy potential, as well as its current conditions. The research subjects included tourism village managers, batik artisans, local business actors, and village officials in Tanjung Rejo. The sampling technique was conducted purposively by selecting informants who possessed knowledge regarding the ecotourism and creative economy conditions in the village.

After collection, the data were analyzed in two main stages. First, Business Model Canvas (BMC) mapping was conducted to identify the current conditions and the potential integration of ecotourism and the creative economy within each block of the business model. Second, a SWOT analysis was carried out to assess the Strengths, Weaknesses, Opportunities, and Threats related to the integration. The results of the analysis served as the basis for formulating development strategies and recommendations for an integrated business model.

3. FINDING AND DISCUSSION

3.1 Ecotourism and Creative Economy Potential of Tanjung Rejo Village

Tanjung Rejo Tourism Village, located in Percut Sei Tuan District, Deli Serdang Regency, is a coastal village with an area of approximately 4,114 hectares. The geographical characteristics of the village are dominated by 704 hectares of agricultural land and extensive mangrove forests covering 602.181 hectares. The existence of this vast and well-preserved mangrove ecosystem positions Tanjung Rejo Village as an ecotourism destination with significant potential. The mangrove forest not only functions as a natural barrier protecting the coast from abrasion but also serves as an important habitat for diverse flora and fauna, including birds, fish, and shrimp. This biodiversity becomes a major attraction for tourists seeking natural experiences as well as education regarding coastal ecosystems.

In addition to its natural potential, the community of Tanjung Rejo Village has developed various creative economy initiatives utilizing local resources, particularly mangroves. One of the most prominent innovations is the production of batik using natural dyes extracted from mangrove sap and root bark. The Sima Batik Group, as one of the main driving forces behind the village's

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creative economy, has successfully created various products such as batik fabrics, bags, wallets, and hotel sandals, offering up to 22 color variations derived from natural dyes. This group largely consists of housewives who have received training, indicating the existence of social capital and local skill development, which form an important foundation for the village's creative economy.

Conceptually, there is a clear synergy between ecotourism and the creative economy in Tanjung Rejo Village. Ecotourism focusing on mangrove forest conservation can provide added value through educational and adventure activities, while the creative economy develops by utilizing mangroves as raw materials for economically valuable products. This relationship has the potential to create a mutually beneficial symbiosis in which tourists visiting for mangrove ecotourism also become potential consumers of local creative economy products. Conversely, the existence of unique creative products can enrich visitor experiences and enhance the overall attractiveness of tourism. Such collaboration is expected not only to increase community income but also to encourage collective awareness regarding environmental conservation.

3.2 Analysis of Ecotourism and Creative Economy Potential in Tanjung Rejo Tourism Village

a) Mangrove Ecotourism Potential (Attractions and Activities)

The extensive and well-preserved mangrove forest is the primary advantage of Tanjung Rejo Village as an ecotourism destination. This potential offers unique educational and adventure experiences for visitors. River tours or mangrove exploration activities have become the main attraction already operating in the village.

Nevertheless, although the vast and pristine mangrove forest naturally positions Tanjung Rejo Village as a promising ecotourism destination, its educational potential has not yet been fully optimized. The research draft mentions "educational and adventure tourism" as part of the value proposition; however, interview data primarily highlight "river exploration" activities without detailed explanations regarding structured educational programs or the availability of adequate educational information boards, and even note their absence. This indicates that although the natural resources for ecotourism are very strong, the educational potential has not yet been fully capitalized or formalized into a comprehensive visitor experience. The current focus tends to lean more toward recreational aspects rather than in-depth ecological learning.

b) Mangrove Batik Creative Economy Potential (Products and Driving Groups)

The production of mangrove batik by the Sima Batik Group represents one of the village's flagship products. This batik is made using natural dyes extracted from mangrove roots and bark, producing various products such as fabrics, bags, wallets, and souvenirs. The Sima Batik Group, consisting of housewives who have received training, demonstrates the existence of social capital and local skills that become the driving force behind this product innovation.

However, this strong product innovation, such as the use of natural mangrove dyes and product diversity, has not yet been matched by effective marketing strategies. Interview data show that Sima Batik products are "sold in limited quantities through exhibitions or directly at the workshop location" and that "promotion is still manual. Sometimes through WhatsApp, sometimes through exhibitions. No one seriously manages Instagram or online stores yet." This indicates that although the value creation process (the products) is very strong, the process of capturing and delivering that value to a broader market remains highly limited due to rudimentary marketing channels. The innovation that has occurred is still confined to product development and has not yet expanded into broader market reach.

c) Current Condition of Public Facilities and Tourism Management System

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Table 1. Current Condition of Public Facilities and Tourism Management System

Data Source	Public Facilities	Current Condition	Main Cause	Score
Observation Data	Direction Signboards	Damaged/Missing	Lack of maintenance and management	1
Observation Data	Trekking Area	Destroyed by waves	Lack of maintenance and management	1
Observation Data	Public Toilets	Not available	Lack of basic infrastructure investment	1
Observation Data	Service Post	Not available	Lack of basic infrastructure investment	1
Observation Data	Educational Information Boards	Not available	Lack of basic infrastructure investment	1

Source: Author, 2025.

3.3 Integration of Ecotourism and Creative Economy in the Business Model Canvas

a) SWOT Analysis to Identify the Strengths and Weaknesses of Ecotourism and the Creative Economy

Based on the results of observations, interviews, and data analysis that have been conducted, the following identifies the Strengths, Weaknesses, Opportunities, and Threats related to the development of Tanjung Rejo Tourism Village, presented in the following table:

Table 2. Internal and External Conditions of Tanjung Rejo Tourism Village

Internal Conditions	
Strengths (S)	**Weaknesses (W)**
1. Strong mangrove natural potential	1. Damaged and inadequate public facilities
2. Unique local product innovations including handicrafts and local products	2. Absence of a sustainable management and maintenance system
3. Community skills and social capital	3. Lack of systematic integration between ecotourism and the creative economy
	4. Limited and non-inclusive community participation
	5. Limited digital marketing capacity
External Conditions	
Opportunities (O)	**Threats (T)**
1. Trends in sustainable and educational tourism	1. Competition with other tourism destinations

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2. Support from tourism village development programs	2. Climate change and natural disasters
3. Development of digital technology	3. Lack of sustainable assistance and mentoring

Source: Author, 2025.

From the table above, the strategies that can be implemented for tourism product development in Tanjung Rejo Tourism Village are as follows:

Table 3. Tourism Product Development Strategies

Opportunities (O)	SO Strategies	WO Strategies
1. Trends in sustainable and educational tourism	Utilize village strengths to create educational tourism products	Utilize external opportunities to address internal weaknesses
2. Support from tourism village development programs	Strengthen local product promotion and community empowerment	Revitalize facilities and improve management systems
3. Development of digital technology	Expand digital marketing and tourism promotion	Increase digital marketing capacity and community participation
Threats (T)	**ST Strategies**	**WT Strategies**
1. Competition with other tourism destinations	Utilize unique local identity to remain competitive	Strengthen institutions and community resilience
2. Climate change and natural disasters	Optimize community skills and local resources	Improve management and maintenance systems
3. Lack of sustainable assistance and mentoring	Encourage internal village independence	Build collaboration and partnership networks

Source: Author, 2025.

From the table above, the strategies that can be implemented for tourism product development in Tanjung Rejo Tourism Village are as follows:

a. SO Strategy (Strengths – Opportunities)

The SO strategy is designed to maximize the internal strengths possessed by Tanjung Rejo Tourism Village by utilizing available external opportunities. Based on the combination of internal potential and positive environmental opportunities, the following strategies are formulated:

- **SO1: Developing mangrove-based educational tourism packages**
  The natural potential in the form of extensive mangrove forests (S1) can be packaged into educational tourism experiences, especially because current tourism trends are oriented toward sustainable and educational experiences (O1). Support from tourism village development programs (O2) can strengthen the implementation of conservation-based educational tourism.
- **SO2: Positioning handicrafts and local products as the main attractions through digital promotion**
  Local product innovations such as mangrove batik and other handicrafts (S2) can be promoted through digital platforms (O3). This enables wider marketing reach while simultaneously creating the image of the village as a destination with unique local characteristics.

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- **SO3: Enhancing community capacity in digital marketing and tourism management**
  Community skills and social capital (S3) are important strengths that can be empowered through training supported by tourism village development programs (O2) and access to digital technology (O3). This strategy not only improves residents' competencies but also strengthens village independence in managing tourism potential.
- **SO4: Building strategic partnerships with supporting institutions**
  Community enthusiasm and participation (S3) can be synergized with opportunities for support from government agencies, NGOs, and the private sector (O2) to strengthen locally based tourism management and promotion.

b. WO Strategy (Weaknesses – Opportunities)

The WO strategy aims to utilize existing opportunities to overcome the various internal weaknesses faced by Tanjung Rejo Tourism Village. By taking advantage of external support such as sustainable tourism trends, tourism village development programs, and digital technology development, the weaknesses hindering the village's potential can be minimized through the following strategies:

- **WO1: Proposing tourism facility revitalization programs through collaboration with tourism village development programs**
  Damaged and inadequate public facilities (W1) can be addressed through funding proposals to government programs and development partners (O2). By improving toilets, information boards, trekking paths, and directional signboards, the quality of tourist visits will increase.
- **WO2: Establishing a community-based management and maintenance system with technical assistance from government/NGOs**
  The absence of a sustainable maintenance system (W2) can be addressed through technical training and institutional support from tourism village programs (O2), while also encouraging local community involvement in operational management.
- **WO3: Community training and empowerment through tourism village programs and university partnerships**
  Limited community participation (W4) can be improved through community-based approaches such as outreach programs, training, and institutional strengthening such as Tourism Awareness Groups (Pokdarwis), supported by universities, NGOs, or government institutions (O2).
- **WO4: Utilizing digital technology for promotion and online training**
  Limitations in digital promotion (W5) can be addressed through digital marketing training and the use of social media, e-commerce, and other digital tourism platforms (O3). This can also improve market access for local products and village tourism promotion.

c. ST Strategy (Strengths – Threats)

The ST strategy aims to utilize the village's internal strengths to face various external threats that may hinder the development of Tanjung Rejo Tourism Village. By optimizing the village's potential, this strategy is defensive and adaptive while seeking to maintain sustainable tourism development. The following strategies can be implemented:

- **ST1: Highlighting the uniqueness of local products as differentiation in tourism destination competition**
  Product innovations such as mangrove batik and local handicrafts (S2) can be positioned as the village's distinctive identity to face competition among tourism destinations (T1). Improving product quality, packaging, and storytelling behind the products can become unique attractions.
- **ST2: Optimizing community skills to establish institutions and internal mentoring systems**
  Community skills and enthusiasm (S3) are important assets for addressing the lack of sustainable external assistance (T3). Internal village initiatives such as peer mentoring and internal training can foster self-reliance.

d. WT Strategy (Weaknesses – Threats)

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The WT strategy is designed to minimize internal weaknesses and avoid or overcome external threats that may worsen the condition of Tanjung Rejo Tourism Village. This strategy is defensive and aims to create village resilience against existing risks. The strategies are as follows:

- **WT1: Establishing a structured and sustainable tourism facility maintenance and management system**
  To address damaged tourism facilities (W1) and the absence of management systems (W2), it is necessary to establish a village operational team or Tourism Awareness Group (Pokdarwis) supported by clear standard operating procedures (SOPs). This is important to ensure that the village continues functioning despite limited external assistance (T3).
- **WT2: Strengthening village institutions and community participation to face competition from other tourism destinations**
  Weak community participation (W4) needs to be addressed through local community empowerment and the establishment of active institutions such as Pokdarwis. This step will make the village more competitive and prepared to face competition from other tourism villages (T1).
- **WT3: Establishing cooperation among tourism villages to share experiences and mentoring resources**
  To overcome the lack of assistance (T3) and weak internal integration (W3), the village can establish partnerships with other tourism villages through communication forums, collaborative programs, and exchanges of best practices.

3.4 Business Model Canvas (BMC) Analysis of Tanjung Rejo Tourism Village

The Integrated Business Model Canvas for Tanjung Rejo Tourism Village includes the current conditions and proposed optimization strategies.

Table 4. Integrated Business Model Canvas of Tanjung Rejo Tourism Village

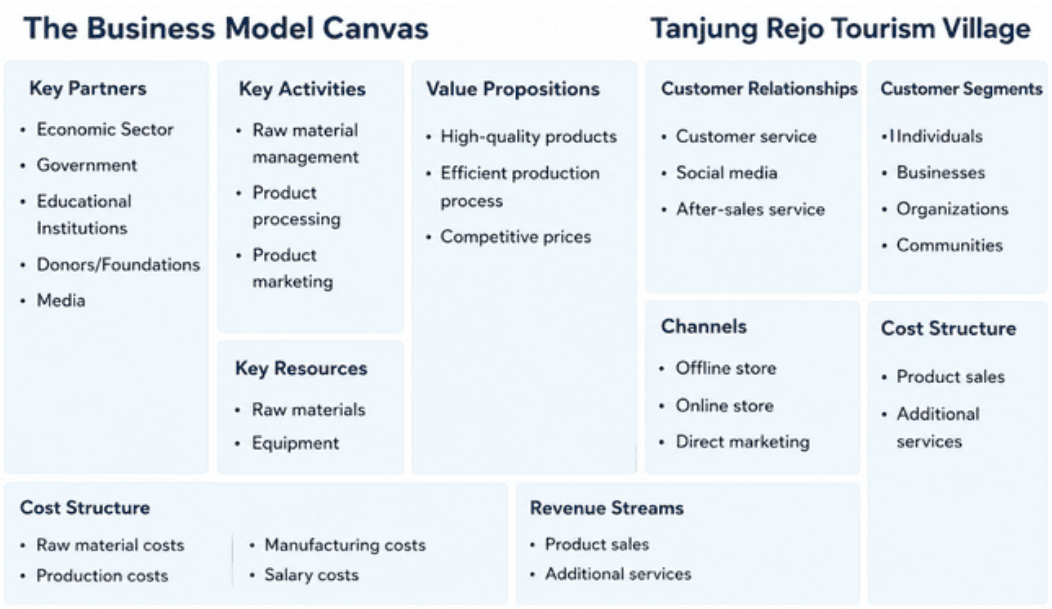
BMC Elements	Current Condition (Existing)	Proposed Optimization (Integrated)
Customer Segments	a. Domestic tourists, especially visitors from North Sumatra (Medan and surrounding areas) seeking natural and educational tourism experiences. b. International tourists (ecotourists) interested in the uniqueness of mangrove forests and local culture. c. Educational groups such as schools and universities requiring environmental learning and nature tourism programs. d. Community/organizational groups (such as conservation communities, elderly groups, and families) conducting periodic visits. e. Local stakeholders (village communities and village investors) who also benefit from and support tourism village development.	Expansion of customer segmentation through integrated ecotourism packages, educational tourism, community-based tourism, and sustainable tourism markets targeting both domestic and international visitors.

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BMC Elements	Current Condition (Existing)	Proposed Optimization (Integrated)
Value Propositions	Pristine mangrove forests, river exploration activities, and unique naturally dyed mangrove batik.	In-depth educational experiences regarding mangrove ecosystems, interactive batik workshops, and sustainable creative products with cultural and environmental value.
Channels	Product marketing remains manual (WhatsApp and exhibitions), with direct sales conducted at the workshop. Tourism promotion is also still manual.	Development of digital marketing through websites, social media, e-commerce platforms, tourism marketplaces, partnerships with travel agents, and integrated tourism promotion campaigns.
Customer Relationships	Personal services provided directly by guides and artisans.	Friendly and personalized services, post-visit interaction through social media, customer feedback programs, and integrated tourism information systems.
Revenue Streams	Limited batik sales and implied revenue from mangrove tour activities.	Revenue from educational tourism entrance tickets, online and offline sales of creative products, tour guide services, integrated tourism packages (ecotourism and batik), and homestay services.
Key Resources	Mangrove forests, the Sima Batik Group (human and intellectual resources), and batik-making skills.	Sustainable mangrove forests, trained human resources (including digital skills), adequate supporting infrastructure, social capital, and community motivation.
Key Activities	Tourism management by BUMDes, batik production, and mangrove exploration activities operating separately.	Development of integrated tourism packages, digital marketing, active conservation programs, community training, and innovative product development.
Key Partnerships	Internal and informal cooperation between BUMDes and the Sima Batik Group.	Partnerships with local governments, environmental NGOs, private sectors (travel agencies and hotels), educational institutions, media partners, and active Tourism Awareness Groups (Pokdarwis).
Cost Structure	Basic operational costs and neglected facility maintenance expenses.	Costs for infrastructure improvement and development, human resource training, online marketing, integrated operational management, and mangrove conservation programs.

Source: Author, 2025.

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The figure above presents the Business Model Canvas (BMC) of Tanjung Rejo Tourism Village, which was developed based on the nine main elements proposed by Osterwalder & Pigneur (2010), namely Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. Each element has been adapted to the village's actual conditions and local potentials, enabling the model to reflect the direction of sustainable ecotourism and creative economy development. This model serves as a strategic framework to optimize tourism village management, enhance attractiveness for specific customer segments, and strengthen the role of local communities as the primary actors in tourism development.

4. CONCLUSION

This study concludes that the integration of mangrove ecotourism and the creative economy (natural-dye batik production) in Tanjung Rejo Tourism Village has begun to develop, although it has not yet been fully optimized. The Business Model Canvas analysis revealed several key blocks that have already been established, such as the educational Value Proposition and the mangrove/batik-based Key Resources, as well as several blocks that still require further development, particularly Channels and Customer Relationships. This research provides a practical contribution for other tourism villages by presenting an adaptive ecotourism-based creative Business Model Canvas example. The strategic recommendations include:

- Improving tourism infrastructure such as bamboo bridges, toilets, and signage to enhance accessibility and visitor comfort.
- Organizing digital marketing and tourism management training for local stakeholders to strengthen promotional effectiveness and expand market reach.
- Developing integrated tourism packages that combine mangrove tours, batik educational workshops, and homestay experiences to create added value for the local creative economy.
- Establishing an active Tourism Awareness Group (Pokdarwis) involving local communities and stakeholders, including local government, NGOs, and the private sector, in sustainable tourism village management.

Through these strategies, the integration between mangrove ecosystem conservation and creative economy development is expected to improve further while simultaneously enhancing the welfare of the local community.

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