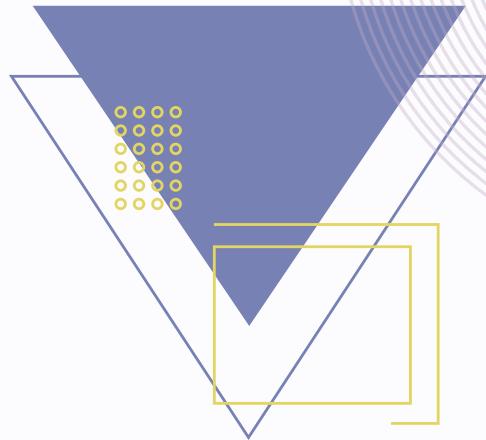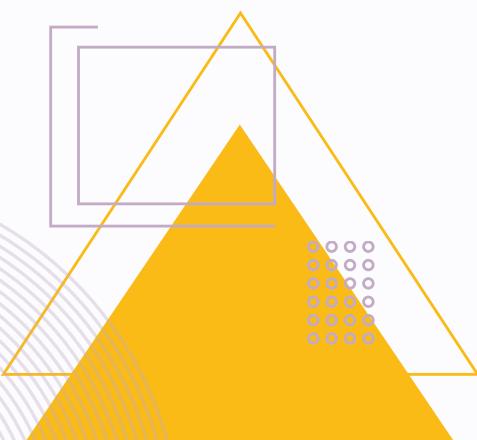POLITEKNIK PARIWISATA
MAKASSAR

Tourism Entrepreneurship

DEVELOPING TRAVEL AND TOUR BUSINESSES

"Prepared by"

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FOREWORD

Praise be to God Almighty for the completion of this *Entrepreneurship Learning Module* for the Travel and Tourism Business (UPW) Diploma 4 Program at Makassar Tourism Polytechnic. This module has been developed to support the implementation of *Outcome-Based Education* (OBE) and to strengthen entrepreneurial competencies that are essential for students in navigating the dynamic landscape of the travel and tourism industry.

In preparing this module, the author referred to various international frameworks such as the UNESCO-UNEVOC TVET Entrepreneurship Framework, the EntreComp Framework, and the ILO SIYB program, while aligning them with national regulations and vocational higher education standards in Indonesia. This integrated approach is expected to provide students with a strong conceptual and practical foundation for developing the mindset, skills, and capabilities required to become competent and innovative tourism entrepreneurs.

The author would like to express sincere appreciation to all individuals—lecturers, industry practitioners, and academic teams—who contributed their insights and support throughout the development of this module. It is hoped that this module will serve as a useful learning guide and inspire the growth of young tourism entrepreneurs who are creative, adaptive, and competitive.

The author recognizes that this module still has room for improvement. Therefore, constructive feedback and suggestions are highly welcomed for future refinement.

Makassar, November 21, 2025

Author

ENTREPRENEURSHIP LEARNING MODULE

Entrepreneurship Course

Tourism Business Program (UPW) Diploma 4

Makassar Tourism Polytechnic

Based on:

- UNESCO-UNEVOC TVET Entrepreneurship Framework

- EntreComp Framework (European Commission)

- ILO SIYB (Start and Improve Your Business)

- UNWTO Tourism Education Standards

- Law No. 10 of 2009 on Tourism

- Ministry of Tourism and Creative Economy Regulation No. 4 of 2014 on Standards for Travel and Tourism Services

- Ministry of Education and Culture Regulation No. 53 of 2023 concerning National Higher Education Standards (OBE)

INTRODUCTION

This learning module is specifically designed for students of the Diploma 4 Travel and Tourism Business Program at the Makassar Tourism Polytechnic, integrating the **Outcome-Based Education (OBE)** approach and project-based learning methodology. This module follows the international framework for vocational tourism entrepreneurship education, with an emphasis on competencies specific to the Indonesian travel and tourism industry.

Rationale Module

The global travel and tourism industry is undergoing significant transformation driven by digitalization, changes in tourist behavior, and sustainability demands. According to the UNWTO (2023), the tourism sector contributes 10.3% to global GDP and provides 1 in 10 jobs worldwide [1][2] . In Indonesia, Law No. 10 of 2009 on Tourism sets professional standards for travel service businesses, including travel agencies and tour operators [3)][4).

The World Economic Forum's Future of Jobs Report 2023 identifies that 44% of workers' skills will be disrupted in the next five years, with **creative thinking, analytical thinking**, and **AI literacy** becoming the most important competencies [5][6] . For the tourism sector, entrepreneurial skills, digital marketing, and the ability to adapt to new technologies are key to competitiveness [7] .

OBE-Based Learning Framework

The OBE approach adopted in this module refers to Permendikbud No. 53 of 2023 concerning National Higher Education Standards, which emphasizes the achievement of measurable Graduate Learning Outcomes (CPL) [8][9] . This module integrates three main components:

1. **Outcomes-Based Curriculum (OBC)**: The curriculum is designed backwards from the graduate profile

2. **Outcomes-Based Learning and Teaching (OBLT)**: Learning centered on student activities

3. **Outcomes-Based Assessment and Evaluation (OBAE)**: Authentic performance-based assessment

Project Phase Structure

This module adopts a project-based learning model with four main stages inspired by **ILO SIYB** (Start and Improve Your Business) [10][11] and **Lean Startup Methodology** [12][13] :

- **BEEA (Weeks 1-4)**: Business Environment Exploration and Analysis

- **BMCC (Weeks 5-8)**: Business Model Canvas Creation

- **RPT (Weeks 9-12)**: Refining-Prototyping-Testing

- **TRR (Weeks 13-16)**: Testing-Reporting-Reflecting

Alignment Between CPMK and CPL

Phase 1: Business Environment Exploration and Analysis (Weeks 1–5)

CPMK 1–9 are strongly linked to CPL Attitude components S10 (entrepreneurial mindset), S9 (independence), and S6 (social sensitivity); CPL Knowledge components P2 (independent performance) and P6 (networking); General Skills KU19 (entrepreneurship foundations), KU10 (consumer behavior), and KU20 (marketing); as well as Specific Skills KK21 (market opportunity analysis) and KK28 (efficient operations). This phase builds the foundational understanding of the industry and the identification of opportunities.

Phase 2: Business Model Canvas Creation (Weeks 6–8)

CPMK 10–15 integrate all CPL dimensions with emphasis on KU22 (feasibility study), KK22 (cost and profit calculation), KU13 (risk management), and KU21 (presentation and negotiation). This phase develops a concrete business model and validates critical assumptions.

Phase 3: Refining–Prototyping–Testing (Weeks 9–13)

CPMK 16–20 strengthen alignment with P3 (product innovation), P5 (decision-making), KK23 (working capital), KU14–15 (financial analysis), and KK29 (sustainability evaluation). S11 (integrity and

professionalism) and S6 (social responsibility) become essential in this phase to ensure ethical business practices.

Phase 4: Testing–Reporting–Reflecting (Weeks 14–16)

CPMK 21–23 integrate all CPL components comprehensively, with emphasis on communication competence (KU21), strategic planning (P2, P5, P6), and the full spectrum of entrepreneurship-specific skills (KK21–29). This phase prepares students for the actual business launch.

Relevance to UPW Competencies

Each session in this module explicitly links entrepreneurship theory to UPW professional competencies, including:

- **Professional ethics** in the travel and tourism industry
- Domestic and international **ticket reservations** using the GDS system
- **Developing** competitive inbound and outbound **tour packages**
- **Marketing and sales of** tourism products through various channels
- **Guiding** foreign **tourists** according to international standards
- **Handling arrivals/departures** at airports and terminals

CHAPTER I - WEEK 1
The Essence of Entrepreneurship in General and in the Tourism Industry, and Its Relationship with Personal Goals (W1A) & Design Thinking for Business Creation Projects (W1B)

Project Stages: BEEA (Business Environment Exploration and Analysis)

1.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Explain the basic concepts of entrepreneurship and its relevance to the global and national tourism industry

2. Identify the characteristics of successful entrepreneurs in the travel and tourism sector

3. Connect personal goals with entrepreneurial opportunities in the travel industry

4. Understand and apply the basic stages of Design Thinking for business problem identification

5. Conducting preliminary exploration of the travel and tourism business environment in Makassar and South Sulawesi

1.2 Course Learning Outcomes (CPMK)

CPMK 1: Able to identify and formulate business opportunities in the travel and tourism industry based on environmental analysis and market needs

CPMK 2: Able to apply the Design Thinking method to explore and define business problems relevant to the travel sector

1.3 Theory Material Description
1.3.1 Definition and Concepts of Entrepreneurship

Entrepreneurship is defined by the European Commission through the EntreComp Framework as the capacity to act on opportunities and ideas to create value for others. The value created can be financial, cultural, or social [14][15]. In the context of tourism, entrepreneurship is not only about starting a new business, but also about innovating within existing organizations, developing new tourism products, or creating more meaningful tourist experiences.

UNESCO-UNEVOC (2020), through its practical guide for TVET institutions, emphasizes that **entrepreneurial learning** encompasses three levels [16]:

1. **Level I - Core Entrepreneurial Skills**: Developing innovative ideas with value and implementing them creatively and structurally

2. **Level II - Entrepreneurial Thinking Culture**: Fostering a culture of entrepreneurial thinking and action among young adults

3. **Level III - Maturity and Responsibility**: Promoting a culture of maturity, autonomy, personal responsibility, and solidarity

1.3.2 Entrepreneurship in the Context of the Tourism Industry

The tourism industry has unique characteristics that influence entrepreneurial practices. According to the UNWTO (2023), these characteristics include [2][17] :

- **Intangibility**: Tourism products cannot be seen or touched before purchase
- **Perishability**: Cannot be stored - airplane seats or hotel rooms that are not sold today are lost forever
- **Heterogeneity**: Service quality can vary depending on the provider and time
- **Inseparability**: Production and consumption occur simultaneously
- **Seasonality**: Demand fluctuates based on the season

For tourism businesses in Indonesia, Law No. 10 of 2009 Article 14 defines **tourism service businesses** as including travel agencies and tour operators [3][4] . Travel agencies are authorized to organize tours and tourist services, including the provision of accommodation, transportation, and tour packages. Meanwhile, travel agents focus on the sale and reservation of tourism products.

1.3.3 Characteristics of Successful Entrepreneurs in the Travel Sector

Based on research by the World Economic Forum (2023) and the EntreComp Framework, successful entrepreneurs in the travel and tourism industry have 15 entrepreneurial competencies divided into three areas [14] [5]:

Area 1: Ideas and Opportunities

1. **Spotting opportunities**: The ability to identify opportunities from new travel trends (e.g., sustainable tourism, digital nomad travel)
2. **Creativity**: Developing unique and attractive travel package ideas
3. **Vision**: Envisioning a sustainable future for the travel business
4. **Valuing ideas**: Evaluating business ideas based on market potential
5. **Ethical and sustainable thinking**: Considering social and environmental impacts

Area 2: Resources
6. **Self-awareness and self-efficacy**: Understanding one's strengths and weaknesses
7. **Motivation and perseverance**: Resilience in the face of seasonal fluctuations in tourism
8. **Mobilizing resources**: Accessing capital, supplier networks, and resources
9. **Financial and economic literacy**: Managing cash flow and tourism product pricing
10. **Mobilizing others**: Building teams and partnerships with stakeholders

Area 3: Into Action
11. **Taking the initiative**: Proactive in seeking clients and opportunities
12. **Planning and management**: Developing efficient itineraries and operations

13. **Coping with uncertainty**: Adapting to crises (pandemics, disasters)
14. **Working with others**: Collaborating with hotels, airlines, DMCs
15. **Learning through experience**: Continuous improvement based on tourist feedback

1.3.4 Connecting Personal Goals with Entrepreneurship

ILO SIYB (Start and Improve Your Business) emphasizes the importance **of self-assessment** before starting a business [10][11] . Students need to reflect on:

- **Why**: Why do you want to do business in the travel industry? (passion, income, lifestyle, social impact)

- **What**: What type of business suits your interests and abilities? (tour operator, travel agent, DMC, tour guide, travel blogger)

- **How**: How can you achieve it with the resources you have?

- **When**: When is the right time to start? (after graduation, while working, immediately)

1.3.5 Introduction to Design Thinking for the Travel and Tourism Business

Design Thinking is a human-centered approach to innovation that integrates human needs, technological possibilities, and business requirements [18][19] . In the context of tourism education, Design Thinking has proven effective in developing students' critical thinking and problem-solving skills [18][20] .

The five stages of Design Thinking adapted for the travel business:

1. **Empathize**: Understand the needs and pain points of tourists through observation, interviews, and customer journey mapping

2. **Define**: Define the specific problem to be solved (e.g., "Millennial travelers have difficulty finding sustainable tour packages in South Sulawesi")

3. **Ideate**: Brainstorm creative solutions without judgment

4. **Prototype**: Create a simple model of the solution (e.g., website mockup, sample itinerary)

5. **Test**: Validate with potential travelers and iterate

1.4 Contextual Explanation for the Travel and Tourism Industry

Entrepreneurship Opportunities in Makassar and South Sulawesi

South Sulawesi has a wide range of tourism potential that has not yet been optimally managed. Destinations such as Tana Toraja, Bantimurung, and the islands of the Selayar Archipelago offer great opportunities for innovative travel businesses. The Ministry of Tourism and Creative Economy notes that foreign tourist arrivals to South Sulawesi grew at an average rate of 8% per year prior to the pandemic[21] . Specific travel business opportunities in South Sulawesi:

- **Cultural tourism packages**: Toraja cultural tourism packages with homestays and cultural immersion

- **Marine tourism**: Diving and snorkeling packages in Samalona Island and Selayar

- **Adventure tourism**: Trekking, caving, and rafting in Bantimurung and Maros

- **MICE tourism**: Corporate retreats and team building at mountain resorts

- **Culinary tourism**: Food tours exploring the unique cuisine of Makassar and Bugis

Professional Ethics in the Travel Industry

Ministry of Tourism and Creative Economy Regulation No. 4 of 2014 concerning Standards for Travel Service Businesses stipulates professional ethical standards that must be adhered to [22][23]

- Providing accurate and honest information about tourism products

- Maintaining the confidentiality of tourists' personal data

- Handling complaints professionally and in a timely manner

- Not engaging in discriminatory practices in service provision

- Being responsible for the safety and comfort of tourists

- Respecting local culture and sustainable practices

1.5 Specific Examples According to UPW

Example 1: Problem Finding in Ticket Reservations

Situation: A prospective travel entrepreneur observes that many domestic tourists have difficulty booking international flight tickets because they are unfamiliar with the online booking system and fear fraud.

Analysis with Design Thinking:

- **Empathize**: Interview 20 potential tourists, find that 70% feel unsure about booking on their own

- **Define**: "Domestic travelers aged 40+ need personal assistance in booking international tickets with transparent prices."

- **Ideate**: Solutions could include: (1) Free booking consultation services, (2) Digital literacy workshops on travel, (3) A booking platform with a simple Indonesian interface

- **Prototype**: Create a simple landing page with a booking tutorial video and WhatsApp consultation service

- **Test**: Validate with 10 potential customers, collect feedback

Example 2: Identify Opportunities for Inbound Tourism Packages

Situation: UPW students identified that European tourists are interested in cultural immersion tourism, but there are no Toraja tour packages that offer an authentic Tongkonan homestay experience.

Entrepreneurial Opportunity:

- **Market Need**: Tourists are looking for authentic experiences, not just sightseeing

- **Value Proposition**: "Live Like Torajan" - 4D3N homestay in Tongkonan with traditional activities (coffee harvesting, traditional cooking, traditional rituals)

- **Competitive Advantage**: Direct partnership with local communities, UNESCO-licensed guides, zero-waste tourism

- **Revenue Model**: Package price IDR 8,500,000/pax (min. 4 pax), 60:40 revenue sharing with the community

1.6 Learning Activities

Activity 1: Self-Assessment of Entrepreneurial Readiness (45 minutes)

Students fill out the ILO SIYB questionnaire "Am I Ready to Start a Business?" adapted for the travel industry. Reflections include:

- Motivation for doing business in the tourism sector

- Relevant skills and experience (foreign languages, technology, customer service)

- Access to resources (startup capital, network, mentor)

- Risk tolerance and time commitment

Activity 2: Environmental Scanning Exercise (60 minutes)

Small groups (4-5 people) conduct a quick scan of the local travel business environment:

- Visit 3 local travel agency websites, note down products and prices

- Find 5 tourist reviews on TripAdvisor/Google about tours to South Sulawesi

- Identify 3 common gaps/problems

- Present findings in 5 minutes

Activity 3: Empathy Mapping (45 minutes)

Use the Empathy Map template to understand one traveler persona:

- **Say**: What do travelers say about their travel needs?
- **Think**: What might they be thinking but not saying?
- **Do**: How do they book and travel?
- **Feel**: What are their concerns and expectations?

Focus on one segment: backpackers, family travelers, luxury travelers, or business travelers.

1.7 Official Data-Based Case Studies

Case: The Impact of Digitalization on Travel Agencies in Indonesia

Based on data from the Ministry of Tourism and Creative Economy (2023), the number of travel agencies in Indonesia decreased by 15% during 2019-2023, while Online Travel Agents (OTAs) such as Traveloka and Tiket.com experienced 45% growth [21] . Traditional travel agents are under pressure to transform digitally or switch to niche markets.

Supporting Data:

- 72% of Indonesian tourists use OTAs to book accommodation (Source: We Are Social Indonesia Digital Report 2023)

- However, 68% of tourists still prefer to consult with travel agents for their first international trip (Source: ASITA Survey 2023).

- The average commission from hotels to travel agents has dropped from 15% to 8% due to OTA competition

Discussion Questions:

1. How can traditional travel agents survive and thrive in the digital age?

2. What value proposition can travel agents offer that OTAs cannot provide?

3. How can new travel entrepreneurs enter a saturated market?

Solution Analysis with Design Thinking:
Students are asked to apply the 5 stages of Design Thinking to find innovative solutions for traditional travel agents.

1.8 Task & Output Instructions

Individual Assignment (Deadline: Before Meeting 2)

Create **a Personal Entrepreneurial Motivation Statement** (1-2 pages) that includes:

1. **Why the Travel Industry?**: Explain why you are interested in doing business in the travel and tourism sector (minimum 200 words).

2. **My Strengths**: Identify 5 strengths that are relevant to the travel business (e.g., multilingual, tech-savvy, strong network)

3. **My Development Areas**: 3 areas that need improvement and concrete plans for development

4. **Dream Business Vision**: Describe your dream travel business in the next 5 years

5. **First Step**: What is the first concrete step you will take this semester to move toward that vision?

Group Assignment (Deadline: Before Meeting 2) Output: Problem List - Environmental Scanning Report

The group (4-5 people) will compile a report on the results of their business environment exploration (3-4 pages) covering:

1. **Destination Analysis**: Select 1 tourist destination in South Sulawesi, analyze:

   ○ Main attractions and unique selling points

   ○ Accessibility (transportation, infrastructure)

   ○ Supporting facilities (accommodation, F&B, souvenirs)

   ○ Potential target market

2. **Market Analysis**: Identify at least 3 potential tourist segments and their characteristics

3. **Competitor Analysis**: Benchmark 3 existing tour operators serving the destination (products, prices, reviews)

4. **Problem Identification**: List at least 5 problems/gaps identified from the perspective of tourists or operators. Use the **Empathy Mapping** and **Customer Journey Mapping** methods.

5. **Initial Opportunity**: Select 1 issue that is most interesting and explain why this is a potential business opportunity

Format: PDF, Arial 11 font, 1.5 spacing, include photos/screenshots as evidence

1.9 Assessment Rubric

Individual Task Assessment (30%)

Criteria	Excellent (A: 85-100)	Good (B: 70-84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Depth of Reflection	Very deep reflection with concrete examples and strong personal insights	Good reflection with some concrete examples	Reflection is sufficient but too general	Shallow reflection without concrete examples	30
Relevance to the Travel Industry	Highly relevant, demonstrating a deep understanding of the travel sector	Relevant with good understanding	Somewhat relevant	Less relevant	25
Vision and Action Plan	Clear, inspiring vision accompanied by a concrete and feasible action plan	Clear vision with a fairly concrete plan	Vision is unclear or plan is too general	Unclear vision without a concrete plan	25
Writing Quality	Very well structured, academic language, no errors	Good structure, fairly academic language	Fairly structured, some language errors	Weak structure, many errors	20

Group Assignment Assessment (40%)

Criteria	Excellent (A: 85-100)	Good (B: 70- 84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Comprehensiveness of Analysis	The analysis is very comprehensive, covering all aspects with valid data	The analysis is complete with sufficiently valid data	The analysis is fairly comprehensive, but some aspects lack detail	Incomplete analysis and weak data	30
Quality of Problem Identification	Problems identified using appropriate methods (empathy map, journey map), in-depth insights	Problem identified using good methods	Problem identified but methods unclear	Weak problem identification without clear methods	30
Evidence and Data	Supported by strong primary and secondary data (photos, screenshots, quotes)	Data is fairly complete	Limited data	Very limited or invalid data	20
Presentation and Format	Presentation is very professional, visually appealing, format is perfect	Presentation is good, format is good	Presentation is adequate	Presentation is unprofessional	20

Class Participation Assessment (30%)

Criteria	Very Active (90-100)	Active (80-89)	Moderately Active (70-79)	Less Active (<70)
Discussion Contribution	Provides valuable insights, asks critical questions	Actively contributes	Occasionally contributes	Rarely or never
Collaboration	Very cooperative, helping friends	Cooperative	Fairly cooperative	Less cooperative
Attendance	100% present on time	On time	Arrived late	Absent without permission

1.10 Summary

This first meeting laid the foundation for understanding entrepreneurship in the context of the tourism industry. Students learned that entrepreneurship is not just about starting a business, but about **the mindset** to see opportunities, innovate, and create value. In the dynamic and competitive travel and tourism industry, an entrepreneurial mindset is key to survival and growth.

Key Takeaways:

1. Entrepreneurship is a competency that can be learned and developed through practice.

2. The travel and tourism industry has unique characteristics that require a specific entrepreneurial approach

3. Design Thinking provides a systematic framework for identifying problems and developing innovative solutions

4. Self-awareness and alignment between personal goals and business opportunities are crucial starting points

5. Environmental scanning and empathy towards customers are the first steps in the BEEA process

Connection to the Next Meeting:

The problem list and opportunity identification generated this week will form the basis for global and national trend analysis in week 2, as well as industry and market forces analysis in week 3.

CHAPTER II - WEEK 2
Business Environment Exploration and Analysis: Global and National Trends

Project Stages: BEEA (Business Environment Exploration and Analysis)

2.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Identify and analyze global tourism trends relevant to the travel and tourism industry

2. Understand national tourism trends in Indonesia and their implications for the travel business

3. Conduct a PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis for the travel industry

4. Connect mega-trends with specific business opportunities in South Sulawesi

5. Develop forecasting and scenario planning skills for the travel business

2.2 Course Learning Outcomes (CPMK)

CPMK 3: Able to analyze global and national tourism trends to identify opportunities and threats for the travel business

CPMK 4: Able to apply the macro environmental analysis framework (PESTEL) in the context of the Indonesian travel industry

2.3 Theory Material Description

2.3.1 Global Mega-Trends in Tourism

UNWTO in Tourism and the Sustainable Development Goals (2023) identifies several mega-trends shaping the future of tourism [2][17] :

1. Sustainable and Responsible Tourism

Environmental awareness is increasingly driving travelers to choose operators committed to sustainability. UNWTO reports that 87% of global travelers want to take sustainable trips, and 39% are willing to pay a premium for eco-friendly tourism products [2] . Implications for travel businesses:

- Transparency about sustainability practices (carbon footprint, waste management) is needed
- Partnerships with green-certified accommodations and suppliers
- Development of community-based tourism packages
- Educating travelers about responsible travel behavior

2. Digitalization and Smart Tourism

The World Economic Forum (2023) notes that AI, big data analytics, and digital platforms are game-changers in the travel industry [7][5] . Technologies that are changing the landscape:

- **AI Chatbots**: 24/7 customer service, booking assistance, itinerary recommendations
- **Mobile Apps**: Contactless check-in, real-time updates, personalized experience
- **Big Data**: Predictive analytics for demand forecasting and dynamic pricing
- **Virtual Reality**: Virtual tours for pre-trip experiences and destination marketing
- **Blockchain**: Secure payments, smart contracts with suppliers, loyalty programs

According to the Future of Jobs Report 2023, AI and big data training is the third priority (42% of companies) in upskilling employees in the tourism sector [5][6] .

3. Experience Economy

Modern travelers, especially millennials and Gen Z, seek authentic experiences rather than just sightseeing. Pine and Gilmore in the Experience Economy Framework identify four dimensions of experience:

- **Entertainment**: Passive participation, absorption
- **Educational**: Active participation, absorption
- **Escapist**: Active participation, immersion
- **Aesthetic**: Passive participation, immersion

Successful travel businesses create memorable experiences by combining these four dimensions.

4. Wellness and Health Tourism

The global wellness tourism market reached USD 639 billion in 2023 with a growth rate of 16.6% CAGR (Global Wellness Institute). Travelers seek destinations and activities that support physical and mental well-being: yoga retreats, spa tourism, healthy culinary tours, nature-based therapy.

5. Bleisure and Remote Work Travel

The pandemic changed the work paradigm with a work-from-anywhere culture. Bleisure (business + leisure) travelers combine business trips with recreational activities. Digital nomad visas have been launched in 50+ countries to attract long-term remote workers [7] .

6. Hyper-Personalization

Machine learning and customer data enable highly detailed personalization. Travelers expect recommendations relevant to their preferences, from destination choices and activities to food and beverage options.

2.3.2 National Tourism Trends in Indonesia

1. Priority Tourism Destination Policy

The Ministry of Tourism and Creative Economy has designated five Super Priority Tourism Destinations: Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang (North Sulawesi). For South Sulawesi, the focus of development is on [21] :

- Toraja as a cultural heritage destination
- Marine tourism
- Makassar as a gateway and MICE destination

2. Growth of Domestic Tourism

Post-pandemic, domestic tourism has become the backbone of Indonesia's tourism industry. Kemenparekraf noted that 68% of the travel industry's revenue came from domestic tourists (2023) [21] . Characteristics of domestic tourists:

- Prefer short trips (2-3 days)
- Budget-conscious but value-oriented
- Book last-minute
- Influenced by social media and influencer marketing

3. Regulations and Standardization

Law No. 10 of 2009 and Minister of Tourism and Creative Economy Regulation No. 4 of 2014 regulate the standards for travel service businesses with three assessment aspects: product, service, and management [3][22][23]. Certification is mandatory for travel agencies and tour operators.

4. Digitalization of Licensing

The Online Single Submission (OSS) system simplifies tourism business registration. TDUP (Tourism Business Registration Certificate) can be processed online within 1-3 business days.

2.3.3 PESTEL Analysis Framework for the Travel Industry

PESTEL Analysis is a strategic tool for understanding macro-environment factors that influence the industry.

Political Factors:

- Political stability and security of the destination
- Visa and immigration policies (visa-free, visa-on-arrival)
- Government support for tourism (subsidies, tax incentives)
- Travel business regulations (licensing, standardization)
- Diplomatic relations between countries (flight connectivity)

Economic Factors:

- GDP growth and disposable income
- Exchange rate fluctuations
- Inflation and purchasing power
- Fuel prices (impact on ticket prices)
- Economic crisis and recovery phase

Social Factors:

- Demographics (aging population, millennial travelers)
- Lifestyle trends (wellness, adventure, luxury)
- Social media influence
- Cultural preferences and values
- Education level and travel literacy

Technological Factors:

- Booking platforms and OTA dominance
- Mobile technology adoption

- Artificial Intelligence and automation

- Cybersecurity concerns

- Connectivity infrastructure (internet, transportation)

Environmental Factors:

- Climate change impact (rising sea levels, extreme weather)

- Natural disaster risk (earthquakes, tsunamis, volcanic eruptions)

- Environmental regulations

- Sustainable tourism demand

- Conservation efforts and eco-tourism

Legal Factors:

- Tourism law and regulations (Tourism Law)

- Consumer protection laws

- Labor laws and employment standards

- Tax regulations

- Liability and insurance requirements

- Data protection and privacy laws

2.4 Contextual Explanation for the Travel Industry

Trend Analysis Application for Domestic & International Ticket Reservations

Trend: AI-Powered Booking Assistance

Implementation: Travel agents can use AI chatbots to:

- Provide real-time flight recommendations based on budget and preferences

- Alert travelers about price drops and the best time to book

- Automated booking confirmation and e-ticket issuance

- Multilingual customer service

Case Example: A travel entrepreneur in Makassar integrated a WhatsApp Business API chatbot connected to GDS (Amadeus/Galileo) to provide instant flight ticket quotations 24/7.

Trend Analysis Application for Tour Package Development

Trend: Experience-Based Packages

Traditional tour package: "3D2N Toraja Tour - Visit Kete Kesu, Londa, Lemo" Experience-based approach: "Live Like Torajan - 3D2N Cultural Immersion"

- Day 1: Learn traditional coffee-making with local farmers

- Day 2: Participate in a traditional weaving workshop

- Day 3: Join in funeral ceremony preparation (if timing allows)
- Accommodation: Homestay in authentic Tongkonan

- Meals: Home-cooked traditional Torajan cuisine

Trend: Wellness Tourism

Wellness tour package in South Sulawesi:

- Yoga retreat in Bantimurung (combining nature with wellness practices)

- Traditional massage and spa experiences

- Healthy culinary workshops (organic farm-to-table)

- Meditation sessions at spiritual sites

Trend Analysis Application for Tourism Product Marketing

Trend: Social Media Marketing and Influencer Collaboration

Modern marketing strategies for travel businesses:

- Instagram and TikTok as primary marketing channels

- User-generated content from satisfied customers

- Partnerships with micro-influencers (10K-100K followers) who are more authentic and affordable

- Virtual tours using 360° video

- Live streaming destination previews

Case Study: @exploretoraja) with the following strategy:

- Daily posts featuring stunning visuals of Toraja

- Stories showcasing behind-the-scenes tour operations

- Reels about "Hidden Gems in Toraja"

- Collaboration with travel bloggers for account takeovers

- Engagement rate target: 5-8% (industry benchmark)

2.5 Specific Examples Based on UPW Competencies

Example 1: PESTEL Analysis for Travel Agencies in Makassar

Political:

- **Opportunity**: Government push for South Sulawesi tourism through national events (Indonesian Motorsport Championship in Makassar, Toraja International Festival)
- **Threat**: Potential political instability or conflict in neighboring countries affecting international tourist arrivals

Economic:
- **Opportunity**: Indonesia's middle class is growing at 8% annually, increasing demand for domestic travel
- **Threat**: Depreciation of the rupiah makes outbound travel more expensive, but inbound travel cheaper for foreign tourists

Social:

- **Opportunity**: Millennials and Gen Z (60% of Indonesia's population) prefer experiential and authentic travel
- **Opportunity**: The world's largest Muslim travel market - halal tourism potential in South Sulawesi

Technological:

- **Opportunity**: Adoption of mobile payments (GoPay, OVO, ShopeePay) facilitates cashless transactions
- **Threat**: OTAs with advanced technology are taking market share from traditional travel agents

Environmental:

- **Opportunity**: as a UNESCO World Heritage site with strict environmental protection attracts eco-conscious travelers
- **Threat**: Climate change impacts such as coral bleaching could reduce the attractiveness of marine tourism

Legal:

- **Opportunity**: Mandatory certification creates barriers to entry, protecting certified operators
- **Threat**: Compliance costs for certification and renewal

Example 2: Scenario Planning for Outbound Tour Packages

Scenario 1: Best Case - "Tourism Boom"

- Strong economic recovery, strengthening of the Rupiah

- Visa-free agreements expand

- Many direct flights from Makassar to international destinations

- **Strategy**: Expand outbound package portfolio, focus on emerging destinations (Vietnam, Cambodia), premium packages

Scenario 2: Base Case - "Steady Growth"

- Moderate economic growth

- Domestic tourism remains dominant

- Gradual recovery of international travel

- **Strategy**: Balance between domestic and outbound packages, focus on hybrid packages (domestic + short international)

Scenario 3: Worst Case - "New Crisis"
- Another pandemic or economic crisis

- Border restrictions reinstated

- Limited domestic travel

- **Strategy**: Pivot to virtual tours, local staycation packages, consultancy services, maintain customer relationships for the recovery phase

2.6 Learning Activities

Activity 1: Trend Spotting Exercise (60 minutes)

Students in groups use **the Trend Canvas** to identify trends:

1. Divide the class into 6 groups, each assigned 1 PESTEL factor

2. Each group researches 3 recent trends in their factor that impact the travel industry

3. Analysis: Is it an Opportunity or a Threat for a new travel business?

4. 5-minute presentation per group with visuals (PPT, poster, or digital canvas)

Tools: Use **Google Trends**, **UNWTO Reports**, and **the Ministry of Tourism and Creative Economy website** as data sources
Activity 2: PESTEL Analysis Workshop (90 minutes)

Individual work: Choose one type of travel business (travel agency, ticket agent, tour guide service, DMC) and conduct a complete PESTEL analysis for the Makassar market.

Template:

- Identify at least 3 factors in each PESTEL category

- Classify as Opportunity or Threat

- Rate the impact (High/Medium/Low) and likelihood (High/Medium/Low)

- Priority: Focus on factors that are High Impact + High Likelihood

Output: PESTEL Matrix in table or visual diagram format

Activity 3: Scenario Planning Exercise (45 minutes)

Small groups (3-4 people):

1. Identify 2 critical uncertainties for the travel industry 3 years from now (e.g., Economic Recovery Level, Technology Adoption Rate)

2. Create a 2x2 matrix with 4 scenarios

3. Develop a narrative for each scenario (100-150 words)

4. Suggest strategic implications for each scenario

2.7 Official Data-Based Case Study

Case: Impact of the Digital Nomad Trend on Makassar Tourism

Background Data:

- Bali launched a "Second Home Visa" for digital nomads with stays of up to 5 years (2023)

- An estimated 35 million digital nomads globally by 2024 (A Brother Abroad Research)

- Average spending of digital nomads: USD 2,000-3,000 per month

- Preferred destinations: Good internet, affordable cost of living, vibrant culture, safety

Situation:
Makassar is not yet positioned as a digital nomad destination, unlike Bali, Chiang Mai, or Lisbon. However, Makassar has potential advantages:

- Cost of living is 50% cheaper than Bali

- Improving coworking spaces (Coto Coworking, Work Space Makassar)

- Good connectivity (Telkomsel 5G coverage)

- Rich culture and culinary scene

Analysis Questions:

1. Conduct a specific PESTEL analysis for positioning Makassar as a digital nomad destination. Which factors are most critical?

2. What travel business opportunities can be developed to serve the digital nomad segment? (Hint: monthly accommodation packages, networking events, visa assistance, extended stay tours)

3. What challenges and threats need to be anticipated?

4. If you were to launch "Makassar Digital Nomad Hub" as a business venture, what would be the 3 strategic priorities in the first year?

Expected Output:

The group creates a strategy brief (2-3 pages) with:

- PESTEL analysis summary

- Target segment definition

- Value proposition

- Go-to-market strategy outline

- Key success metrics

2.8 Tasks & Instructions Output

Individual Assignment (Deadline: Before Meeting 3) Output:

Trend Analysis Report

Create a trend analysis report (4-5 pages) that includes:

1. **Global Trend Selection**: Select 2 global mega-trends that are most relevant to the travel and tourism industry in South Sulawesi. Explain:

   - Definition and characteristics of the trend

   - Data and evidence showing that this trend is significant

   - Projected impact on the travel industry in the next 3-5 years

2. **National Trend Selection**: Select 2 specific Indonesian national trends. Analyze why these trends are important for the travel business at the regional level.

3. **Opportunity Analysis**: For each trend (4 trends in total), identify:

   - At least 2 specific business opportunities for travel entrepreneurs in Makassar

   - Target customer segment for these opportunities

   - The value proposition that can be offered

4. **Strategic Implication**: Based on the 4 trends analyzed, what are 3 strategic recommendations for new travel entrepreneurs who want to enter the Makassar market?

Format: PDF, Arial 11 font, 1.5 spacing, include graphs/charts for data visualization, minimum of 5 credible sources

Group Assignment (Deadline: Before Meeting 3)

Output: Comprehensive PESTEL Analysis and Scenario Planning

Groups (4-5 people) compile a strategic analysis report (6-8 pages) for one of the business ideas:

Option A: Travel Agency focusing on inbound tours to Toraja for international tourists

Option B: Travel Agency focusing on international ticket reservations for domestic travelers

Option C: Tour Operator focusing on adventure tourism packages (diving, trekking) in South Sulawesi

Option D: DMC (Destination Management Company) for corporate MICE in Makassar

The report must include:

1. **Executive Summary** (0.5 pages): Overview of the analysis and key findings

2. **Complete PESTEL Analysis** (3-4 pages):

    ○ Identify at least 5 factors per category (30 factors in total)

    ○ Classify: Opportunity or Threat

    ○ Rate: Impact (High/Medium/Low) and Likelihood (High/Medium/Low)

    ○ Visualize in a PESTEL Matrix or diagram

    ○ Deep dive analysis for the top 5 critical factors

3. **Scenario Planning** (2 pages):

    ○ Identify 2 critical uncertainties

    ○ Develop 4 scenarios with a 2x2 matrix

    ○ Narrative for each scenario (150-200 words)

    ○ Strategic implications and recommended actions for each scenario

4. **Strategic Recommendations** (1 page):

    ○ Top 3 strategic priorities based on PESTEL and scenario analysis

    ○ Action plan outline for implementing priorities

5. **References**: Minimum 10 credible sources (UNWTO, Ministry of Tourism and Creative Economy, academic journals, industry reports)

Deliverables:

- Written report (PDF)
- Presentation slides (PPT) for a 15-minute presentation at Meeting 3

2.9 Assessment Rubric

Individual Assignment Assessment (30%)

Criteria	Excellent (A: 85-100)	Good (B: 70-84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Selection and Analysis of Trends	Trends are highly relevant, in-depth analysis with quantitative and qualitative data	Trends are relevant, good analysis with adequate data	Trends are somewhat relevant, basic analysis	Trends are less relevant or analysis is superficial	30

Opportunity Identification	Opportunities are highly innovative, feasible, and clearly defined with specific target segments	Good and feasible opportunities	Opportunities are quite clear	Opportunities are unclear or not feasible	25
Strategic Thinking	Recommendations are highly strategic, actionable, and evidence-based	Recommendations are strategic and actionable	Recommendations are somewhat strategic	Recommendations are too general or not actionable	25
Use of Data and Sources	Accurate data from credible sources (min. 5), properly cited	Adequate data, proper citation	Limited data but cited	Insufficient data or weak citation	20

Group Assignment Assessment (40%)

Criteria	Excellent (A: 85-100)	Good (B: 70-84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Comprehensive PESTEL Analysis	Very comprehensive (30+ factors), well-researched, insightful classification and rating	Comprehensive with good research	Fairly comprehensive	Incomplete or superficial analysis	35
Scenario Planning Quality	Scenarios realistic, well-developed narratives, clearly linked to uncertainties	Scenarios are realistic and clear	Scenarios are reasonably realistic	Scenarios are unrealistic or poorly developed	25
Strategic Recommendations	Highly strategic, specific, actionable recommendations clearly derived from analysis	Strategic and actionable recommendations	Recommendations are fairly strategic	Recommendations that are vague or not derived from analysis	20
Presentation and Documentation	Excellent presentation, professionally formatted, excellent visual aids	Good presentation and format	Adequate presentation	Poor presentation or format	20

Participation and Presentation Assessment (30%)

Criteria	Excellent (90-100)	Good (80-89)	Satisfactory (70-79)	Needs Improvement (<70)	Weight
Class Activity	Very active, high-quality contributions	Active with good contributions	Moderately active	Less active	40
Group Presentation	Presentation was very clear, confident, engaging, perfect timing	Presentation was clear and confident	Presentation was fairly clear	Presentation was unclear or lacked confidence	40
Teamwork	Very cooperative, leadership qualities	Cooperative	Fairly cooperative	Less cooperative or free-rider	20

2.10 Summary

This second meeting broadens students' perspectives from the individual level (Week 1) to the macro environment level. Students learn that the success of a travel business is not only determined by internal capabilities but also by the ability to read and respond to external trends and forces.

Key Takeaways:
1. **Global Mega-trends**: Sustainable tourism, digitalization, experience economy, wellness tourism, bleisure, and hyper-personalization are game-changers that cannot be ignored.

2. **National Context Matters**: Indonesian national trends such as the priority of domestic tourism, digitization of licensing, and standardization of travel businesses provide a specific context for business planning

3. **PESTEL Framework**: A systematic tool for understanding the macro-environment, helping to identify opportunities and anticipate threats

4. **Scenario Planning**: In a volatile industry like travel, the ability to think in multiple scenarios and prepare contingency plans is a critical skill

5. **Data-Driven Decision**: Trend analysis must be based on valid data from credible sources, not assumptions or anecdotal evidence

Link to Next Session:
This week focuses on macro-level analysis (Global and National Trends). Next week will zoom in to the micro-level: Industry and Market Forces. Students will analyze the competitive landscape, customer segments, and market dynamics specific to the travel industry in South Sulawesi.

Reflection Questions for Students:
1. Of the 6 global mega-trends discussed, which one will have the greatest impact on your travel business in the next 5 years? Why?

2. If you were to launch a travel business today, would you focus on the domestic or international market? Base your answer on trend analysis.

3. How ready is Makassar to become a smart tourism destination? What is still lacking?

CHAPTER III - WEEK 3
Business Environment Exploration and Analysis: Industry and Market Forces

Project Stages: BEEA (Business Environment Exploration and Analysis)

3.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Analyze the structure of the travel industry using Porter's Five Forces Framework

2. Perform market segmentation and targeting for travel products

3. Understand the customer journey in the context of travel and identify critical touchpoints

4. Analyze the competitive landscape and benchmark against competitors

5. Evaluate the travel industry value chain and the potential position of businesses within it

3.2 Course Learning Outcomes (CPMK)

CPMK 5: Able to analyze market forces and competitive forces in the tourism industry to determine strategic positioning

CPMK 6: Able to perform market segmentation and customer profiling for travel and tourism service products

3.3 Theory Material Description

3.3.1 Porter's Five Forces Analysis for the Travel Industry

Michael Porter's Five Forces Framework is a model for analyzing the intensity of competition and profitability potential in an industry. Applied to the travel industry:

Force 1: Threat of New Entrants

The travel and tourism industry has a **moderate to high** threat from new entrants because:

Low Barriers to Entry:

- Relatively small capital requirements to start a travel agency or tour operator (minimum for licensing, office space, website)
- Technology is accessible (booking systems, website builders, social media marketing tools)
- No physical inventory required

High Barriers to Entry:

- Regulations and licensing (TDUP, business standard certification based on Permenparekraf No. 4 of 2014) [22][23]

- Building trust and reputation takes time

- Networking and relationships with suppliers (hotels, airlines, DMCs) are barriers

- Brand recognition of established players

Implications: New entrepreneurs must focus on **differentiation** and **niche markets** to compete.

Force 2: Bargaining Power of Suppliers

Suppliers in the travel industry include: airlines, hotels, DMCs, tour guides, transportation providers, restaurants.

High Supplier Power:

- Airlines have high pricing power, especially for monopoly routes or limited competition

- Luxury hotels and unique properties (e.g., Tongkonan heritage homestays) have high bargaining power.

- Suppliers with exclusive products (e.g., special access to attractions) can dictate terms

Low Supplier Power:

- In markets with many hotels (Makassar city), travel agents have options

- Online booking platforms (OTAs) reduce dependency on traditional wholesalers

Strategy: Build **strategic partnerships** with key suppliers, volume discounts for repeat business, vertical integration (acquire or own some components).

Force 3: Bargaining Power of Buyers

Buyers (travelers) have **high bargaining power** because:

- **Low switching costs**: It is very easy for tourists to compare prices and switch from one travel agent to another

- **Information transparency**: Online reviews, price comparison sites, and travel forums provide buyers with a wealth of information

- **Undifferentiated products**: Many travel agents offer similar products. Strategy to

reduce buyer power:

- **Differentiation**: Offer unique value that is not easily compared (personalized service, exclusive access, expertise)

- **Loyalty programs**: Incentivize repeat bookings

- **Add value beyond price**: Consultation, customization, after-sales support

Force 4: Threat of Substitute Products

Substitutes for traditional travel agency services:

- **DIY booking via OTA** (Traveloka, Tiket.com, Agoda, Booking.com): Biggest substitute
- **Direct booking** with airlines and hotels via their websites
- **Peer-to-peer platforms** (Airbnb, Couchsurfing)
- **Virtual tourism** (especially post-pandemic): Virtual tours, VR experiences as a substitute for physical travel

Threat level: **High** for transactional services (simple booking), **Low** for complex planning and expertise-required services.

Strategy: **Move up the value chain** from transactional to consultative and experiential.

Force 5: Competitive Rivalry

The travel industry in Indonesia is highly competitive with:

- **Many competitors**: Thousands of registered travel agencies and tour operators
- **Slow industry growth** (especially post-pandemic recovery): Competing for a limited pie
- **Low differentiation**: Many offer similar packages
- **High fixed costs**: Office rent, staff salaries, technology subscriptions
- **Low exit barriers**: Relatively easy to exit the industry (no significant sunk costs)

Implications: **Intense price competition**, squeezed margins. Strong **differentiation** or **focus on niche markets** is needed.

3.3.2 Value Chain Analysis for the Travel Industry

The Value Chain (Porter) consists of primary activities and support activities:

Primary Activities:

1. **Inbound Logistics**: Sourcing and contracting with suppliers (hotels, DMC, airlines)
2. **Operations**: Assembling tour packages, itinerary planning, booking management
3. **Outbound Logistics**: Delivering travel documents, vouchers, tickets to customers
4. **Marketing & Sales**: Promotion, customer acquisition, sales closing
5. **Service**: After-sales support, customer care during trip, handling complaints

Support Activities:

1. **Firm Infrastructure**: Office operations, financial management, legal compliance
2. **Human Resource Management**: Recruiting, training travel consultants and tour guides

3. **Technology Development**: Booking systems, CRM, website, mobile apps

4. **Procurement**: Negotiating with suppliers for best rates

Differentiation Opportunities can be found in every link of the value chain. For example:

- **Operations**: Superior itinerary planning with unique experiences

- **Marketing & Sales**: Engaging content marketing and storytelling

- **Service**: 24/7 customer support, dedicated travel consultant

3.3.3 Market Segmentation for the Travel Industry

Market Segmentation is the process of dividing the market into distinct groups with different needs, characteristics, or behaviors.

Bases for Segmentation:
1. Demographic Segmentation:

- **Age**: Gen Z (18-25), Millennials (26-40), Gen X (41-56), Baby Boomers (57+)

- **Income**: Budget travelers, mid-range, luxury/affluent

- **Occupation**: Students, professionals, retirees

- **Family lifecycle**: Singles, couples, families with kids, empty nesters

2. Geographic Segmentation:

- **Origin**: Domestic (Greater Jakarta, Surabaya, other cities), International (Europe, Asia, Australia)

- **Urban vs. Rural**: Different travel behaviors and preferences

3. Psychographic Segmentation:

- **Lifestyle**: Adventure seekers, luxury lovers, culture enthusiasts, wellness-focused

- **Personality**: Extroverts vs. introverts, spontaneous vs. planners

- **Values**: Sustainability-conscious, value-seekers, experience collectors

4. Behavioral Segmentation:

- **Trip purpose**: Leisure, business, VFR (Visiting Friends/Relatives), medical

- **Buying behavior**: Last-minute bookers, early planners, research-heavy, impulsive

- **Usage rate**: Frequent travelers, occasional travelers, first-time travelers

- **Loyalty status**: Loyal customers, switchers, brand-agnostic

Travel Personas Examples:

Persona 1: "Backpacker Bryan" (Budget Adventure Seeker)

- Demographics: Age 22-28, fresh graduate or early career, income < Rp 5 million/month

- Psychographics: Adventurous, independent, social media savvy, YOLO mentality

- Behavior: Research extensively via blogs and forums, book budget accommodations, prefer group tours for cost-sharing

- Needs: Affordable packages, flexibility, authentic experiences, social opportunities

Persona 2: "Family Fiona" (Family Traveler)

- Demographics: Age 35-45, married with 2 kids (age 5-12), household income Rp 20-40 million/month

- Psychographics: Safety-conscious, value-oriented, looking for quality family time

- Behavior: Plans trips months in advance, prefers all-inclusive packages, reads reviews extensively

- Needs: Kid-friendly activities, safety assurance, convenience, educational value

Persona 3: "Luxury Linda" (Affluent Traveler)

- Demographics: Age 45-60, senior executive or business owner, high disposable income

- Psychographics: Values exclusivity, comfort, personalized service
- Behavior: Willing to pay a premium, low price sensitivity, loyalty to trusted advisors

- Needs: VIP treatment, unique experiences, privacy, hassle-free arrangements

3.3.4 Customer Journey Mapping

The customer journey is the complete sum of experiences that customers go through when interacting with your business. For the travel industry:

Stage 1: Inspiration/Dreaming (Pre-Trip)

- Touchpoints: Social media, travel blogs, YouTube, friends' recommendations, Instagram posts

- Customer Actions: Browse destinations, save pins, watch videos, read reviews

- Emotions: Excitement, curiosity, wanderlust

- Pain Points: Information overload, difficulty choosing a destination

Stage 2: Research/Planning (Pre-Trip)

- Touchpoints: Travel websites, TripAdvisor, Google search, OTA platforms, travel agent websites

- Customer Actions: Compare prices, read reviews, check visa requirements, create shortlist

- Emotions: Overwhelm, uncertainty, concern about value for money

- Pain Points: Conflicting information, not knowing which is credible, fear of scams

Stage 3: Booking (Pre-Trip)

- Touchpoints: Travel agent office/online booking form, phone/WhatsApp consultation, payment gateway

- Customer Actions: Contact travel agent, ask questions, negotiate, make payment

- Emotions: Anticipation, anxiety about payment security

- Pain Points: Complicated booking process, lack of transparency, payment concerns

Stage 4: Pre-Departure (Pre-Trip)

- Touchpoints: Email confirmations, WhatsApp reminders, pre-trip briefing

- Customer Actions: Receive documents, pack, prepare

- Emotions: Excitement, nervousness about logistics

- Pain Points: Incomplete information, no pre-trip briefing

Stage 5: Experience (During Trip)

- Touchpoints: Tour guide, hotel, transportation, activities

- Customer Actions: Experience destination, take photos, interact with locals

- Emotions: Joy, satisfaction, or disappointment if expectations are not met

- Pain Points: Unexpected issues, quality below expectations, lack of support when problems arise

Stage 6: Post-Trip (After Travel)

- Touchpoints: Follow-up email, review request, social media engagement
- Customer Actions: Share photos, write reviews, tell friends

- Emotions: Nostalgia, satisfaction, or regret

- Pain Points: No follow-up, no incentive to share feedback

Moments of Truth: Critical touchpoints that significantly impact overall satisfaction:

- First contact with travel agent (responsiveness, professionalism)

- Booking confirmation and payment process (seamless, secure)

- Pre-trip briefing (thorough, reassuring)

- Airport pick-up (on-time, friendly)

- Quality of guide and activities (knowledgeable, engaging)

- Problem resolution (quick, effective)

3.4 Contextual Explanation for the Travel Industry Competitive Analysis for Travel Agencies in Makassar

Competitive Landscape:

The travel industry in Makassar can be grouped into several categories of competitors:

1. Established Traditional Travel Agents

- Examples: Panorama Tours Makassar, Antavaya Makassar Branch
- Strengths: Brand recognition, established network, volume discounts from suppliers
- Weaknesses: Less agile, weak digital presence, higher overhead costs
- Target: Corporate clients, traditional travelers aged 40+

2. Online Travel Agents (OTA)

- Examples: Traveloka, Tiket.com, Pegipegi
- Strengths: Technology, convenience, wide selection, competitive pricing
- Weaknesses: Impersonal service, limited customization, no expertise/consultation
- Target: Tech-savvy millennials and Gen Z, price-sensitive travelers

3. Niche Tour Operators

- Examples: Specialized operators for diving, cultural tours, adventure
- Strengths: Deep expertise, curated experiences, loyal niche following
- Weaknesses: Limited scalability, dependency on niche markets
- Target: Specific interest groups (divers, culture enthusiasts, adventurers)

4. Emerging Digital-First Startups

- Examples: Instagram-based travel agents, TikTok travel influencers who also sell packages
- Strengths: Strong social media presence, authentic content, younger audience engagement
- Weaknesses: Lack of formal credentials, limited resources, operational challenges
- Target: Social media-savvy millennials and Gen Z

Positioning Opportunities for New Entrants:
Option 1: "Experiential Specialist"

- Focus: Curated authentic experiences, not just tourist spots
- Differentiation: Partnership with local communities, cultural immersion, storytelling
- Target: Millennials and Gen Z who value experiences over possessions

Option 2: "Sustainable Travel Expert"

- Focus: Eco-friendly and responsible tourism
- Differentiation: Carbon offset options, community-based tourism partnerships, leave-no-trace practices
- Target: Environmentally conscious travelers globally

Option 3: "Digital Nomad Concierge"

- Focus: Extended stay packages for remote workers
- Differentiation: Co-working space partnerships, visa assistance, monthly packages
- Target: Digital nomads, remote workers, location-independent professionals

Segmentation and Targeting for Outbound Travel Packages

Market Segmentation:

Segment A: "First-Time International Travelers"

- Size: Large (Indonesia outbound travelers growing 12% annually)
- Needs: Hand-holding, reassurance, straightforward packages
- Package Example: "Your First Europe - 10 Days/8 Nights London-Paris-Amsterdam with Indonesian Guide"
- Price Point: Mid-range (Rp 25-35 million)

Segment B: "Repeat International Travelers - Experience Seekers"

- Size: Medium
- Needs: Unique destinations, off-the-beaten-path, authentic experiences
- Package Example: "Hidden Gems of the Balkans - 12D10N Croatia-Bosnia-Montenegro Cultural Immersion"
- Price Point: Mid to high (IDR 35-50 million)

Segment C: "Muslim Family Travelers"

- Size: Very large (Indonesia's largest Muslim travel market globally)
- Needs: Halal food, prayer facilities, family-friendly, no alcohol/gambling activities
- Package Example: "Halal Europe Family Tour - 12D10N Turkey-Bosnia Halal-Certified"
- Price Point: Mid-range (IDR 30-40 million for a family of 4)

Segment D: "Luxury Travelers"

- Size: Small but high-value

- Requirements: Exclusivity, VIP treatment, customization, privacy

- Package Example: "Bespoke Northern Lights Experience - Private charter Iceland 7D6N"

- Price Point: Luxury (Rp 80-150 million)

Targeting Decision Matrix:

Segment	Market Attractiveness	Competitive Strength	Priority
First-Time International	High (size + growth)	Medium (high competition)	High
Experience Seekers	Medium (size)	High (can differentiate)	High
Muslim Family	Very High (size + growth)	Medium (growing competition)	Very High
Luxury	Low (small size)	Low (requires strong credentials)	Low (for startups)

Recommended Primary Target: Muslim Family Travelers + Experience Seekers with dual positioning as "Halal Experiential Travel Specialist"

3.5 Specific Examples According to UPW Competencies

Example 1: Customer Journey Mapping for International Ticket Reservations

Persona: "First-Time Outbound Traveler Fitri" - Age 28, planning a honeymoon trip to Europe

Journey Map:

Stage 1: Inspiration

- Fitri sees her friends' honeymoon photos on Instagram (Paris, Switzerland)

- Browses Pinterest for honeymoon ideas

- **Emotion**: Excited but overwhelmed by the many options

- **Pain Point**: Doesn't know where to start

Touchpoint Optimization: Travel agents can create Instagram content titled "Top 10 Honeymoon Destinations from Makassar" with engagement hooks

Stage 2: Research

- Google search "European honeymoon packages from Makassar"

- Read blogs and reviews

- Check budgets on several travel agent websites

- **Emotion**: Confused by the variety of prices and packages

- **Pain Point**: Difficult to compare apples-to-apples, don't understand what is included/excluded

Touchpoint Optimization: Create a transparent pricing breakdown on the website, a comprehensive FAQ section, and provide a comparison table

Stage 3: Inquiry & Consultation

- WhatsApp inquiry to 3 travel agents

- Visit 1 travel agent office for consultation

- **Emotion**: Nervous about commitment, concerned about payment security

- **Pain Point**: Slow response from some agents, lack of personalization

Touchpoint Optimization: Fast response time (max. 2 hours), personalized recommendations based on brief questionnaire, provide testimonials and references

Stage 4: Booking

- Decide on a travel agent based on trust and perceived value

- Make payment (concerned about fraud)

- **Emotion**: Anticipation but also anxiety

- **Pain Point**: Payment process is unclear, no immediate confirmation

Touchpoint Optimization: Clear payment instructions, multiple payment options, immediate automated confirmation, followed by a personal thank-you call

Stage 5: Pre-Departure

- Receive final documents 2 weeks before departure

- Pre-trip briefing 3 days before

- **Emotion**: Excitement building up, some nervousness

- **Pain Point**: Information overload in the briefing, no easy-reference material

Touchpoint Optimization: Send digital travel handbook (PDF), checklist, emergency contact card, WhatsApp group for real-time support

Stage 6: During Trip

- Experience honeymoon

- Minor issue: Hotel room not as expected

- **Emotion**: Overall happy but frustrated with hotel issues

- **Pain Point**: Not knowing who to contact to resolve the issue

Touchpoint Optimization: Clearly communicated 24/7 emergency hotline, proactive check-in via WhatsApp, swift problem resolution

Stage 7: Post-Trip

- Return to Makassar

- Receive follow-up email

- **Emotion**: Nostalgic, satisfied overall despite minor hiccup

- **Pain Point**: No incentive to provide feedback or referrals

Touchpoint Optimization: Thank-you email with referral incentive (discount for next booking or referral bonus), request for review with easy links to Google/TripAdvisor, share customer photos on social media (with permission)

Result: Fitri gave a 5-star review and referred 2 friends for honeymoon packages, becoming a loyal customer for future travels

Example 2: Competitive Benchmarking for Toraja Tour Packages

Benchmark Matrix:

Competitor	Package Offered	Duration	Price	Inclusions	Differentiation	Review
Competitor A (Traditional Tour Operator)	Toraja Heritage Tour	3D2N	IDR 3,500,000	Transportation, 3-star hotel, meals, guide	Standard sightseeing	4.2/5 Good but generic
Competitor B (OTA Package)	Tana Toraja Discovery	3D2N	Rp 2,800,000	Transportation, 2-star hotel, breakfast only, guide	Low price	3.8/5 Budget-friendly but basic
Competitor C (Niche Cultural Tour)	Toraja Cultural Immersion	4D3N	Rp 6,500,000	Transport Tongkonan homestay, all meals, cultural activities, expert guide	Authentic experience	4.8/5 - Excellent but pricey
Your Proposed Package	"Toraja Living Culture"	3D2N	Rp 4,500,000	Transportation, Tongkonan 1 night homestay + 1 night hotel, meals, cultural workshops, certified guide	Hybrid authentic + comfort	Target: 4.5+/5

Competitive Advantages:

1. **Hybrid accommodation**: Combine authentic Tongkonan homestay with comfort hotel (best of both worlds)

2. **Hands-on cultural workshops**: Not just watching, but participating (weaving, coffee-making, traditional cooking)

3. **Certified UNESCO guide**: Expertise and more engaging storytelling

4. **Flexible itinerary**: Allows customization based on visitor interests
5. **Sustainable tourism**: Partnership with communities, revenue-sharing model, minimal environmental impact

Value Proposition Statement: "Experience the authentic soul of Toraja through meaningful cultural immersion, while enjoying modern comfort and expert guidance. We bridge tradition and comfort for mindful travelers."

Example 3: Porter's Five Forces Analysis for DMC Startup in Makassar

Threat of New Entrants: MODERATE

- Barriers: Licensing (moderate), building supplier network (time-consuming), reputation (takes years)

- Opportunity: Government supporting tourism development, digital marketing reduces entry costs

- **Strategy**: Focus on niche (MICE, incentive travel) with strong B2B relationships, invest early in digital presence and certifications

Supplier Power: MODERATE to HIGH

- Hotels with unique properties (boutique, heritage) have high power

- Airlines with monopoly routes have high power

- Generic suppliers (standard hotels, fleet rental) have low power

- **Strategy**: Build long-term partnerships with volume commitments, diversify supplier portfolio, consider vertical integration for key components (own transport fleet)

Buyer Power: HIGH

- MICE buyers (corporations) can easily switch DMC

- Price transparency via RFP process

- **Strategy**: Differentiate with superior service delivery, creativity in event planning, proven track record with case studies and testimonials

Threat of Substitutes: MODERATE

- Virtual MICE events (post-pandemic adoption)

- Self-organized corporate events

- Alternatives from other regions (Bali, Jakarta, Bandung)

- **Strategy**: Emphasize unique South Sulawesi offerings (cultural experiences, marine activities), hybrid event capabilities, value proposition beyond price

Competitive Rivalry: HIGH

- Many DMCs competing for the limited MICE market in Makassar

- Intense price competition

- **Strategy**: Niche focus (sustainable MICE, cultural MICE), bundle unique experiences, excellent execution to build referrals

Overall Industry Attractiveness: MODERATE - Profitable if able to differentiate and build strong positioning, challenging if competing purely on price

Recommended Strategic Positioning: "Sustainable MICE Specialist with Cultural Edge" - Focus on corporate clients who value sustainability and authentic cultural experiences beyond standard meeting rooms

3.6 Learning Activities

Activity 1: Porter's Five Forces Analysis Exercise (60 minutes)

Groups (4-5 people):

1. Select one type of travel business: (A) Inbound Travel Agency, (B) International Ticket Agent, (C) Adventure Tour Operator, (D) MICE DMC

2. Perform a complete Five Forces analysis

3. Rate each force: Low (1-2), Moderate (3-4), High (5) impact

4. Calculate the overall industry attractiveness score

5. Develop strategic recommendations based on the analysis

6. Present in 10 minutes with visual diagrams

Template: Use a Five Forces diagram with detailed notes for each force

Activity 2: Customer Persona Development Workshop (75 minutes)

Individual then pair-share:

1. **Step 1 (20 min)**: Individual - Create 1 detailed customer persona for your chosen target market. Use the template including:
   - Demographics
   - Psychographics
   - Goals and motivations

- Frustrations and pain points

- Travel behavior and preferences

- Media consumption and influences

- Decision-making process

2. **Step 2 (20 min)**: Pair up - Share persona with partner, discuss realism and completeness

3. **Step 3 (20 min)**: Pairs present best persona to the class (3 min each)

4. **Step 4 (15 min)**: Class discussion - Which personas represent the biggest opportunities for the Makassar travel market?

Activity 3: Customer Journey Mapping Exercise (60 minutes)

Small groups (3-4 people):

1. Select one of the developed customer personas

2. Map the complete customer journey from Inspiration to Post-Trip

3. Identify **moments of truth** - critical touchpoints

4. For each stage, specify:

   - Customer actions

   - Touchpoints

   - Emotions

   - Pain points

   - Opportunities to delight customers

5. Create a visual journey map (use Miro, Mural, or poster paper)

6. Gallery walk - groups rotate and review other groups' journey maps, provide sticky-note feedback

3.7 Official Data-Based Case Studies

Case: Market Entry Strategy for Halal Tourism in South Sulawesi Background Data:

1. **Market Size**: The global Muslim travel market is valued at USD 220 billion (2023) and is projected to reach USD 300 billion by 2026 (Mastercard-CrescentRating Report)

2. **Indonesia Position**: Indonesia is the largest source market for Muslim travelers (12% global market share), but also an emerging destination for halal tourism

3. **South Sulawesi Potential**:

   - 90% Muslim population - inherently halal-friendly culture

   - Rich Islamic heritage sites (ancient mosques, Islamic boarding schools, halal culinary)

- Natural attractions suitable for halal tourism (beaches, mountains, cultural sites)

4. **Competition**: Bali, Lombok, and Aceh are more established as halal tourism destinations in Indonesia

5. **Challenges**:
   - Limited halal-certified hotels in South Sulawesi (only 15% of hotels have formal halal certification vs. 45% in Lombok)
   - Low awareness among international Muslim travelers about South Sulawesi as a destination
   - Infrastructure challenges (limited direct flights)

Current Market Players:

- Only 3 tour operators in Makassar specifically market halal tourism packages
- Most traditional operators offer halal food but do not have formal halal certification or Islamic itinerary elements

Opportunity:

Launch **"Halal Travel Hub Sulawesi"** - a tour operator specializing in halal tourism packages for domestic and international Muslim travelers.

Analysis Questions for the Group:

Part 1: Industry & Market Analysis

1. Conduct **Porter's Five Forces analysis** for the halal tourism business in South Sulawesi. Assess overall industry attractiveness.

2. Perform **market segmentation** for Muslim travelers. Identify at least 3 segments and assess which segment(s) should be the primary target.

3. Create detailed **customer personas** for the primary target segment.

Part 2: Competitive Strategy

4. Conduct **competitive benchmarking** - compare the "Halal Travel Hub Sulawesi" concept with existing operators (traditional tour operators, Lombok halal tour specialists, Bali halal-friendly packages). Identify potential competitive advantages.

5. Develop **a differentiation strategy** - What will make "Halal Travel Hub Sulawesi" stand out? (Hint: use the Blue Ocean Strategy concept - create uncontested market space)

Part 3: Customer Journey & Marketing

6. Map **the customer journey** for the target persona from Inspiration to Post-Trip. Identify critical touchpoints and pain points.

7. Recommend **channel strategy** - Through which channels will you reach and acquire customers? (Digital marketing, partnerships, travel fairs, influencer collaborations?)

Deliverable:

- Comprehensive strategic plan (8-10 pages) addressing all of the above questions

- Include visualizations: Five Forces diagram, Persona canvas, Journey map, Competitive positioning matrix

- Executive summary with clear recommendations

Evaluation Criteria:

- Depth of analysis and use of frameworks

- Data-driven insights

- Creativity in differentiation strategy

- Feasibility and actionability of recommendations

3.8 Assignments & Instructions Output

Individual Assignment (Deadline: Before Meeting 4) Output: Customer Persona and Journey Map

Choose one business idea that you consider for the final project. Create:
1. **Two Detailed Customer Personas** (2-3 pages):

    - Primary Persona: Main target customer

    - Secondary Persona: Alternative target that is also attractive

    Each persona must include:

    - Name, age, photo (representative image)

    - Demographics, psychographics, lifestyle

    - Goals and motivations for travel

    - Frustrations and pain points

    - Travel behavior (how they plan, book, travel)

    - Media consumption and influences

    - Quote representing persona mindset

    - "Day in the Life" narrative (150 words)

2. **Complete Customer Journey Map** for Primary Persona (2 pages):

    - Visual journey map covering 7 stages (Inspiration to Post-Trip)

    - For each stage: customer actions, touchpoints, emotions, pain points, opportunities

    - Highlight **3 Moments of Truth** that are most critical for success

    - Provide concrete ideas on how you will optimize each moment of truth

Format: PDF, creative and visual (use colors, icons, photos), professionally designed

Group Assignment (Deadline: Presentation at Meeting 4) Output: Industry Analysis and Competitive

Strategy Report

Groups (4-5 people) will deepen their analysis of their group's business idea. The report (10-12 pages) must include:

1. **Executive Summary** (1 page): Overview of the analysis and key strategic recommendations

2. **Porter's Five Forces Analysis** (3 pages):
   ○ Complete analysis of all five forces
   ○ Rating (Low/Moderate/High) and justification
   ○ Visual diagram
   ○ Overall industry attractiveness conclusion
   ○ Strategic implications

3. **Market Segmentation and Targeting** (2 pages):
   ○ Identify at least 4 market segments with detailed characteristics
   ○ Evaluate each segment based on: Market Attractiveness (size, growth, accessibility) and Competitive Strength (ability to serve well, differentiation potential)
   ○ Targeting decision matrix
   ○ Recommend primary and secondary target segments with rationale

4. **Competitive Analysis** (3 pages):
   ○ Identify at least 5 competitors (direct and indirect)
   ○ Competitive benchmarking table (compare based on key attributes)
   ○ Positioning map (2-dimensional, showing differentiation opportunities)
   ○ Gap analysis - unmet needs in the market
   ○ Recommended positioning strategy

5. **Value Chain Analysis** (1 page):
   ○ Map the value chain for your business
   ○ Identify potential sources of differentiation in each activity
   ○ Determine core competencies to develop

6. **Strategic Recommendations** (1 page):
   ○ Top 3 strategic priorities based on analysis
   ○ Rationale and expected impact

7. **Appendices**: Data sources, additional charts/tables

Deliverables:

- Written report (PDF)
- Presentation slides (15-minute presentation + 5-minute Q&A)
- Executive summary handout for peers

3.9 Assessment Rubric

Individual Assignment Assessment (30%)

Criteria	Excellent (A: 85-100)	Good (B: 70-84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Persona Quality	Personas are very detailed, realistic, evidence-based (from research), truly represent the target	Personas are detailed and realistic	Personas are fairly detailed	Personas are superficial and unrealistic	35
Journey Map Completeness	Journey map is very comprehensive, covering all stages with rich details and clear emotions	Journey map is comprehensive	Journey map is fairly complete	Journey map incomplete, missing key stages	30
Insights & Opportunities	Excellent insights on pain points, moments of truth, and concrete actionable opportunities	Good insights and opportunities	Adequate insights	Superficial insights, vague opportunities	25%
Visual Design	Professionally designed, highly visual, engaging, easy to understand	Well-designed, visual	Basic design, fairly clear	Poor design, difficult to understand	10

Group Assignment Assessment (50%)

Criteria	Excellent (A: 85-100)	Good (B: 70-84)	Satisfactory (C: 60-69)	Needs Improvement (<60)	Weight
Application Framework	Very strong application of Porter's Five Forces, segmentation, and competitive analysis with detailed justification	Good application of frameworks	Adequate application	Weak application, frameworks not properly used	30
Analysis Depth	Very in-depth, nuanced, evidence-based analysis, considering multiple perspectives	In-depth analysis	Sufficient analysis	Superficial analysis	25

Strategic Insights	Highly insightful, innovative strategic recommendations, clearly derived from analysis, actionable	Good strategic insights	Adequate insights	Vague insights or insights not derived from analysis	25
Presentation Quality	Presentation is very engaging, clear storytelling, professional slides, confident delivery, perfect timing	Good presentation	Adequate presentation	Poor presentation quality or delivery	20

Participation Assessment (20%)

Criteria	Excellent (90-100)	Good (80-89)	Satisfactory (70-79)	Needs Improvement (<70)	Weight
Engagement Activities	Highly engaged in all activities, quality contributions, helps facilitate	Engaged and contributes	Participates adequately	Low engagement	50
Peer Collaboration	Excellent collaborator, provides constructive feedback to peers, supportive	Good collaborator	Adequate collaboration	Poor collaboration	30
Preparation	Comes well-prepared with materials, completed pre-work	Prepared	Adequately prepared	Unprepared	20

3.10 Summary

This third meeting completes the **Business Environment Exploration and Analysis (BEEA)** phase by delving into **the micro-level** of the travel and tourism industry. Students have learned powerful frameworks for understanding competitive dynamics, identifying target markets, and mapping customer journeys.

Key Takeaways:

1. **Porter's Five Forces** provides a systematic way to assess industry attractiveness and identify strategic positioning opportunities. The travel industry generally has moderate attractiveness with high competition and high buyer power—differentiation is key.

2. **Market Segmentation** is the foundation for effective targeting. In the diverse travel industry, you cannot be everything to everyone. Focus on specific segments with clear unmet needs.

3. **Customer Personas** bring target customers to life. A deep understanding of customer motivations, behaviors, and pain points is a prerequisite for developing relevant value propositions.

4. **Customer Journey Mapping** reveals moments of truth and opportunities to create memorable experiences. Success in the travel business is not only about delivering service, but about delighting customers at every touchpoint.

5. **Competitive Analysis** shows that the market is crowded, but there are always opportunities for differentiation. Blue Ocean Strategy—creating uncontested market space—is a powerful mindset.

6. **Integration**: All frameworks (Five Forces, Segmentation, Journey Mapping, Competitive Analysis) are interconnected. Used together, they provide a comprehensive understanding of the market and guide strategic decisions.

Cumulative BEEA Learning:

- **Week 1**: Foundation - Entrepreneurship essence, Design Thinking, self-awareness, initial problem identification

- **Week 2**: Macro-environment - Global and national trends, PESTEL analysis, scenario planning

- **Week 3**: Micro-environment - Industry forces, market segments, customer insights, competitive landscape

Next Phase:
Next week will transition from **BEEA (Exploration and Analysis)** to **BMCC (Business Model Canvas Creation)**. Armed with a deep understanding of the environment, customers, and competition, students will define specific problems to solve and begin designing business models.

Preparation for Week 4:
Review all analysis from Weeks 1-3. Identify the top 2-3 **specific problems** you have found and want to solve. Prepare to synthesize insights and make strategic choices in Week 4.

Reflection Questions:
1. Of all the frameworks studied, which one was the most eye-opening for you and why?

2. How can understanding the customer journey change the way you approach business planning?

3. Imagine you are starting a travel business today—what would your differentiation strategy be and why would it work?

CHAPTER IV - WEEK 4
Problem Definition (User and Industry Perspectives)

Project Stages: BEEA (Business Environment Exploration and Analysis) - Conclusion

4.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Synthesize insights from business environment exploration (weeks 1-3) into clear problem statements

2. Conduct problem validation with potential users (tourists) and industry experts

3. Identify root causes of identified problems using the 5 Whys technique

4. Prioritize problems based on impact and feasibility for resolution

5. Formulate actionable problem statements for the BMCC stage

4.2 Course Learning Outcomes (CPMK)

CPMK 7: Able to formulate valid and prioritized problem statements based on business environment exploration and validation with stakeholders

CPMK 8: Able to analyze root causes of problems using systematic problem-solving tools

4.3 Theory Material Description

4.3.1 A Rigorous Approach to Problem Definition

Problem definition is a critical bridge between the exploration phase (BEEA) and the ideation phase (BMCC). Not all "problems" that are found are worth addressing - they need to be filtered based on multiple criteria.

Characteristics of a Good Problem:

1. **Specific and Clear**: The problem statement must be specific, not general. BAD example: "Tourists are dissatisfied with tour packages." GOOD: "International backpackers aged 25-35 who are visiting Toraja for the first time feel frustrated by the lack of authentic cultural interaction because tour guides focus on physical attractions rather than cultural storytelling."

2. **Validated by Real Users**: The problem has been validated through interviews, surveys, or observations with actual customers or users, not assumptions.

3. **Significant Scale**: The problem is experienced by a meaningful number of people. Example: A problem that only affects 2-3 people is not worth solving; a problem that affects thousands is a huge opportunity.

4. **Solvable within Constraints**: The problem can be solved with reasonable resources (initial capital, skills, time, available technology).

5. **Market-Ready**: There is demand/willingness to pay for the solution.

4.3.2 The 5 Whys Technique for Root Cause Analysis

5 Whys is a simple yet powerful technique for digging into the root cause of a problem. Applied to the travel industry:

Problem Statement: "First-time domestic tourists traveling abroad have difficulty choosing destinations and are afraid to make their own bookings."

1. **Why?** → Because there are too many options and conflicting information on the internet

2. **Why?** → Because there is no single trusted platform that provides personalized recommendations in Indonesian

3. **Why?** → Because most booking platforms are designed for international users, have complex interfaces, and slow customer service response

4. **Why?** → Because the Indonesian market is not a priority for global OTAs; they focus on high-value markets (US, Europe)

5. **Why?** → Because the opportunity size is smaller and there are payment method challenges (many Indonesians prefer cash/transfer vs. credit cards)

Root Cause Identified: A gap in the market for an Indonesia-specific, user-friendly, trusted platform with great customer service for first-time international travelers.

Business Opportunity: Launch a platform/service that addresses this root cause.

4.3.3 Problem-Solution Fit vs Product-Market Fit

It is important to understand this distinction:

- **Problem-Solution Fit** (BMCC Stage): There is a clear problem, there is a solution proposal, but it is not yet known if target users really want to use the solution or are willing to pay for it.

- **Product-Market Fit** (RPT-TRR Stage): It has been validated that the target market really wants your solution and is willing to pay for it; there is already initial traction.

Week 4 focuses on problem identification and problem-solution fit. Validation of real market demand will happen in the RPT stage.

4.3.4 Problem Prioritization Matrix

When identifying multiple problems, use a matrix to prioritize:

Axis 1: Impact (How much does this problem affect target users? How many people are affected? How severe are the consequences?)

Axis 2: Feasibility (How easy/feasible is it to solve this problem with existing resources? Technical feasibility? Cost feasibility?)

Matrix Positioning:

- **High Impact + High Feasibility** → **PURSUE FIRST** (Quick wins with high potential)

- **High Impact + Low Feasibility** → **PURSUE LATER** (Important but requires more resources/learning)

- **Low Impact + High Feasibility** → **OPTIONAL** (Easy but not strategically important)

- **Low Impact + Low Feasibility** → **AVOID** (Neither important nor feasible)

4.4 Contextual Explanation for the Travel Industry

Problem Definition for Various Travel Businesses

Example 1: Travel Agency (Inbound)

Raw Problem Observation (from weeks 1-3): "Many international tourists want to explore Toraja but complain about the limited number of English-speaking guides and quality tour operators."

Problem Definition (week 4):

- **Primary User:** International tourists (backpackers & mid-range travelers) aged 25-45 from Europe, Australia, and the US
- **Specific Problem:** Difficulty finding and booking with trusted, English-fluent tour operators in Toraja who can provide authentic cultural experiences at reasonable prices
- **Impact:** Lost tourism revenue for Toraja; tourists go to Bali instead; local guides earn unstable income
- **Root Cause:** Limited digital presence of local tour operators; no platform aggregating Toraja tours with verified reviews and easy booking
- **Solution Direction:** Digital marketplace/directory for Toraja tours with curation, reviews, and simple booking

Example 2: Outbound Travel Agency

Raw Problem Observation: "Domestic tourists who want to travel abroad for the first time feel intimidated and prefer booking with a travel agent rather than DIY online booking, but find it difficult to find a trustworthy agent."

Problem Definition:

- **Primary User:** Indonesian travelers aged 30-50, first-time international travelers, prefer personalized service, not tech-savvy
- **Specific Problem:** Lack of trustworthy, personalized travel agency service with transparent pricing, good after-sales support, and Indonesian-language communication
- **Impact:** Potential market size is large (millions of Indonesians want to travel internationally) but is not well served
- **Root Cause:** Traditional travel agents are outdated and cannot compete with OTAs on price; new digital travel agencies mostly serve tech-savvy millennials
- **Solution Direction:** Hybrid travel agency service combining digital convenience with personalized human touch

Example 3: Tour Operator (Adventure Tourism)

Raw Problem Observation: "Many outdoor enthusiasts in Indonesia want organized adventure trips (climbing, diving, trekking) but struggle to find reputable, safe operators with proper equipment and certified guides."

Problem Definition:

- **Primary User:** Adventure-seeking Indonesians aged 25-45, willing to pay for quality, safety-conscious

- **Specific Problem:** Information asymmetry - difficult to assess operator credibility, safety standards, equipment quality before booking; accidents happen because operators cut corners

- **Impact:** Safety risks; bad experiences; lack of standardization in the adventure tourism industry

- **Root Cause:** No centralized credibility system; adventure tourism not regulated; no consumer protection mechanism

- **Solution Direction:** Credibility platform with certification, reviews, insurance guarantee for adventure tourism operators

4.5 Specific Examples According to UPW Competencies

Example: Problem Definition for Ticket Reservation & Tourist Guidance Services

Scenario: Students identified that many international tour groups visiting Makassar were frustrated with the check-in/check-out process at the airport and the lack of coordination between ticketing, ground transportation, and hotels.

Problem Definition Process:

1. **Define Users:** International tour groups (20-50 people), mostly from Australia & Europe, booked through tour operators

2. **Identify Problem:**

   - Chaos at the airport: it is unclear who is picking up the group, no proper signage

   - Ticketing issues: flights delayed, slow rebooking process

   - Ground coordination: transportation delayed, no guide available, delayed hotel check-in

   - Result: guests stressed, negative reviews, tour operator unhappy

3. **Validate Problem:**

   - Interview 10 international guests → 8/10 mention airport coordination issues

   - Interview 5 tour operators → all mention coordination problems

   - Review 20 negative Google reviews of Makassar hotels/tour operators → 60% mention airport/arrival issues

4. **Root Cause Analysis (5 Whys):**

   - Why coordination problems? → Too many moving parts (airlines, hotels, ground operators, tour guides) not communicating

   - Why? → No centralized system/platform for coordination

- Why? → Operators use different tools (WhatsApp groups, email, phone calls) - inefficient

- Why? → Lack of standardized arrival procedures in Makassar

- Why? → Makassar airport/DMC industry not as mature as Bali

5. **Problem Statement:**
"International tour groups experience stressful, uncoordinated airport arrival experiences in Makassar due to the lack of an integrated system to coordinate airlines, ground transportation, hotels, and tour guides. This results in negative first impressions of the destination, poor reviews, and unhappy tour operators."

6. **Solution Idea (Preliminary):**
"Integrated Arrival Management System" for ground operators and hotels that automates communication and coordinates arrival logistics

Example: Problem Definition for Sustainable Tourism Packages

Scenario: Students observe that many eco-conscious tourists are interested in South Sulawesi (especially) but are concerned about the environmental impact and authenticity of "eco-packages."

Problem Definition:

1. **Users:** Eco-conscious travelers aged 35-60, affluent, willing to pay a premium for genuine sustainable tourism

2. **Problem:** Greenwashing - many "eco" tour packages make environmental claims but do not really implement sustainable practices; no way for tourists to verify authenticity

3. **Validation:**

- Survey of 50 eco-conscious travelers → 78% concerned about greenwashing

- Review of "eco" packages offered → many lack transparency on actual environmental practices

- Interview marine conservation NGOs → confirm many "eco" operators are not serious about conservation

4. **Root Causes:**

- No certification system for eco-tourism packages

- No transparency/accountability

- No price premium for truly sustainable practices

- Market premature - consumers skeptical

5. **Problem Statement:**
Eco-conscious travelers cannot trust "eco-tourism" packages due to a lack of standardization. transparency, and credibility verification. Many operators make green claims without substance, resulting in skepticism and lost opportunities for the sustainable tourism market.

6. **Solution Idea:**

"Certified Sustainable Tourism packages" with independent verification, transparency reporting on environmental impact, revenue sharing with local conservation efforts

4.6 Learning Activities

Activity 1: Problem Synthesis Workshop (90 minutes)

Individual + Group:

1. **Individual Work (20 min):** Each student reviews their findings from weeks 1-3 (PESTEL analysis, customer segments, competitive landscape) and lists 5-10 problems identified

2. **Group Consolidation (30 min):** Groups (4-5 people) meet and consolidate individual lists
   → prioritize the top 3-5 problems for the group

3. **Root Cause Analysis (30 min):** For each prioritized problem, conduct a 5 Whys analysis to identify root causes

4. **Problem Prioritization (10 min):** Use an impact-feasibility matrix to select 1-2 primary problems that will become the focus of their business

5. **Presentation (10 min):** Each group presents their problem statement with root cause analysis and rationale for selection

Activity 2: Problem Validation through User Interviews (120 minutes - can be homework)

Groups:

1. Prepare an interview guide with 10-15 open-ended questions about the problem

2. Conduct 5-10 interviews with potential users/customers (cannot be done via WhatsApp - must be face-to-face or video call to get rich insights)

3. Document key quotes and insights from the interviews

4. Analyze: Is the problem consistently mentioned? Does the severity match expectations? What variations exist in how different users experience the problem?

5. Summarize findings in a 1-page "Problem Validation Report"

Activity 3: Root Cause Mapping Exercise (60 minutes)

Group:

1. Take 1 main problem from the group

2. Create a visual "Root Cause Tree" or "Fishbone Diagram" showing:
   - Problem statement (head of fish)
   - Main factors contributing to the problem (bones)

- Root causes (sub-bones)
- Evidence/data supporting each factor

3. Identify intervention points: Which ones can you, as an entrepreneur, actually influence/solve?

4.7 Case Study Based on Official Data

Case: Problem Definition for Sustainable Marine Tourism in Wakatobi

Background:

- Wakatobi is a UNESCO World Heritage marine protected area with incredible biodiversity
- However, many tour operators do not follow conservation regulations; coral bleaching is occurring; local communities do not benefit properly from tourism revenue
- International eco-tourists complain about poor conservation practices

Problem Research Data:

- Survey of 100 visitors to   (conducted by National Park authority, 2023): 65% said they saw evidence of poor conservation practices
- 78% were willing to pay a premium (10-20% higher) for certified sustainable packages
- Interview with 10 local fishermen: all complain that tourism activities disturb fishing grounds and there is no meaningful income share

Guided Problem Definition Exercise for Groups:

1. **Define the problem from multiple perspectives:**
   - Tourist perspective: "Don't know if operators are truly sustainable"
   - Operator perspective: "Sustainability standards are unclear, certification process is complicated"
   - Conservation perspective: "Lack of enforcement, regulations not followed"
   - Community perspective: "Tourism does not benefit us, damages our livelihood"

2. **Identify Overlapping Problems:**
   - Lack of transparency/certification for sustainable practices
   - Lack of revenue sharing mechanism with local communities
   - Weak enforcement of conservation regulations
   - Operators unfamiliar with best practices

3. **Synthesize Primary Problem:**
   "Insufficient ecosystem to ensure sustainable marine tourism in   . Tourists are skeptical, operators are unclear on standards, conservation is weak, communities are excluded from benefits."

4. **Brainstorm Solutions:**

   - Start a certification program for marine tourism operators?

   - Create a revenue-sharing cooperative for local communities?

   - Develop a training program for operators on conservation practices?
   - Build a digital platform for transparent impact reporting?

4.8 Assignments & Output Instructions

Individual Assignment (Deadline: Before Meeting 5)

Output: Final Problem Definition & Validation Report (2-3 pages)

Create a report for the problem you will solve throughout this semester. Include:

1. **Problem Statement (50-100 words):** Clear, specific, measurable statement of the problem

   - Who is experiencing the problem? (target users/customers)

   - What specifically is the problem? (concrete description, not vague)

   - Why is it a problem? (consequences/impact)

   - Where/when does it occur? (context)

2. **Root Cause Analysis:** 5 Whys analysis reveals underlying root causes (1 page)

3. **Problem Validation Evidence:**

   - Data from interviews, surveys, or observations (minimum 5 sources)

   - Quotes from potential customers

   - Statistics/data from industry reports

4. **Impact Assessment:**

   - How many people affected? (market size estimation)

   - Severity: Low/Medium/High?

   - Frequency: Rare/Occasional/Frequent?

5. **Feasibility Assessment:**

   - Technical feasibility: Easy/Medium/Hard to solve?

   - Resource feasibility: Capital needed? Skills required? Timeline?

   - Market feasibility: Are people willing to pay for the solution?

6. **Strategic Rationale:** Why is this problem worth solving? What makes you qualified? What is unique about your approach?

Format: PDF, Arial 11 font, 1.5 spacing, include evidence (quotes, data, screenshots), minimum of 5 credible sources

Group Assignment (Deadline: Presentation at Meeting 5)

Output: Problem Definition Presentation & Validation Report (5-10 pages)

The group will compile a comprehensive problem analysis that will guide business model design in the BMCC stage. The report includes:

1. **Executive Summary** (0.5 pages): Overview of the problem and strategic rationale
2. **Target User Profile** (1 page):
   - Demographics, psychographics, behaviors
   - Specific pain points
   - Current solutions (if any) and why they are inadequate

3. **Problem Statement** (0.5 pages):
   - Specific, clear, measurable
   - Linked to target users
   - Quantified impact

4. **Root Cause Analysis** (1-2 pages):
   - 5 Whys breakdown
   - Root cause tree/fishbone diagram
   - Evidence supporting each factor

5. **Problem Validation** (2 pages):
   - Methodology: How did you validate? (interviews, surveys, observations)
   - Sample size: How many users were interviewed/surveyed?
   - Key findings: What did users tell you?
   - Evidence: Quotes, stories, data
   - Conclusion: Problem confirmed/refined/pivoted?

6. **Market Sizing** (0.5 pages):
   - Total addressable market (TAM): How big is the market?
   - Serviceable available market (SAM): How much can you serve?
   - Market growth trends

7. **Competitive Context** (0.5 pages):
   - How are competitors currently addressing (or not) the problem?
   - Gaps in current solutions

8. **Strategic Implications** (1 page):

- Why is now the right time to address the problem?

- What resources/skills are needed?

- Preliminary ideas for solutions (high-level)

Deliverables:

- Written report (PDF)

- Presentation slides (PPT) for a 20-minute presentation at Meeting 5

- Raw interview data/transcripts (appendix)

4.9 Assessment Rubric

Criteria	Excellent (85-100)	Good (70-84)	Satisfactory (60-69)	Needs Improvement (<60)	Weight
Clarity & Specificity of the Problem Statement	Very clear, specific, measurable, linked to target users	Clear and specific	Fairly clear	Vague or general	25
Depth Root Cause Analysis	Thorough 5 Whys, multiple perspectives, clear linkage to proposed solution	Good analysis, clear linkage	Adequate analysis	Superficial	25
Validation Evidence Quality	Strong evidence from multiple sources (interviews, data, observations), credible	Good evidence from 2-3 sources	Limited evidence	Minimal or anecdotal evidence	25
Strategic Feasibility Assessment	Clear assessment of technical, resource, and market feasibility with specific actions	Good feasibility assessment	Adequate but generic	Lacking depth	15
Quality presentation	Professional, engaging, well-structured	Good presentation	Adequate	Poor quality	10

CHAPTER V - WEEK 5
Innovative Team Building (W5A) & Preparation for Creating Various Business Models (W5B)

Project Stages: BMCC (Business Model Canvas Creation) – Beginning

5.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Understand the importance of team composition and diversity for entrepreneurial success

2. Identify skill gaps and recruit/form a balanced and complementary team

3. Establish team working agreements and communication protocols

4. Explore creative business ideas through brainstorming and ideation techniques

5. Conduct an initial feasibility assessment for each business idea

5.2 Course Learning Outcomes (CPMK)

CPMK 9: Able to form an innovative and collaborative entrepreneurial team with complementary skills

CPMK 10: Able to generate multiple innovative business model ideas to solve identified problems

5.3 Theoretical Material Description

5.3.1 Building High-Performance Entrepreneurial Teams

Research shows that **team composition** is one of the critical success factors for startup success. According to Noam Wasserman's research at Stanford Graduate School of Business, startups with diverse co-founders (in background, skills, expertise) have higher survival rates and exit values than solo founders.

Characteristics of High-Performance Entrepreneurial Teams:

1. **Complementary Skills:**

   - Not everyone has to be a generalist—it is better to have a mix of specialist skills.

   - For a travel business: a mix of industry expertise (travel/tourism), business/operations, marketing, technology, and financial management is needed.

   - Ideal team for a tour operator: (1) Travel industry veteran who knows suppliers/products, (2) Marketing/sales person with customer acquisition skills, (3) Operations/logistics person, (4) Financial/business person

2. **Cognitive Diversity:**

   - Different thinking styles, problem-solving approaches

   - Research shows diverse teams make better decisions

- A mix of analytical thinkers, creative thinkers, detail-oriented individuals, and big-picture thinkers

3. **Shared Vision but Honest Debate:**

   - All agree on core problem solving and business direction

   - But are comfortable disagreeing/debating the approach

   - Psychological safety to voice concerns without fear

4. **Trust & Accountability:**

   - High interpersonal trust

   - Clear ownership/accountability for each member

   - Regular feedback loops

5. **Commitment & Flexibility:**

   - Committed to the venture (at least short-medium term)

   - Flexible to pivot if data suggests a change in direction

5.3.2 Team Roles in an Entrepreneurial Context

Research from Kotter and Cohen shows that high-performance teams typically have members with different roles:

- **Entrepreneur/Visionary:** The one with a big picture vision, sees market opportunities

- **Executor/Operations:** Brings ideas to reality, manages implementation

- **Relationship Builder:** Builds partnerships, manages stakeholder relationships

- **Problem Solver:** Analytical, troubleshoots issues, improves processes

- **Financial Manager:** Manages cash flow, budgeting, financial planning

In a small team, one person can have multiple roles - but not everyone should fill the same role.

5.3.3 Brainstorming & Ideation Techniques for Business Model Innovation

Technique 1: Divergent Brainstorming

Goals: Generate the maximum number of ideas without evaluation. Rules:

- No criticism/judgment during brainstorming

- Encourage wild ideas—quantity over quality at this stage

- Build on others' ideas

- Keep energy levels high

- Time-box (e.g., 30 minutes of pure brainstorming)

For the travel industry: "If we wanted to solve [problem statement], what creative solutions can we imagine? No need to be practical - just creative ideas."

Technique 2: Analogical Thinking

Find solutions from different industries/contexts and adapt them to travel.

Example: "How did Grab (ride-sharing) solve transportation coordination? Can we apply the same principles to tour operator coordination?".

Technique 3: Design Sprint Method

Compressed design thinking in 1 week:

- Monday: Understand the problem and existing solutions
- Tuesday: Sketch solutions
- Wednesday: Decide on the best solution
- Thursday: Prototype
- Friday: Test with users

For academic context: Can be adapted into 5 sessions in 1 or 2 weeks.

Technique 4: Concept Testing Matrix

After brainstorming, evaluate ideas using the matrix:

Business Idea	Problem Solved?	Feasibility	Market Size	Your Passion	Priority
Idea A	8/10	6	8	7/10	High
Idea B	9/10	8/10	5	6/10	Medium
Business Idea	Problem Solved?	Feasibility	Market Size	Your Passion	Priority
Idea C	7/10	9/10	6	8/10	Medium

Score each idea 1-10, calculate weighted average, identify top ideas to develop.

5.3.4 Preliminary Business Model Ideation

Before creating a complete Business Model Canvas (weeks 6-7), week 5 focuses on **preliminary ideation** about basic business model elements:

- **Value Proposition:** What unique value do we offer?
- **Target Customer:** Who specifically is willing to pay?
- **Revenue Model:** How do we make money?

- **Key Resources:** What is critical to the business?

- **Distribution Channel:** How will customers find us?

5.4 Contextual Explanation for the Travel Industry Example: Team Composition for a Tour Operator Business

Scenario: Three UPW students want to start a tour operator business for outbound tours to Southeast Asia

Ideal Team Composition:

1. **Person A - Travel Industry Expert / Visionary**

   - Background: 2 years of experience as a tour guide, knows suppliers in Southeast Asia

   - Skills: Destination knowledge, itinerary planning, supplier relationships

   - Role: Product development, supplier management

   - Passion: Loves meeting people from different cultures

2. **Person B - Operations / Logistics**

   - Background: Studied logistics, meticulous, detail-oriented

   - Skills: Project management, process optimization, problem-solving

   - Role: Operations manager, customer coordination

   - Passion: Enjoys organizing complex activities, solving puzzles

3. **Person C - Marketing / Business**

   - Background: Active on social media, understands digital marketing

   - Skills: Marketing, social media, customer acquisition

   - Role: Marketing Director, Business Development

   - Passion: Loves engaging with customers, telling stories

Why this composition works:

- Coverage: 3 critical functions (product, operations, marketing)

- Complementary: Each person has different skills

- Diversity: Different thinking styles

- Passion spread: Each passionate about different aspects

Example: Business Ideas Ideation for Halal Tourism

Problem Statement: "Eco-conscious Muslim travelers cannot find trusted, sustainable halal tourism packages with transparent environmental practices."

Brainstormed Business Ideas:

1. **"Certified Halal Eco-Tour Packages"**

   - Curated packages in sustainable destinations (marine park, Toraja cultural tourism) with halal-certified accommodations, transportation, F&B

   - Value prop: Guaranteed halal, proven environmental practices, culturally respectful

   - Revenue: Per-package commission or markup

   - Feasibility: Medium (requires partnerships, certification)

   - Market: Growing (eco-conscious Muslim travelers)

2. **"Halal-Eco Tourism Directory & Reviews Platform"**

   - Digital platform listing halal-certified, eco-friendly tour operators

   - Independent verification of claims

   - Traveler reviews focused on sustainability and halal aspects

   - Value proposition: Transparency, trust, curated selection

   - Revenue: Freemium model (free listings, premium features for operators)

   - Feasibility: Medium-High (technology required but manageable)

   - Market: Large (growing halal tourism market)

3. **"Community-Based Halal Homestays Program"**

   - Partner with Muslim communities in South Sulawesi to offer homestay experiences

   - Tourists stay with local Muslim families, learn about the culture, and contribute economically to communities

   - Ensure halal practices and environmental responsibility

   - Value proposition: Authentic, sustainable, community-benefiting

   - Revenue: Per-night commission or direct pricing

   - Feasibility: High (start small with 3-5 homestays)

   - Market: Niche but growing (500-1000 potential customers annually)

4. **"Halal Tourism Training & Certification Service"**

   - Train tourism operators (hotels, tour operators, restaurants) on halal standards, eco-practices
   - Provide certification

   - Value prop: Help operators comply with growing halal tourism standards

   - Revenue: Training fees, certification fees, licensing

   - Feasibility: Medium (requires expert trainers)

   - Market: B2B (all tourism operators in the region)

5.5 Learning Activities

Activity 1: Team Formation & Skills Assessment (60 minutes)

Process:

1. **Individual Skills Assessment (10 min):** Each student fills out a form: skill strengths, skill gaps, preferred role, commitment level, work style

2. **Gallery Walk (10 min):** All forms are displayed, everyone reads everyone else's

3. **Speed Networking (20 min):** Students approach peers to explore forming teams. Criteria to consider:

   - Complementary skills?

   - Similar commitment?

   - Can work well together?

   - Diversity in thinking styles?

4. **Team Formation (15 min):** Teams finalize

5. **Debrief (5 min):** Each team introduces its unique strengths

Activity 2: Brainstorming Workshop - Round 1 (90 minutes)

Process:

1. **Problem Recall (5 min):** Teams recall the problem statement identified in week 4.

2. **Divergent Brainstorming (30 min):** Generate at least 20 different business ideas that could solve the problem. Rules:

   - No evaluation

   - Encourage wild ideas

   - Build on others

   - Document everything (use flip chart)

3. **Concept Testing (30 min):** Use a scoring matrix to evaluate ideas based on 4 criteria:

   - Does it solve the problem? (1-10)

   - Is it feasible? (1-10)

   - Is the market big? (1-10)

   - Are we passionate? (1-10)

4. **Prioritization (20 min):** Identify the top 3-5 ideas for deep dive in weeks 6-7

5. **Commitment (5 min):** Assign who will lead concept development for each top idea

Activity 3: Preliminary Business Model Sketching (60 minutes)

Process:

For each of the team's top 3 business ideas:

1. **Value Proposition:** What problem does it solve? What need does it fulfill?

2. **Target Customer:** Who specifically benefits? What are the demographics/psychographics?

3. **Revenue Model:** How do we generate revenue?

4. **Cost Structure (preliminary):** What are the main cost drivers?

5. **Key Activities:** What are the main things we need to do?

Document a simple 1-page "Business Model Hypothesis" for each idea. Next week, we will develop it into a complete Business Model Canvas.

5.6 Official Data-Based Case Study

Case: Team Dynamics in an Adventure Tourism Startup

Case Background:

Three graduates from a hospitality/tourism college started an adventure tourism company in Bandung two years ago.

Team Composition:

- Rino (28): Adventure enthusiast, guide experience, but weak in business/finance

- Dina (26): Marketing/brand background, creative, but no travel industry experience

- Ade (30): Operations/logistics background, organized, but not creative

Success Factors Found (after 2 years):

1. **Rino's product knowledge** became their competitive advantage - carefully curated destinations and experiences

2. **Dina's marketing creativity** attracted the millennial/Gen Z segment through Instagram and content marketing

3. **Ade's operational excellence** resulted in zero accidents, consistent delivery, and high customer satisfaction

4. **Together:** They achieved 300% revenue growth and profitability

Challenges Met:

1. Initially: Rino wanted "more adventure, more risk" vs. Ade wanted "safer, more conservative" - conflict in product development

- Solution: Established clear risk management protocols and regular reviews

2. Dina was frustrated by the lack of data for marketing decisions

- Solution: Ade set up a simple booking/feedback system

3. Funding challenges: No one experienced in fundraising

- Solution: Brought in an external advisor/mentor

Lessons for Students:

- Complementary skills matter more than individual brilliance

- Transparent communication and conflict resolution are critical

- Outside mentoring/advisory can fill knowledge gaps

- Document everything (agreements, decisions, processes)

5.7 Tasks & Output Instructions

Group Assignment (Deadline: Before Meeting 6)

Output: Team Charter + Preliminary Analysis of Top 3 Business Ideas (5 pages) Part 1: Team Charter

(1-2 pages):

1. **Team Members** with names, backgrounds, key skills, assigned roles

2. **Working Agreements:**

- Meeting schedule and format

- Communication protocols (primary channel, response time expectations)

- Decision-making process (consensus? majority vote?)

- Conflict resolution process

- Attendance/participation expectations

3. **Team Vision:** What do we want to achieve together this semester? How do we want to work?

Part 2: Top 3 Business Ideas Analysis (3-4 pages): For

each of the top 3 ideas:

1. **Business Idea Description** (200 words):

- Basic concept

- How it solves the identified problem

- Preliminary target customer

2. **Value Proposition Hypothesis:**

   - Specific benefit for target customers

   - Why is it different from existing solutions?

3. **Revenue Model Hypothesis:**

   - How do we make money? (commission, markup, subscription, fees?)

   - Pricing logic

4. **Preliminary Feasibility Assessment:**

   - What do we know? (strengths/advantages)

   - What do we need to learn/acquire?

   - Initial risk assessment

5. **Decision Criteria Scoring** (use scoring matrix for activities):

   - Problem-solving (1-10)

   - Feasibility (1-10)

   - Market size (1-10)

   - Team passion (1-10)

   - **Total weighted score**

6. **Rationale for Top Pick:**

   - Which idea is the highest priority for development?

   - Why this one over others?

Deliverables:

- Team Charter document

- Business Ideas analysis (print + digital)

- Signed commitment from all team members

5.8 Assessment Rubric

Criteria	Excellent (85-100)	Good (70-84)	Satisfactory (60-69)	Needs Improvement (<60)	Weight
Team Composition & Chemistry	Excellent complementary skills, clear roles, strong commitment	Good skills mix, clear roles	Adequate skills mix	Unclear roles or skills gaps	20
Quality of Team Charter	Clear agreements, realistic, shows thoughtful team building	Good agreements	Adequate agreements	Vague or incomplete	15

Creativity of Ideas	Very creative, diverse ideas, truly innovative solutions	Creative ideas	Adequate ideas, some original	Generic or copied ideas	25
Feasibility Assessment	Realistic assessment of opportunities and constraints	Good assessment	Adequate assessment	Overly optimistic or lacks detail	20
Clarity of rationale	Clear logic for why selected ideas were prioritized	Good rationale	Adequate logic	Weak logic or unclear	20

CHAPTER VI - WEEK 6
Inspiration and Ceation of Innovative Business Models

Project Stages: BMCC (Business Model Canvas Creation)

6.1 Weekly Learning Objectives

By the end of this session, students are expected to be able to:

1. Describe the Business Model Canvas (BMC) and its 9 building blocks

2. Develop a complete Business Model Canvas for 1-2 selected business ideas

3. Conduct a comparative BMC analysis of existing competitors

4. Identify critical assumptions in the BMC that need validation

5. Creating compelling and customer-centric value proposition statements

6.2 Course Learning Outcomes (CPMK)

CPMK 11: Able to develop a comprehensive and valuable Business Model Canvas for innovative business ideas

CPMK 12: Able to critically analyze business model assumptions and identify validation requirements

6.3 Theory Material Description

6.3.1 Business Model Canvas Framework

The Business Model Canvas (BMC) was developed by Alexander Osterwalder (2010) as a visual tool to describe, analyze, and design business models. BMC consists of 9 building blocks:

1. Customer Segments: Who are your customers?

- Identify specific segments with different needs

- For travel: backpackers vs. luxury travelers, domestic vs. international, adventure seekers vs. cultural tourists

- Each segment may require different value propositions/channels

2. Value Propositions: What problems do you solve?

- What benefits do customers get?

- Must be compelling and differentiated from competitors

- Must address pain points or fulfill desires of target customers

3. Channels: How do customers find you?

- Marketing channels: Social media, search, partnerships, word-of-mouth

- Sales channels: Direct website, OTA partnerships, retail travel agents

- Customer support channels: WhatsApp, phone, email, in-person

4. Customer Relationships: How do you engage customers?

- Types: Transactional (one-time purchase) vs. ongoing relationship

- Level of involvement: Low-touch (automated) vs. high-touch (personal)

- For travel: often need a personal touch for complex bookings, high-touch support during trips

5. Revenue Streams: How do you make money?

- Pricing model: Commission, per-unit pricing, subscription, marketplace fees, freemium

- Revenue drivers: Volume, price, frequency

6. Key Resources: What do you need to operate?

- Physical: office, vehicles, equipment

- Intellectual: proprietary knowledge, brand, data

- Human: people in key roles

- Financial: startup capital

7. Key Activities: What must you do?

- Product creation (tour design, itinerary planning)

- Problem solving (customer service, issue resolution)

- Platform/network maintenance

- Marketing/customer acquisition

8. Key Partnerships: Who do you need?

- Suppliers: hotels, airlines, DMCs, transportation

- Complementors: related businesses (insurance, guidebooks)

- Investors/advisors: provide capital, expertise

- Distribution partners: OTAs, travel agencies

9. Cost Structure: What are your costs?

- Fixed costs: office rent, salaries, insurance

- Variable costs: commission to suppliers, payment processing

- Cost drivers: What creates the most expense?

6.3.2 BMC for Travel Business Examples

Example 1: Tour Operator - "Authentic Southeast Asia Adventures"

- **Customer Segments:** International backpackers aged 20-35, adventure-seeking, budget of 1,000-3,000 USD per 2 weeks

- **Value Prop:** "Genuine local experiences, not tourist traps" - small group tours with local guides, homestays, hands-on activities

- **Channels:** Instagram content, travel blogs, hostel partnerships, word-of-mouth

- **Customer Relationships:** High-touch - personal pre-trip consultation, WhatsApp support during trip, post-trip feedback

- **Revenue:** Per-tour commission (30%), optional travel insurance (5% markup), merchandise (t-shirts, etc.)

- **Key Resources:** Network of local guides, partnerships with accommodations, content creation capabilities

- **Key Activities:** Itinerary design, supplier management, content creation, customer support

- **Key Partnerships:** Local DMCs, hostel networks, travel insurance providers, influencers

- **Cost Structure:** Guide salaries, accommodation/meals (variable), marketing spend, admin overhead

Example 2: Online Travel Agency - "Halal Tourism Platform"

- **Customer Segments:** Muslim families aged 35-55, middle-to-upper income, seeking verified halal options

- **Value Prop:** "Everything halal, verified & transparent" - curated packages with halal certification, community reviews, no guesswork

- **Channels:** Google ads, Islamic community networks, social media (Instagram/TikTok), partnerships with Islamic organizations

- **Customer Relationships:** Low-to-medium touch - self-service platform with chat support for questions

- **Revenue:** Freemium model - free listings for operators, premium features (analytics, featured listing) Rp 500K-2M/month; commission 5-10% of bookings

- **Key Resources:** Technology platform, curated operator network, verification system, payment processing

- **Key Activities:** Operator recruitment & verification, technology development & maintenance, marketing, customer support

- **Key Partnerships:** Payment providers (GCash, OVO, DANA), travel insurance providers, Islamic certification bodies

- **Cost Structure:** Technology development & hosting (fixed), customer support staff, marketing spend, payment processing fees (2-3%)

6.3.3 Critical Assumptions in Business Model

Every BMC is filled with assumptions that have not been validated. It is important to identify these explicitly before investing resources.

Types of Critical Assumptions:

1. **Customer Assumptions:**

   - "Target customers will be willing to pay Rp 500K for a Toraja day tour" - Is price sensitivity really that high?

   - "Muslim travelers prefer halal accommodations vs. other considerations" - Is halal really a top priority?

2. **Value Prop Assumptions:**

   - "Customers value 'authentic experiences' as primary benefit" - Or do they value safety/comfort more?

   - "There's a gap in the market for sustainable tourism packages" - Is the gap big enough to sustain business?

3. **Channel Assumptions:**

   - "Instagram influencers can drive significant bookings" - Does Instagram traffic actually convert to customers?

   - "Travel agents can still compete in technology vs. OTAs" - What is our real advantage?

4. **Revenue Assumptions:**

   - "We can achieve a 30% commission rate from suppliers" - Will suppliers accept this margin?

   - "Customers willing to pay Rp 5M per trip" - Price elasticity?

5. **Operational Assumptions:**

   - "We can manage operations with 3 people" - Is the workload realistic?

   - "Local guides can deliver consistent quality" - Is training/coordination feasible?

Critical Assumptions Analysis Process:

1. List all assumptions implicit in BMC

2. Rank by: Importance (how much does it affect viability?) + Uncertainty (how much don't we

know?)

3. Focus on high-importance, high-uncertainty assumptions for validation

4. Design validation experiments/tests (will be done in week 7)

6.4 Contextual Explanation for the Travel and Tourism Industry
Example: BMC Development for Adventure Tourism in South Sulawesi

Scenario: Team decides to focus on an adventure tourism business idea - "Safe & Sustainable Adventure Tours in South Sulawesi"

Problem Statement: International adventure tourists are searching for an easy way to book verified, safe, sustainable adventure tours (diving, trekking, caving) in South Sulawesi - currently hard to find trustworthy operators.

Business Model Development Process:

1. **Define Target Segment Clearly:**

   - Ages 25-45 (primary), affluent, adventure-seeking, value safety/environmental responsibility

   - Origin: International (Australia 30%, Europe 40%, North America 20%, Japan 10%)

   - Psychographics: Eco-conscious, safety-aware, experience-collectors, social media active

2. **Define Value Prop precisely:**

   - "Safe, verified, sustainable adventure experiences in South Sulawesi" - NOT just "adventure tours"

   - Specific benefits:

     - Safety: Certified guides, equipment checks, insurance, emergency protocols

     - Sustainability: Minimal environmental impact, revenue share with local communities

     - Authenticity: Small groups, local guides, real experiences

     - Convenience: Easy booking, clear communication, pre/post-trip support

3. **Develop complete BMC:**

Block	Content
Customer Segments	International adventure tourists aged 25-45, eco-conscious, willing to pay a premium
Value Prop	Safe (verified, certified), Sustainable (eco-aware), Authentic (local guides, small groups) adventure experiences
Channels	Instagram/content, adventure travel blogs, booking platforms (Klook, GetYourGuide), partnerships with hostels/hotels

Customer Relationships	High-touch: Pre-trip video briefing, WhatsApp support during the trip, post-trip debriefing & feedback
Revenue Streams	Per-tour commission 25-30% of price, travel insurance markup 5%, merchandise 10%, group discounts
Key Resources	Network of certified local guides, equipment (diving, trekking), partnerships with accommodations, insurance agreements, website/booking system
Key Activities	Guide recruitment/training/certification, equipment maintenance, booking management, customer support, marketing/content creation
Key Partnerships	DMC partners, equipment suppliers, insurance providers, accommodation partners, adventure travel bloggers, international booking platforms
Cost Structure	Guide payments (variable 40% of price), equipment maintenance (Rp 5M/year), insurance/licensing (Rp 20M/year), marketing (Rp 30M/year), admin (Rp 25M/year)

4. **Extract Critical Assumptions:**

   - Customers willing to pay USD 1,200-1,800 per 3-day adventure package

   - Can recruit & train 10+ certified guides within 6 months

   - Can secure partnerships with 15+ accommodations

   - Instagram marketing can drive 100+ bookings per year

   - 80%+ customer satisfaction (NPS >50)

5. **Identify Validation Tests** (for week 7):

   - Survey 50 potential customers: Willingness to pay? What features are most important?

   - Interview 5 potential guide partners: Available? Willing to undergo certification?

   - Pre-test 2-3 pilot tours with paying customers before full launch

6.5 Learning Activities

Activity 1: Business Model Canvas Development Workshop (120 minutes)

1. **Preparation (10 min):** Team review problem statement & customer research from weeks 4-5

2. **Individual BMC Draft (20 min):** Each person develops their own version of BMC on post-its, one block per post-it

3. **Team Discussion (30 min):** Compare versions, discuss differences, reach alignment on each block:

   - "What do we know for sure?"

   - "What are we assuming?"

   - "What needs validation?"

4. **Create Master BMC (30 min):** Team creates a large BMC on a flip chart or poster board, using agreed-upon content

5. **Critical Assumptions Extraction (20 min):** Identify 5-10 most critical assumptions

6. **Validation Planning (10 min):** Brief discussion: how will we validate the top 3 assumptions?

Activity 2: BMC Comparative Analysis (60 minutes)

1. **Select 2-3 Competitors:** Identify existing businesses similar to your concept

2. **Reverse-Engineer BMC:** For eachcompetitor,research their website/offerings/reviews/pricing and try to reconstruct their BMC

3. **Compare:** How does your BMC differ from competitors? In which blocks?

4. **Identify Competitive Advantages:** Where do you differ? Why would customers choose you?

5. **Identify Gaps:** Are there areas where competitors are strong but you are weak?

Activity 3: Value Proposition Development (60 minutes)

1. **Customer Pain Point Brainstorm (15 min):**
   - What are the top 5 pain points of target customers for current solutions?

2. **Features/Benefits Ideation (15 min):**
   - For each pain point, what features/benefits would address it?
   - Brainstorm 20+ potential benefits

3. **Prioritize (15 min):**
   - Which benefits are most compelling for target customers?
   - Which differentiate you from competitors?

4. **Draft Value Proposition (10 min):**
   - Create a 1-2 sentence value proposition
   - Test: Is it clear? Is it differentiated? Would target customers care?

5. **Share & Feedback (5 min):**
   - Present your value proposition to the class and get feedback

6.6 Official Data-Based Case Study

Case: BMC Analysis for the Makassar Tourism Platform

Background:

A tourist information platform in Makassar launched in 2023. Goal: help tourists discover attractions, book tours, find restaurants.

Their Business Model (Reverse-Engineered from observations):

Block	Content
Customer Segments	Domestic and international tourists visiting Makassar, aged 20-60, with varying levels of tech-savviness
Value Prop	"Everything Makassar in one app" - discover, book, pay, reviews
Channels	App store (iOS/Android), tourism board partnerships, hotel partnerships, social media
Customer Relationships	Self-service app, 24/7 chatbot support, community reviews
Revenue	Commission from tour/restaurant bookings (10-15%), restaurant advertising, featured listings
Key Resources	Mobile app, content database, payment processing, customer service team
Key Activities	Content curation, app maintenance, customer support, partnerships development
Key Partnerships	Tourism board, hotels, restaurants, tour operators, payment providers
Cost Structure	App development/maintenance, server hosting, customer support, marketing, payment fees

Observed Challenges (from reviews & market feedback):

1. **Low adoption:** Only 5,000 active users after 1 year (Makassar receives 100K+ tourists annually)

2. **Poor booking quality:** Many users complain that bookings are not completed properly and that there are payment issues

3. **Limited content:** Database is outdated, many attractions are missing

4. **Weak value proposition:** Users are unclear why they should use the app instead of Google/TripAdvisor/direct booking

Analysis:

- **Customer Segment unclear:** Who are the main users? Domestic or international?

- **Weak value proposition:** Not differentiated from Google Maps

- **Channel problem:** App download friction high; maybe web better?

- **Business model unsustainable:** Commission of 10-15% is too high if users prefer direct booking

- **Partnerships are weak:** Hotels/restaurants are not actively promoting

Lessons for Students:

- BMC alone is not enough - validation is needed

- Unchecked assumptions can kill a business (as happened here)

- Pivot required: Focus on specific segment (e.g., international tourists); build better tour packages; change revenue model

6.7 Tasks & Instructions Output

Group Assignment (Deadline: Before Meeting 7)

Output: Complete Business Model Canvas + Critical Assumptions Analysis (5-8 pages)

Part 1: Business Model Canvas (2-3 pages):

Create a complete, detailed BMC covering all 9 blocks:

1. **Customer Segments:** Demographics, psychographics, specific pain points, size estimation

2. **Value Propositions:** Clear, specific, differentiated benefits; how you solve problems

3. **Channels:** Distribution channels, communication channels, support channels

4. **Customer Relationships:** Type (transactional/ongoing), level of involvement (low/high touch)

5. **Revenue Streams:** Pricing model, revenue drivers, pricing strategy

6. **Key Resources:** Physical, intellectual, human, financial resources required

7. **Key Activities:** Main processes/tasks critical for operation

8. **Key Partnerships:** Supplier, complementor, channel, distribution partners

9. **Cost Structure:** Fixed costs, variable costs, cost drivers, profitability implications

Visual: Include both detailed description (1-2 pages) + visual BMC diagram (1 page)

Part 2: Critical Assumptions Analysis (2-3 pages):

1. **Identify 10-15 core assumptions** implicit in your BMC (customer assumptions, value prop assumptions, channel assumptions, revenue assumptions, operational assumptions)

2. **For each assumption:**
   - State clearly
   - Rate importance (1-5): How critical is this for business viability?
   - Rate uncertainty (1-5): How much don't we know?
   - Priority score: importance x uncertainty

3. **Select the top 5 assumptions** for validation (highest priority score)

4. **For each top 5 assumption:**
   - What would prove/disprove it?
   - What validation method? (survey, interview, experiment, test, data analysis?)
   - What sample size is needed?
   - Timeline estimate

5. **Risk Assessment:** If the top 3 assumptions turn out to be false, what is the impact on the business?

Part 3: Competitive Positioning (1 page):

1. Reverse-engineer the BMC of the 2 main competitors

2. Compare: How does your BMC differ?

3. Competitive advantages: Where do you excel?

4. Vulnerabilities: Where are you weak?

5. Defensibility: Why can't competitors quickly copy you?

Part 4: Value Proposition Statement (0.5 page): Craft compelling 1-2 sentence value proposition:

- What problem do you solve?

- For whom specifically?

- Why better than alternatives?

Example: "Safe, verified, sustainable adventure experiences in South Sulawesi for international eco-conscious travelers, combining certified guides, environmental responsibility, and authentic local community engagement - unavailable in the current market."

Deliverables:
- Detailed written report (PDF)

- Visual BMC poster/diagram (can be printed A2 size)

- Presentation slides (PPT) for a 15-minute presentation next week

- Assumptions validation planning document

6.8 Assessment Rubric

Criteria	Excellent (85-100)	Good (70-84)	Satisfactory (60-69)	Needs Improvement (<60)	Weight
Completeness BMC	All 9 blocks fully developed, detailed, integrated	8/9 blocks developed, mostly detailed	6-7/9 blocks, some lack detail	Incomplete, missing blocks	25
Customer Centricity	Highly compelling value proposition, customer-centric, addresses clear pain points	Good customer understanding, clear value proposition	Adequate customer focus	Generic, lacks customer focus	20
Realism & Feasibility	BMC realistic, achievable within constraints, assumptions grounded in research	Generally realistic, mostly achievable	Somewhat realistic but questionable feasibility	Unrealistic in many aspects	15

				Poor	
Critical Thinking	Assumptions clearly identified, thoughtfully analyzed, credible validation strategy	Good assumptions analysis, reasonable validation plans	Adequate analysis	Superficial assumptions analysis	20
Competitive Positioning	Clear differentiation, realistic competitive advantages, understands market position	Good positioning, clear advantages	Adequate positioning	Generic, unclear advantages	10
Quality Presentation	Professional BMC visual, well-organized report, compelling writing	Good presentation quality	Adequate presentation	Poor organization of presentation	10

CHAPTER VII - WEEK 7
Selecting a Business Model, Creating a Prototype, and Planning Its Validation

CPMK 13-14: Able to prioritize business models and develop simple prototypes; able to plan prototype validation with target users

Content Outline:

- Business model prioritization techniques: scoring matrix, expert feedback, market research

- Prototype development for travel business: website mockup examples, sample itineraries, promotional videos, booking system demos

- Validation planning: user testing methodology, interview guides, sample size, success criteria

- Case study: Travel startup conducts prototype testing with target customers

Output:

- Prototype deliverables (mockup/demo)

- Validation plan document with clear success criteria

CHAPTER VIII - WEEK 8
Business Model Validation and Simple Prototype in a Small Scope

CPMK 15: Able to perform initial validation of business models and prototypes with early adopters/target users

Content Outline:

- Early user recruitment: how to find first customers for validation

- User testing process: observation, interviews, feedback collection

- Data collection and analysis: quantitative (NPS, conversion) + qualitative (user feedback, pain points)

- Iteration: how to improve based on user feedback

- Decision point: Continue or pivot?

Output:

- User testing report with findings

- Validation data (interview transcripts, survey results, NPS scores)

- Iteration plan: What should be based on feedback?

CHAPTER IX - WEEK 9
Business Model Improvement and Prototype Validation Preparation (Focus on Value-Product-Customer Fit)

Project Phases: RPT (Refining-Prototyping-Testing) - Beginning

CPMK 16: Able to make pivot or proceed decisions based on validation data; able to refine business models to achieve value-product-customer fit

Content Outline:

- Value-product-customer fit: What does it mean? How is it measured?

- Pivot vs. Proceed framework: Decision criteria

- Iterative refinement: How to improve value proposition, product features, customer acquisition

- Deep dive into customer acquisition: Channels, messaging, conversion optimization

- Travel industry examples: "Natural Toraja Tours" pivoted from budget to experience-focused; "Halal Journey" maintained halal focus but refined customer segments

Output:

- Refined BMC based on learning

- Updated prototype

- Customer acquisition strategy

CHAPTER X - WEEK 10
Continuation of Business Model Improvement and Prototype Validation (Focus on Channel-Relationship-Customer Fit)

CPMK 17: Able to optimize distribution channels and customer relationship strategy to achieve market fit

Content Outline:

- Channel optimization: Testing different channels, measuring CAC (Customer Acquisition Cost), LTV (Lifetime Value), payback period

- Customer relationship design: How to build loyalty, repeat customers, referrals

- Scaling channels: Moving from small tests to bigger volume

- Travel industry channels: OTA partnerships, influencer marketing, direct booking, B2B partnerships

- Case: How travel startups optimized channel mix

Output:

- Channel strategy with a tested approach
- Customer retention plan

CHAPTER XI - WEEK 11
Continuation of Business Model Improvement and Prototype Validation (Focus on Resources-Activities-Partnerships)

CPMK 18: Able to optimize operational resources, key activities, and strategic partnerships for sustainable business operations

Content Outline:

- Resource optimization: Lean operations, outsourcing, automation, technology leverage

- Key activities efficiency: Process improvement, quality control, customer service excellence

- Partnership strategy: Supplier negotiations, revenue sharing models, co-creation opportunities

- Operational excellence in the travel business: Supplier SLAs, guide training, customer handoff procedures

- Case: How travel operators built reliable networks

Output:

- Operational plan with resource allocation

- Partnership agreements (or partnership terms drafts)

CHAPTER XII - WEEK 12
Prototype Validation (Focus on Cost Structure-Revenue Stream)

CPMK 19: Able to optimize cost structure and revenue streams to achieve profitability

Content Outline:

- Unit economics: Calculate COGS, gross margin, customer acquisition cost, lifetime value

- Pricing strategy: Value-based vs. cost-plus; price elasticity testing

- Revenue model validation: Does actual revenue match assumptions?

- Profitability pathway: When will break-even occur? What unit sales are needed?

- Travel business unit economics examples: Tour operator margin analysis, OTA commission rates,

travel agency profitability models

- Sensitivity analysis: What if costs are higher? What if there are fewer customers?

Output:

- Financial projections (3-year forecast)

- Unit economics analysis

- Pricing strategy justified by market research

CHAPTER XIII - WEEK 13
Continuation of Business Model Improvement and Prototype Validation (Focus on Regulation and Ethical Standards)

Project Stages: TRR (Testing-Reporting-Reflecting) - Beginning

CPMK 20: Able to ensure that the business model complies with regulations and ethical standards in the tourism industry

Content Outline:

- Regulatory framework: Law 10/2009, Minister of Tourism and Creative Economy Regulation, TDUP requirements, insurance regulations

- Ethical standards in the travel industry: Responsible tourism, cultural respect, environmental protection

- Risk management: Legal risks, operational risks, reputational risks

- Compliance checklist for travel businesses (licensing, insurance, safety certifications)

- Case studies: Travel operators that failed due to compliance issues vs. best practices

Output:

- Regulatory compliance checklist

- Ethical guidelines for operations

- Risk management plan

CHAPTER XIV - WEEK 14
Long-Term Scheduling and Final Validation Preparation

CPMK 21: Able to develop a detailed operational plan and timeline for business launch and scaling

Content Outline:

- Business launch roadmap: Pre-launch activities, soft launch, grand opening, scaling phases

- Resource requirements: Team, funding, technology, inventory

- Marketing launch strategy: PR, influencer partnerships, early customer incentives

- Contingency planning: What if challenges arise?

- KPIs and metrics: How to measure success month-to-month?

- Long-term vision: Where will the business be in 3-5 years?

Output:
- Launch roadmap with timeline

- Year 1 marketing plan

- 3-year financial projections

CHAPTER XV - WEEK 15
Final Validation and Reflection (Preparation)

CPMK 22: Able to conduct final validation with target market and stakeholders; able to prepare for pitch/presentation

Content Outline:

- Final validation activities: Last-minute tests, stakeholder feedback, pre-launch testing

- Pitch development: How to tell a compelling story? Key messages? Visual aids?

- Presentation skills: Delivery, handling questions, managing time

- Feedback mechanisms: How to collect opinions from investors, customers, mentors?

- Presentation preparation (week 16)

Output:

- Final validation report

- Presentation slides (pitch deck)

- Speaker notes

- Handout materials

CHAPTER XVI - WEEK 16
Final Validation and Reflection (Presentation and Evaluation)

Project Stages: TRR (Testing-Reporting-Reflecting) - Closing

CPMK 23: Able to deliver a compelling business pitch; able to reflect on a learning journey and articulate next steps

Content Outline:

- Business pitch presentation (10-15 minutes per team)

- Q&A preparation: Anticipate tough questions

- Business plan refinement: Incorporate feedback

- Reflection: What was learned? What was surprising? What challenges were overcome? What would be done differently?

- Next steps: If continuing, what is the plan? Funding strategy? Market entry timeline?
- Entrepreneurial mindset reflection: Have you changed your thinking about entrepreneurship?

Output:

- Final business plan document (PDF, 20-30 pages)

- Pitch video (if applicable)

- Reflection essay for individual learning

- Peer feedback summaries

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CLOSING REMARKS FOR THE MODULE

This learning module is designed as a living document that can be continuously updated in line with developments in the tourism industry, regulations, and best practices in entrepreneurship education. Lecturers are expected to:

1. **Regularly** updating data, trends, and case studies to remain relevant to current industry conditions

2. **Adapt learning activities** according to class characteristics and available resources

3. **Integrating guest speakers** from travel and tourism industry practitioners to enrich students' perspectives

4. **Facilitate field visits** to travel agencies, hotels, tourist destinations, and other industry players

5. **Encourage students** to develop business ideas that are not only profitable but also sustainable and have a positive impact on the local community

Commitment to Outcome-Based Education:

The success of this module is measured by students' ability to:

- **Develop** feasible and innovative **business plans** for travel and tourism ventures

- **Demonstrate an entrepreneurial mindset** in identifying opportunities and solving problems

- **Apply the tools and frameworks** learned in the real context of the travel industry

- **Demonstrating readiness** to enter the travel and tourism industry as an entrepreneur or intrapreneur

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