

Research Article

Transforming Beliga Hotel's Competitive Strategy in a Remote Island Destination: A Business Model Canvas and SWOT Approach

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Abstract

This study aims to formulate a competitive business development strategy for Beliga Hotel in the Sula Islands, an emerging remote-island tourism destination characterized by limited market access, dependence on government-related demand, and increasing hospitality competition. This qualitative case study used semi-structured interviews with key informants, including the hotel owner, managers, and operational employees, to cover the existing business model, customer segments, value propositions, marketing channels, operations, partnerships, and future development needs. Data were also obtained through observation and document analysis, enabling triangulation across interview, observational, and documentary evidence. The Business Model Canvas (BMC) mapped and evaluated nine interconnected business elements, while SWOT analysis assessed internal strengths and weaknesses and external opportunities and threats. Findings show that Beliga Hotel benefits from a strategic location, adequate facilities, and an established customer base, but remains constrained by limited digital marketing, conventional distribution channels, dependence on government customers, and gaps in employee competencies. The resulting diversification strategy emphasizes market expansion, digital transformation, service innovation, strategic partnerships, revenue diversification, and human resource development. The study's original contribution is contextualizing BMC-SWOT integration in a remote-island hospitality setting, linking business-model transformation to accessibility constraints, institutional market dependence, and emerging tourism opportunities.

Keywords: Business Model Canvas, SWOT Analysis, Business Development Strategy, Hotel Beliga; Sula Islands.

JEL Classification: L10, M10, M19

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1. Introduction

The tourism industry has become a strategic sector contributing significantly to regional economic growth, job creation, and investment expansion. Along with the increasing mobility of people and the recovery of the tourism sector after the pandemic, accommodation businesses, particularly hotels, are required to continuously improve their competitiveness through innovation, service quality, and strategic business management.

Hotels are no longer merely lodging providers but have evolved into integrated service businesses that create customer value through unique experiences, digital accessibility, and strategic partnerships. Consequently, hotel managers are expected to develop adaptive business strategies that enable them to respond effectively to rapidly changing market conditions while maintaining long-term sustainability (Sigala, 2022; Rather, 2023).

Indonesia possesses abundant tourism resources distributed across thousands of islands, offering considerable opportunities for regional economic development. However, tourism growth is uneven across regions because infrastructure availability, transportation accessibility, and tourism management capabilities differ substantially among destinations. Many developing tourism areas still experience limitations in accommodation services, digital marketing, and integrated tourism management. These conditions directly influence the competitiveness of local hospitality businesses, particularly hotels located in remote island regions that face operational constraints and limited market access. Therefore, strategic business development is essential for hotel sustainability and regional tourism development (Kementerian Pariwisata dan Ekonomi Kreatif, 2024).

Kepulauan Sula Regency, North Maluku Province, is an emerging tourism destination in Eastern Indonesia. The region possesses numerous marine tourism attractions, cultural destinations, and special-interest tourism sites that provide significant opportunities for tourism development. Nevertheless, despite these tourism assets, the accommodation sector has not developed proportionally due to several challenges, including limited transportation connectivity, inadequate tourism infrastructure, relatively low tourist arrivals, and the dominance of government-related travel as the primary source of hotel demand. Consequently, hotels in Kepulauan Sula remain highly dependent on institutional guests, making their performance vulnerable to policy changes and fluctuations in government activity. This indicates the need to develop more diversified business strategies that expand customer segments beyond government institutions.

Hotel Beliga represents one of the largest non-star hotels in Kepulauan Sula and occupies a strategic location near both the seaport and airport. Over the years, the hotel has expanded physically, increasing its room capacity and meeting facilities. Nevertheless, operational challenges remain evident. Hotel Beliga still relies heavily on manual operational systems, lacks collaboration with online travel agencies (OTAs), uses digital marketing channels only to a limited extent, and depends predominantly on government institutions as its main customer segment. Furthermore, the hotel's staff have limited professional hospitality training, which may affect service quality and customer satisfaction. These circumstances indicate that business growth cannot rely solely on physical expansion; it requires comprehensive strategic transformation through business model innovation and improved organizational capabilities.

From a business perspective, Hotel Beliga's primary gap is the mismatch between its substantial physical resources and its relatively underdeveloped business model. Although the hotel has strategic assets, including location advantages, meeting facilities, and accommodation capacity, it has not effectively turned these resources into competitive advantages that attract broader customer segments. The lack of digital reservation systems, limited social media promotion, weak strategic partnerships, and insufficient service innovation limit the hotel's ability to compete in an increasingly digital hospitality industry. As competition among hotels in Sanana continues to intensify, relying solely on conventional customer segments is no longer sufficient to ensure sustainable business growth.

Previous studies have demonstrated that the Business Model Canvas (BMC) is an effective strategic framework for analyzing and redesigning organizational business models. BMC enables organizations to evaluate nine interconnected business elements, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structures. Several studies have reported that integrating BMC with SWOT analysis helps organizations formulate more comprehensive and adaptive business strategies by simultaneously evaluating internal capabilities and external environmental conditions (Aryandika et al., 2024; Kupczyk et al., 2024; Osterwalder & Pigneur, 2010).

Despite the growing literature on Business Model Canvas and SWOT applications in hospitality businesses, several research gaps remain. First, most previous studies focus on hotels in urban tourism destinations with relatively mature tourism ecosystems, while empirical studies of hotels in remote island regions remain limited. Second, existing studies generally emphasize business model evaluation without comprehensively integrating local tourism characteristics, transportation limitations, and transit-based market opportunities into strategic recommendations. Third, only a few studies have specifically examined hotels whose primary market depends heavily on government institutions while simultaneously exploring diversification strategies toward broader tourism and community markets. Consequently, further investigation is required to enrich strategic management literature within the context of emerging island tourism destinations.

This study addresses those research gaps by developing a strategic business model for Hotel Beliga using an integrated Business Model Canvas and SWOT approach. Unlike previous studies, this research incorporates local contextual factors specific to Kepulauan Sula, including island accessibility, tourism potential, transit visitor characteristics, institutional market dependency, and local competitive dynamics. The integration of these contextual factors is expected to generate more practical and location-specific strategic recommendations that support sustainable hotel development in remote tourism destinations.

Unlike urban hotels that generally operate within mature tourism ecosystems with stronger infrastructure, broader transportation networks, established digital distribution channels, and more diversified customer markets, hotels in remote-island destinations must address a distinct set of strategic constraints. Limited accessibility, transportation connectivity, tourism infrastructure, digital adoption, and dependence on institutional or local markets can directly shape how hotels create, deliver, and capture value. Consequently, competitive strategy in remote-island hospitality cannot rely solely on conventional approaches developed for urban hotel markets. However, it must integrate location-specific conditions, market accessibility, customer diversification, digital transformation, and local partnerships. In the case of Hotel Beliga, these conditions are particularly relevant because its strategic location and physical resources coexist with dependence on government-related demand, limited digital marketing, and underdeveloped online distribution. Therefore, this study's novelty lies not merely in applying the Business Model Canvas and SWOT analysis, but in adapting their integration to explain and address the strategic transformation of a hotel operating under remote-island constraints, where business model innovation must simultaneously respond to accessibility limitations, institutional market dependence, and emerging tourism opportunities.

2. Literature Review and Hypothesis

Literature Review

Strategic Management

Strategic management refers to a comprehensive managerial process that enables organizations to formulate, implement, and evaluate decisions that facilitate the achievement of long-term organizational objectives. In an increasingly dynamic business environment, strategic management plays an essential role in helping organizations respond effectively to environmental uncertainty, technological advancement, changing customer preferences, and competitive pressures. Rather than focusing solely on operational efficiency, strategic management emphasizes developing sustainable competitive advantage by aligning organizational resources with external opportunities and threats (David & David, 2017; Wheelen et al., 2021). The strategic management process generally consists of environmental scanning, strategy formulation, strategy implementation, and strategic evaluation. Environmental scanning helps organizations identify internal strengths and weaknesses, as well as external opportunities and threats that influence performance. Strategy formulation involves determining organizational objectives and selecting appropriate strategic alternatives, while implementation focuses on transforming strategic plans into operational activities supported by organizational resources. Finally, strategic evaluation measures organizational performance and provides feedback for continuous strategic improvement (David & David, 2017). Within the hospitality industry, strategic management has become increasingly important because hotels operate in highly competitive markets characterized by fluctuating

customer demand, digital transformation, and evolving service expectations. Hotels are therefore required to develop adaptive strategies that integrate customer orientation, operational efficiency, innovation, and technological advancement to ensure sustainable competitiveness. Consequently, strategic management provides a suitable theoretical foundation for developing hotel business strategies that can adapt to rapidly changing market conditions (Sigala, 2022; Rather, 2023).

Business Model Canvas (BMC)

Business Model Canvas (BMC), introduced by Osterwalder and Pigneur (2010), is one of the most widely adopted strategic frameworks for designing, evaluating, and innovating business models. Unlike traditional business planning methods, BMC provides a visual representation of how organizations create, deliver, and capture value through nine interconnected building blocks consisting of Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010). The Business Model Canvas's primary advantage is its ability to simplify complex organizational processes into an integrated strategic framework that supports managerial decision-making. Each business component is interconnected, meaning changes in one element inevitably influence the performance of the remaining components. As a result, organizations can evaluate existing business models more systematically while identifying opportunities for innovation and business transformation (Kupczyk et al., 2024). In the hospitality industry, the Business Model Canvas has proven particularly useful because hotel operations involve multiple stakeholders, various service activities, and diverse customer expectations. Hotels must manage accommodation services, customer experiences, operational resources, marketing channels, and strategic partnerships at the same time. Consequently, the Business Model Canvas gives hotel managers a comprehensive understanding of organizational strengths and weaknesses while supporting strategic innovation that enhances service quality and business competitiveness (Aryandika et al., 2024; Sigala, 2022). Digital transformation has further increased the importance of the Business Model Canvas in hotel management. The rapid growth of online travel agencies, digital payment systems, social media marketing, and customer relationship management technologies requires hotels to redesign their business models continuously. The Business Model Canvas helps organizations identify which business elements require innovation while maintaining operational efficiency and customer satisfaction (Giousmpasoglou et al., 2021; Li et al., 2021).

SWOT Analysis

SWOT analysis is one of the most widely used strategic analysis tools for evaluating an organization's internal capabilities and external environmental conditions. SWOT consists of four analytical dimensions, namely Strengths, Weaknesses, Opportunities, and Threats. Internal analysis focuses on organizational strengths and weaknesses, whereas external analysis identifies opportunities and threats originating from environmental factors beyond managerial control (David & David, 2017). The primary objective of SWOT analysis is to facilitate strategic alignment between organizational capabilities and environmental conditions. Organizations possessing strong internal capabilities may capitalize on emerging market opportunities while simultaneously minimizing external threats. Conversely, organizations with significant internal weaknesses need to improve before exploiting available opportunities. Therefore, SWOT analysis helps decision makers select strategies that align with actual organizational conditions (Kotler & Keller, 2016). In the hospitality industry, SWOT analysis has become an essential managerial instrument because tourism trends, technological developments, government policies, transportation infrastructure, and customer preferences strongly influence hotel performance. Through SWOT analysis, hotel managers can identify competitive advantages while recognizing operational limitations requiring managerial improvement. Moreover, SWOT helps formulate alternative strategic options, including market penetration, product development, market expansion, diversification, and partnership development (Gürel & Tat, 2017). The integration of SWOT analysis with the Business Model Canvas has received increasing attention among researchers because the two approaches complement one another. Business Model Canvas identifies organizational business components, whereas SWOT evaluates the strategic position of each component. Consequently, combining these analytical approaches enables organizations to formulate more comprehensive, evidence-based, and adaptive strategic recommendations (Aryandika et al., 2024).

Business Development Strategy

Business development strategy refers to managerial efforts to improve organizational competitiveness, expand market opportunities, strengthen customer relationships, and ensure long-term business sustainability. Business development encompasses not only market expansion but also continuous innovation involving products, services, organizational processes, digital technology, and strategic partnerships. Therefore, organizations must continuously evaluate their business models while adapting to environmental changes to remain competitive. In the hotel industry, development strategies generally include market diversification, service innovation, digital marketing adoption, customer experience enhancement, strategic collaboration, operational efficiency, and human resource development. These initiatives help hotels improve customer satisfaction, strengthen organizational performance, and build sustainable competitive advantages in increasingly competitive tourism markets (Rather, 2023; Sigala, 2022).

Furthermore, business development requires organizations to integrate internal organizational capabilities with external environmental opportunities. Hotels in emerging tourism destinations often face operational limitations related to infrastructure, market access, and technology adoption. Therefore, strategic planning should consider local environmental characteristics while simultaneously incorporating modern business practices to maximize organizational performance.

Integration of Business Model Canvas and SWOT Analysis

Although Business Model Canvas and SWOT analysis are frequently discussed independently, recent strategic management literature emphasizes the importance of integrating both approaches. Business Model Canvas provides a comprehensive representation of organizational business architecture, whereas SWOT evaluates the strategic feasibility of each business component. Consequently, combining these approaches supports more comprehensive strategic planning because organizations not only understand how their business operates but also recognize the strengths, weaknesses, opportunities, and threats influencing each element (Kupczyk et al., 2024). Several recent studies demonstrate that integrating Business Model Canvas and SWOT analysis improves organizational decision-making by producing strategic recommendations that are more practical and context-specific. Within the hospitality industry, this integration enables hotel managers to redesign customer segments, strengthen value propositions, improve distribution channels, establish strategic partnerships, optimize operational resources, and enhance financial sustainability. Therefore, integrating the Business Model Canvas and SWOT provides an appropriate analytical framework for developing sustainable hotel business strategies in increasingly competitive tourism markets (Aryandika et al., 2024; Sigala, 2022; Rather, 2023).

3. Data and Method

Research Design

This study used a qualitative research approach and a case study design to analyze Beliga Hotel's business development strategy in the Sula Islands. A qualitative approach was selected because it enables researchers to gain a comprehensive understanding of the organizational conditions, business processes, and strategic issues the hotel faces. The case study method allows an in-depth exploration of a particular organization by considering its real business context and operational environment (Yin, 2018). Furthermore, the study integrates the Business Model Canvas (BMC) and SWOT analysis to formulate appropriate business development strategies based on internal and external business conditions (Osterwalder & Pigneur, 2010; David & David, 2017).

Research Object

This research focuses on Beliga Hotel, located in Sula Islands Regency, North Maluku Province, Indonesia. Beliga Hotel was selected because it is one of the largest accommodation providers in the region and has grown its business while still facing several strategic challenges, including limited digital marketing, dependence on government customers, and increasing competition in the local hospitality industry. These characteristics make Beliga Hotel a suitable case for evaluating business models and developing strategic alternatives.

Data Sources

This study utilized both primary and secondary data. The study collected primary data through semi-structured interviews with hotel owners, managers, and operational employees with comprehensive knowledge of the hotel's business activities and strategic decisions. The study also conducted direct observation to understand hotel operations and business practices. The study obtained secondary data from company documents, organizational profiles, internal reports, official publications, previous studies, books, and scientific journal articles on business strategy, the Business Model Canvas, and SWOT analysis. Combining multiple data sources enhances the credibility and trustworthiness of qualitative findings (Creswell & Creswell, 2018).

Data Collection Techniques

Data were collected using three techniques: interviews, observations, and documentation. Semi-structured interviews enabled researchers to obtain detailed information regarding the hotel's current business model, operational challenges, customer characteristics, and future development plans. Observations examined hotel facilities, operational activities, and service delivery processes. Documentation complemented interview findings through company records, photographs, business profiles, and other relevant documents. Using multiple data collection techniques supports data triangulation and improves research validity (Yin, 2018).

Research Variables

This research used the nine components of the Business Model Canvas as the analytical framework: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Osterwalder & Pigneur, 2010). These nine components were analyzed to identify Beliga Hotel's current business model. Subsequently, each component was evaluated using SWOT analysis to identify organizational strengths, weaknesses, opportunities, and threats, which served as the basis for developing strategic recommendations (David & David, 2017).

Data Analysis Technique

The data analysis process consisted of several stages. First, qualitative data obtained from interviews, observations, and documentation were organized, reduced, and categorized according to the nine elements of the Business Model Canvas. Second, the Business Model Canvas framework mapped Beliga Hotel's existing business model. Third, a SWOT analysis identified internal strengths and weaknesses, as well as external opportunities and threats, associated with each BMC component. Finally, the results of both analyses were integrated to develop strategic recommendations to improve Beliga Hotel's competitiveness and sustainability. This analytical approach provides a systematic understanding of the hotel's current business model while generating practical strategies for future business development.

Research Framework

This study's analytical framework begins by identifying Beliga Hotel's existing business model using the nine components of the Business Model Canvas. The study then evaluates the identified business model through SWOT analysis to determine internal and external strategic factors. By integrating these two analytical approaches, the study formulates strategic alternatives to support business development, improve organizational competitiveness, and strengthen Beliga Hotel's long-term sustainability in the hospitality industry.

4. Results

Business Model Canvas Analysis

The Business Model Canvas analysis identified Beliga Hotel's existing business model based on the nine building blocks proposed by Osterwalder and Pigneur (2010). The findings indicate that the hotel primarily serves government institutions, business travelers, and local communities. The hotel's value proposition is supported by its strategic location, accommodation facilities, and meeting rooms, while customer relationships are mainly maintained through direct communication and personalized services. Revenue comes primarily from room rentals and meeting facilities, while key resources include hotel facilities, human resources, and its strategic

location. The analysis also reveals that marketing activities and distribution channels remain largely conventional, with limited utilization of digital platforms and online travel agencies. These findings suggest that although Beliga Hotel has several competitive strengths, improvements in business model innovation are required to enhance its competitiveness.

Table 1. Existing Business Model of Beliga Hotel Based on Business Model Canvas

Business Model Canvas Component	Main Findings
Customer Segments	Government institutions, business travelers, local communities
Value Proposition	Strategic location, accommodation facilities, meeting rooms
Channels	Direct marketing, limited digital platforms
Customer Relationships	Personalized services and direct communication
Revenue Streams	Room rentals and meeting facilities
Key Resources	Hotel facilities, employees, strategic location
Key Activities	Accommodation services, operational management, meetings
Key Partnerships	Government institutions and business partners
Cost Structure	Operational costs, employee salaries, facility maintenance

SWOT Analysis Results

The SWOT analysis identified several internal strengths and weaknesses as well as external opportunities and threats affecting Beliga Hotel. The hotel's strategic location, adequate facilities, and established customer base constitute significant strengths. However, limited digital marketing, dependence on government customers, and the absence of integrated technological systems remain major weaknesses. External opportunities include growing tourism in the Sula Islands, rising digital tourism trends, and potential strategic partnerships. Meanwhile, competition among accommodation providers and changing customer preferences represent the primary external threats.

Table 2. Summary of SWOT Analysis

Internal Factors	External Factors
Strengths: Strategic location, hotel facilities, meeting rooms, loyal customers	Opportunities: Tourism growth, digital marketing, strategic partnerships
Weaknesses: Limited technology utilization, conventional marketing, dependence on government market	Threats: Increasing competition, changing customer preferences

Business Development Strategy

Based on the integration of the Business Model Canvas and SWOT analysis, the findings indicate that Beliga Hotel should adopt a diversification strategy to improve its business performance and long-term sustainability. This strategy emphasizes expanding customer segments, strengthening the value proposition, increasing digital marketing utilization, developing strategic partnerships, improving employee competencies, and optimizing operational efficiency. These strategic initiatives are expected to improve organizational competitiveness while supporting sustainable business growth in the hospitality industry.

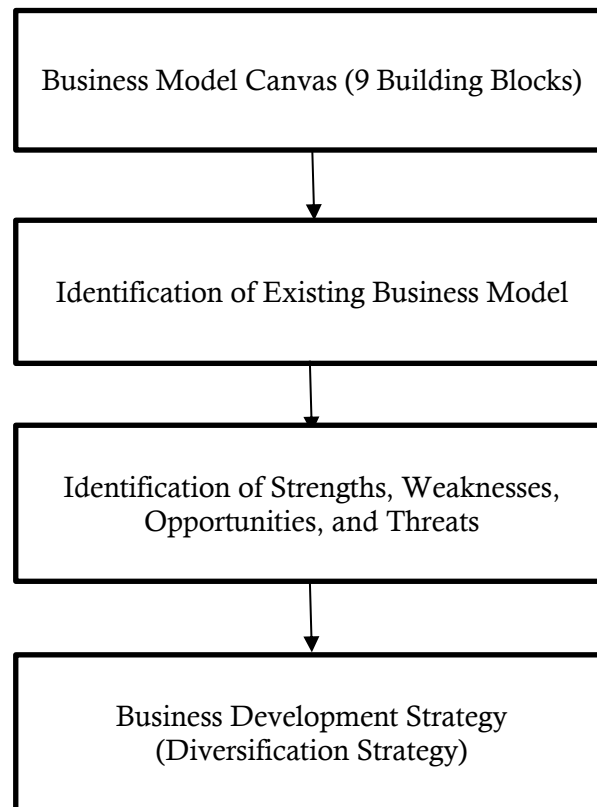


Figure 1. Research Findings Framework

5. Discussion

Customer Segments

The findings indicate that Beliga Hotel primarily serves government institutions, business travelers, and local communities. Although these customer segments provide a relatively stable revenue base, dependence on a limited market may reduce the hotel's ability to respond to demand fluctuations. Therefore, diversifying customer segments by targeting domestic tourists, family travelers, and corporate clients is an important strategy to strengthen business sustainability. This finding is consistent with the Business Model Canvas concept proposed by Osterwalder and Pigneur (2010), which emphasizes that identifying and expanding customer segments enables organizations to create greater value and increase market opportunities. Rather (2023) reported similar findings, finding that customer-oriented strategies improve competitive advantage in the hospitality industry. Sigala (2022) also explained that understanding changing customer needs enables hotels to develop adaptive business strategies. Likewise, Aryandika et al. (2024) concluded that identifying appropriate customer segments is fundamental for hotel business model innovation.

Value Proposition

The study found that Beliga Hotel offers several competitive advantages, including a strategic location, adequate accommodation facilities, meeting rooms, and services that support business and government activities. However, the existing value proposition can still be strengthened through service innovation, digital reservation systems, and improved customer experience. These improvements are essential because customers increasingly expect convenience, speed, and personalized services. This finding supports Osterwalder and Pigneur (2010), who argue that the value proposition is the primary reason customers choose one organization over another. This result also aligns with Rather (2023), who reported that superior customer value significantly enhances competitive advantage in hospitality businesses. Sigala (2022) emphasized that continuous service innovation enables hotels to remain competitive in the digital era, while Kupczyk et al. (2024) highlighted that strengthening value propositions contributes to sustainable business model development.

Channels

The findings show that Beliga Hotel still relies largely on conventional marketing and direct customer communication, while its use of digital channels remains limited. This condition reduces the hotel's visibility to potential customers outside the local market. Expanding marketing channels through official websites, social media platforms, and online travel agencies (OTAs) would increase accessibility and broaden market reach. According to Osterwalder and Pigneur (2010), effective channels facilitate communication and value delivery between organizations and customers. Buhalis and Leung (2018) support this finding, finding that digital distribution channels significantly improve hotel competitiveness and market accessibility. Li et al. (2021) also demonstrated that social media marketing enhances customer engagement and brand awareness, while Giousmpasoglou et al. (2021) concluded that digital transformation strengthens organizational resilience and supports long-term business development. Therefore, optimizing communication and distribution channels is essential to improving Beliga Hotel's competitiveness.

Customer Relationships

The findings indicate that Beliga Hotel has established customer relationships primarily through direct communication and personalized services. This approach has helped maintain customer trust, particularly among government institutions and repeat guests. However, the absence of a structured customer relationship management (CRM) system and limited digital interaction may reduce opportunities to strengthen customer loyalty and attract new market segments. Developing customer engagement through digital platforms, feedback mechanisms, and loyalty programs is therefore essential to improve customer satisfaction and long-term relationships. This finding aligns with Osterwalder and Pigneur (2010), who emphasized that customer relationships are fundamental to building customer loyalty and sustaining business performance. Rather (2023) also found that effective customer relationship management enhances customer satisfaction and competitive advantage in the hospitality industry. Similarly, Sigala (2022) highlighted that customer engagement supported by digital technology contributes to sustainable hotel development, while Li et al. (2021) reported that online interaction with customers positively influences hotel performance and brand loyalty.

Revenue Streams

The study shows that Beliga Hotel mainly generates revenue from room rentals and meeting facilities, indicating that its income sources remain relatively limited. Dependence on these revenue streams may expose the hotel to financial risks when occupancy levels decline or demand fluctuates. Therefore, revenue diversification through additional services such as event packages, food and beverage services, tourism packages, and collaborations with local tourism operators could improve business sustainability. According to Osterwalder and Pigneur (2010), organizations with diversified revenue streams are better positioned to maintain financial stability and business growth. This finding supports Kupczyk et al. (2024), who concluded that diversified revenue sources strengthen organizational resilience and business model sustainability. Aryandika et al. (2024) also found that optimizing revenue streams contributes to business model innovation. In addition, Rather (2023) emphasized that effective revenue management improves hotel competitiveness, while Sigala (2022) highlighted the importance of developing new business opportunities to respond to changing market conditions.

Key Resources

The findings reveal that Beliga Hotel possesses several important resources, including a strategic location, accommodation facilities, meeting rooms, and human resources that support daily operations. These resources provide a strong foundation for business development. Nevertheless, improvements in employee competencies, digital technology, and service quality are still required to enhance organizational competitiveness. Human resources and technological capabilities have become increasingly important in the hospitality industry, particularly in responding to changing customer expectations and digital transformation. This finding supports the Business Model Canvas theory proposed by Osterwalder and Pigneur (2010), which identifies key resources as essential assets for creating and delivering customer value. Sigala (2022) also reported that technology and skilled employees are critical factors in improving hotel competitiveness. Rather

(2023) found that effective resource management contributes to higher customer satisfaction and business performance. Likewise, David and David (2017) explained that organizational resources play a central role in implementing successful business strategies, while Aryandika et al. (2024) concluded that strengthening key resources is essential for developing a sustainable hotel business model.

Key Activities

The findings indicate that Beliga Hotel has implemented its core business activities through accommodation services, meeting facilities, customer services, and daily operational management. These activities have enabled the hotel to maintain its business operations and serve its primary customer segments. However, the study also suggests placing greater emphasis on promotional activities, digital marketing, employee training, and service innovation to improve organizational performance. Strengthening these activities would enable the hotel to respond more effectively to changing customer preferences and increasing market competition. According to Osterwalder and Pigneur (2010), key activities are essential processes that enable organizations to create and deliver value to customers. This finding is consistent with Sigala (2022), who emphasized that operational innovation and service quality are fundamental to hotel competitiveness. Rather (2023) also reported that continuous service improvement enhances customer satisfaction and long-term business sustainability. Similarly, Aryandika et al. (2024) found that improving key business activities supports business model innovation and organizational growth.

Key Partnerships

The study found that Beliga Hotel has established partnerships with government institutions and several business stakeholders, which help maintain operations and generate stable demand. Nevertheless, expanding partnerships with online travel agencies, tourism operators, local businesses, and community organizations would create broader market opportunities and strengthen the hotel's competitive position. Strong collaboration among tourism stakeholders is increasingly important in supporting sustainable tourism development, particularly in emerging destinations such as the Sula Islands. This finding supports Osterwalder and Pigneur (2010), who stated that strategic partnerships help organizations optimize resources and improve operational efficiency. Buhalis and Leung (2018) also found that collaboration within tourism ecosystems enhances hotel competitiveness through better service integration and wider market access. Sigala (2022) emphasized that strategic partnerships contribute to innovation and business sustainability, while Aryandika et al. (2024) concluded that external collaboration is an important factor in strengthening hotel business models.

Cost Structure

The findings indicate that employee salaries, facility maintenance, utilities, and other operational expenditures mainly drive Beliga Hotel's operational costs. Effective cost management is therefore essential to ensure financial sustainability while maintaining service quality. The study suggests that optimizing operational efficiency and allocating resources more strategically would improve the hotel's ability to compete without reducing customer value. According to Osterwalder and Pigneur (2010), an efficient cost structure enables organizations to balance operational expenses with value creation. David and David (2017) also explained that effective cost management is an important component of successful strategy implementation. Kupczyk et al. (2024) found that organizations with efficient cost structures are more resilient to business uncertainty, while Rather (2023) emphasized that financial efficiency contributes to sustainable competitive advantage in the hospitality industry.

Discussion of SWOT and Business Development Strategy

Integrating the Business Model Canvas and SWOT analysis shows that Beliga Hotel has considerable internal strengths, including its strategic location, accommodation facilities, and established customer base. At the same time, several weaknesses remain, particularly in digital marketing, business diversification, and technological utilization. The external analysis also indicates promising opportunities arising from the growth of regional tourism, increasing digitalization, and potential strategic partnerships. However, these opportunities are accompanied

by threats such as intensifying competition and changing customer preferences. Based on these findings, the diversification strategy proposed in this study represents an appropriate approach for strengthening the hotel's competitiveness and long-term sustainability. This strategy encourages the hotel to expand customer segments, improve service innovation, strengthen digital marketing, and establish broader strategic partnerships. These findings are consistent with David and David (2017), who argued that organizations should align internal strengths with external opportunities to formulate effective strategies. Furthermore, Osterwalder and Pigneur (2010) emphasized that evaluating each element of the Business Model Canvas enables organizations to redesign their business models according to environmental changes. The findings also support Sigala (2022) and Aryandika et al. (2024), who concluded that integrating business model innovation with strategic environmental analysis provides more adaptive and sustainable business development strategies for hospitality organizations.

6. Conclusion

This study concludes that integrating the Business Model Canvas (BMC) and SWOT analysis provides a context-sensitive framework for strengthening Beliga Hotel's competitiveness in the remote tourism destination of the Sula Islands. The findings show that Beliga Hotel has important strengths, particularly its strategic location, accommodation facilities, meeting rooms, and established customer base, but its competitiveness remains constrained by limited digital adoption, conventional marketing channels, dependence on government-related demand, and gaps in employee capabilities. This study's main conceptual contribution is to show how business model innovation can be adapted to the specific conditions of remote-island hospitality, where accessibility constraints, institutional market dependence, and emerging tourism opportunities require strategic approaches beyond those typically applied in mature urban hotel markets.

From a managerial perspective, the proposed transformation should be implemented through measurable operational priorities. Beliga Hotel should prioritize onboarding relevant online travel agencies (OTAs), monitoring monthly social-media conversion metrics, establishing regular staff-training hours, implementing a customer relationship management (CRM) system, developing tourism-package partnerships with local tourism operators, and setting monthly revenue-diversification targets to reduce dependence on government-related room and meeting demand progressively. These actions can help transform the hotel's existing physical and relational resources into broader market access, stronger customer value, and more sustainable competitive growth.

Recommendation

Over the next 12 months, Beliga Hotel should implement a measurable strategic roadmap. During months 1–3, management should adopt digital reservation systems and onboard relevant online travel agencies while establishing baseline indicators for occupancy, customer satisfaction, and operating costs. During months 4–6, staff should complete quarterly training focused on hospitality service and digital skills, while management targets at least two partnership agreements with local tourism operators. During months 7–9, the team should track customer satisfaction monthly through structured feedback, alongside occupancy performance and digital booking conversion. During months 10–12, management should evaluate progress, strengthen successful partnerships, and monitor monthly cost-efficiency indicators to assess strategic implementation and support continuous improvement.

Limitations and avenues for future research

This study is limited to a single case study of Beliga Hotel, which may restrict the generalizability of the findings to other hospitality businesses. The analysis primarily relies on qualitative data obtained through interviews, observations, and documentation using the Business Model Canvas and SWOT analysis. Future studies are recommended to include multiple hotels from different regions, apply mixed-methods or quantitative approaches, and examine the impact of business model innovation on organizational performance to provide more comprehensive and generalizable findings.

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