

**MODEL BISNIS JASA PERJALANAN WISATA  
PADA ERA DISRUPSI DIGITAL**

**TESIS**

Diajukan untuk memenuhi salah satu syarat dalam memperoleh gelar Magister Pariwisata  
pada Program Studi Magister Pariwisata

Sekolah Pascasarjana Universitas Pendidikan Indonesia



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2023**

**LEMBAR HAK CIPTA**  
**MODEL BISNIS JASA PERJALANAN WISATA**  
**PADA ERA DISRUPSI DIGITAL**

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Sebuah Tesis yang diajukan untuk memenuhi salah satu syarat memperoleh gelar Magister  
Pariwisata (M.Par.) pada Sekolah Pascasarjana

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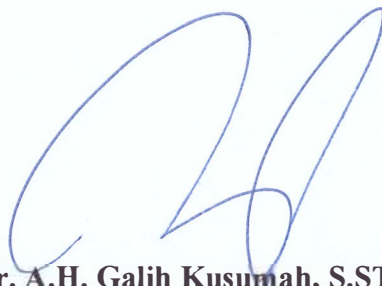
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## HALAMAN PERNYATAAN

Dengan ini saya menyatakan bahwa tesis dengan judul — Model Bisnis Jasa Perjalanan Wisata Pada Era Disrupsi Digital ini beserta seluruh isinya adalah benar – benar karya saya sendiri dan tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan.

Atas pernyataan ini, saya siap menanggung risiko ataupun sanksi yang dijatuhkan kepada saya apabila dikemudian hari ditemukan adanya pelanggaran terhadap etika keilmuan atau ada klaim dari pihak lain terhadap keaslian karya saya ini.

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## KATA PENGANTAR

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Penulis menyadari bahwa dalam penyusunan tesis ini masih terdapat kekurangan. Oleh karena itu dengan segala kerendahan hati, penulis menerima kritik dan masukan yang konstruktif dari pembaca untuk penyempurnaan penulisan selanjutnya.

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## ABSTRAK

**Fanji Lesmana (2012905). “Model Bisnis Jasa Perjalanan Wisata Pada Era Disrupsi Digital Pariwisata”, dalam bimbingan Dr. A.H. Galih Kusumah, S.ST., MM dan Dr. SITI AISYAH, M.Si.**

Kecepatan arus komunikasi dan pencarian informasi turut merubah kebiasaan calon wisatawan dan jasa perjalanan wisata dalam menyiapkan sebuah perjalanan wisata dan melakukan kegiatan bisnis perjalanan berubah. Kemunculan *online travel agent* (OTA) yang merupakan salah satu produk disrupsi digital ini sempat membuat khawatir dan digadang-gadang akan menggantikan jasa perjalanan wisata karena dinilai tidak lagi menjadi sebuah bisnis yang efisien dan efektif pada era digital ini. Akan tetapi seiring waktu jasa perjalanan wisata (JPW) tradisional tidak kunjung hilang, bahkan sepertinya mereka dapat berjalan berdampingan dengan OTA pada kegiatan bisnis pariwisata. Penelitian ini bertujuan untuk memahami bagaimana respon JPW dari Inovasi *ICT* yang menghasilkan disrupsi digital, memahami bagaimana respon JPW dari perubahan preferensi pasar wisata dan memahami model bisnis inovasi proposisi nilai JPW pada era disrupsi digital. Jenis penelitian ini adalah deskriptif dengan menggunakan metode penelitian kualitatif yang memakai 10 JPW sebagai informan utama.

Wawancara mendalam menghasilkan sebuah temuan dalam penelitian ini bahwa JPW tidak bisa melakukan kegiatan bisnis dengan cara seperti dulu, mereka perlu adaptif dan mempunyai kemampuan dibidang digital, wisatawan kini semakin personal dan *hightouch* dalam merencanakan perjalanan wisatanya, terjadi perubahan pada jalur pasok upw yang menghadirkan 4 poin inovasi proposisi nilai pada model bisnis JPW yang membuat mereka mampu bertahan dan menjalankan bisnis mereka setiap harinya pada era disrupsi digital sekarang ini.

**Kata Kunci : Disrupsi Digital, Model bisnis, Jasa Perjalanan Wisata, Inovasi Model Bisnis Proporsi Nilai**

## ABSTRACT

**Fanji Lesmana (2012905). "Tourism Intermediaries Business Model In the Era Of Digital Disruption", under the guidance of Dr. A.H. Galih Kusumah, S.ST., MM and Dr. SITI AISYAH, M.Si.**

The speed of communication and information search has changed the habits of prospective *tourists* and travel services in preparing a *tour* and conducting travel business activities. The emergence of an online travel agent (OTA), which is one of the products of digital disruption, had caused concern and was predicted to replace travel services because it was considered no longer an efficient and effective business in this digital era. However, over time traditional travel services (JPW) have not disappeared and even seem to be able to walk side by side with OTAs in *tourism* business activities. This research aims to understand how JPW responds to *ICT* innovations that result in digital disruption, understand how JPW responds to changes in *tourism* market preferences and understand the business model of JPW value proposition innovation in the era of digital disruption. This type of research is descriptive using qualitative research methods using 10 JPW as the main informants.

In-depth interviews resulted in a finding on this study that JPW cannot do business the way they used to, they need to be active and have skills in the digital field. *Tourists* are now increasingly personalized and hightouch in planning their *tourist* trips. There are changes in the JPW supply chain which presents 4 points of value proposition innovation in the JPW business model that makes them able to survive and run their business every day in this era of digital disruption.

**Keywords: Digital Disruption, Business model, Tourism Intermediaries, Value Proportion Business Model Innovation**

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