Reconstruction of the Business Model Canvas Based on Customer Journey to Enhance FourG Villa's Revenue in Bandung's Hospitality Industry

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Abstract. This study integrates customer journey analysis with the Business Model Canvas (BMC) to enhance FourG Villa's business model. Using a mixed-methods approach, key factors such as booking ease, facility quality, and staff responsiveness were identified as crucial for customer satisfaction and revisit intention. Recommendations include improving communication, facilities, and staff training to boost occupancy and customer loyalty.

Keywords: business model canvas; customer journey; customer satisfaction

Introduction

In The hospitality industry, especially in tourist-heavy cities like Bandung, Indonesia, is constantly evolving. Bandung has long been recognized for its cool climate, rich cultural heritage, and proximity to natural attractions like Lembang and Dago Pakar, making it a top destination for both domestic and international tourists. However, despite the growing appeal of the city, FourG Villa—a key player in the local hospitality market—has faced challenges in maintaining a consistent occupancy rate, especially in the wake of the COVID-19 pandemic. This issue is compounded by rising competition from various accommodation types, including budget hotels, premium resorts, and, increasingly, privately managed villas.

In such a competitive environment, where customers are highly discerning, businesses like FourG Villa need to continuously adapt to customer expectations and innovate to stay ahead. Prior research has shown that customer satisfaction and loyalty are crucial factors influencing repeat business and positive word-of-mouth. However, while the relationship between service quality and customer loyalty has been widely explored, the integration of customer journey analysis with business model adaptation remains underexplored. This study aims to bridge that gap by applying the Business Model Canvas (BMC) framework to FourG Villa's customer journey to optimize its business model and enhance customer satisfaction.

Several studies have explored the BMC in the hospitality industry, highlighting how it can be used to better understand a business's key activities and value propositions (Osterwalder & Pigneur, 2010). However, these studies often focus on high-level structural changes rather than a detailed,

customer-driven redesign of the business model. The present research fills this gap by reconstructing FourG Villa's BMC based on the customer journey—examining critical pain points in the pre-arrival, during-stay, and post-visit stages. The aim is to enhance customer experience, improve operational efficiency, and ultimately increase profitability.

The objective of this study is to identify areas of improvement within FourG Villa's customer journey, propose actionable strategies for each stage, and suggest business model innovations based on customer feedback and industry best practices. By doing so, this research seeks to offer a comprehensive approach to strengthening FourG Villa's competitive position in the ever-changing hospitality market.

Concept and Hypothesis

The central concept guiding this research is the Business Model Canvas (BMC), a strategic tool designed to help businesses understand how they create, deliver, and capture value (Osterwalder & Pigneur, 2010). The BMC provides a structured way of analyzing a business by breaking it down into nine essential components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. By mapping these components, businesses can gain insights into the areas that require improvement or innovation to deliver better value to customers.

This study hypothesizes that integrating customer journey analysis into the BMC framework will enable FourG Villa to identify and address critical pain points that impact customer satisfaction. Specifically, it is hypothesized that improvements in the booking process, facility management, and customer service will result in a measurable increase in customer satisfaction and revisit intention. This hypothesis aligns with previous research that highlights the importance of understanding the customer experience at each touchpoint to foster loyalty and enhance business outcomes (Lemon & Verhoef, 2016).

The key hypothesis tested in this study is that by reconstructing the BMC based on customer journey insights, FourG Villa will be able to optimize its operations, enhance customer loyalty, and ultimately increase its occupancy rate and profitability. This approach is expected to fill the gap in the existing literature, where customer journey analysis has often been overlooked in business model innovation studies within the hospitality industry.

Method

This This research adopted a mixed-methods approach to gather comprehensive data on FourG Villa's customer journey and its business model. To collect quantitative data, a structured survey was designed and distributed to guests who had stayed at FourG Villa in the past year. The survey included Likert-scale questions focusing on three key stages of the customer journey: pre-arrival, during the stay, and post-visit. Participants were asked to rate their satisfaction with the booking process, the clarity of information received, communication with staff, the quality of facilities such as Wi-Fi and air conditioning, as well as their overall satisfaction after their stay. The goal was to identify which factors at each stage most influenced guest satisfaction and revisit intention. The quantitative data collected from 200 respondents were then analyzed using regression analysis to determine the relationships between satisfaction at various stages and the likelihood of revisiting. In addition to the quantitative survey, qualitative data were collected through in-depth interviews with a purposive sample of 15 guests representing different satisfaction levels, including those with excellent, moderate, and unsatisfactory experiences. The interviews were semi-structured to allow flexibility while focusing on key topics related to customer expectations, service quality, facility issues, and suggestions for

improvement. Furthermore, interviews with the management team were conducted to gain insights into the operational challenges faced by the villa and how customer feedback could be incorporated into service improvements. To supplement these findings, content analysis of online reviews from platforms like Airbnb and Google Reviews was carried out to gather an external perspective on customer satisfaction and service quality. The qualitative data were analyzed using thematic analysis, identifying recurring issues and themes that were important for understanding customer experience. By triangulating the data from the surveys, interviews, and online reviews, this research aimed to provide a holistic view of the customer journey, identify pain points, and offer practical recommendations for enhancing FourG Villa's business model and customer satisfaction

Result and Discussion

The findings of this research highlight significant variations in customer satisfaction across three distinct clusters of guests, which were categorized based on their overall experience at FourG Villa. These clusters—those with excellent, moderate, and unsatisfactory experiences—reveal crucial insights into the factors influencing guest satisfaction and revisit intentions. Guests in Cluster 1, those with excellent experiences, reported high satisfaction levels across all stages of their journey, particularly in the pre-arrival and during-stay phases. The booking process received an average rating of 8.5/10, indicating that the ease of booking and clarity of information had a major positive impact on their experience. These guests also noted that communication with staff prior to arrival was highly responsive, earning a score of 8.8/10. During their stay, Cluster 1 guests praised the facility quality, specifically Wi-Fi (9.2/10) and air conditioning (9.0/10), and the cleanliness of the rooms (9.5/10). The responsiveness of the staff was another highlighted factor, with an average rating of 9.3/10, demonstrating that these guests felt well-attended to, which led to a fulfilling overall experience. The post-visit satisfaction for this group was outstanding, with an average score of 9.3/10, and they showed a strong intention to revisit, rating it at 9.0/10. These results confirm the significant role that both the ease of booking and the quality of service during the stay play in shaping a positive customer experience. The high ratings from this cluster suggest that when customers have a seamless experience from booking to the actual stay, their likelihood of revisiting FourG Villa increases significantly.

In contrast, Cluster 2, representing customers with moderate experiences, indicated clear dissatisfaction in both the pre-arrival and during-stay phases, with particular emphasis on issues with the booking process and facility quality. This cluster rated the ease of booking at just 5.3/10, indicating that the booking process was cumbersome and lacking in clarity. Guests in this group also reported poor communication with staff prior to arrival, with an average score of 5.5/10, reflecting that their expectations for clear and timely communication were not met. During the stay, guests in Cluster 2 were notably dissatisfied with facility-related issues such as the quality of Wi-Fi (5.7/10) and the comfort of air conditioning (5.5/10), which were major pain points in their experience. Additionally, room cleanliness received a low rating of 6.0/10, further contributing to their moderate experience. Staff responsiveness was also a concern, as guests in this cluster rated it only 6.3/10. These guests were less likely to return, with their post-visit satisfaction rated at 6.0/10 and revisit intention at a dismal 5.8/10, showing that dissatisfaction during their stay had a long-lasting negative impact on their perception of FourG Villa. The significant gap between the ratings of Cluster 1 and Cluster 2 illustrates that when critical touchpoints such as booking and communication fail to meet customer expectations, the overall experience suffers, which in turn lowers satisfaction and revisitation rates.

Finally, Cluster 3, representing guests with unsatisfactory experiences, revealed the most profound dissatisfaction with all stages of the customer journey. The booking process was rated extremely poorly at 5.3/10, suggesting that guests found it difficult to navigate or unclear, leading to

frustration before even arriving at the villa. Furthermore, communication with staff was rated 5.5/10, showing that these guests felt neglected and underinformed. During the stay, Cluster 3 reported very low satisfaction with the quality of Wi-Fi (5.7/10) and air conditioning (5.5/10), with some guests mentioning technical difficulties that affected their comfort. The cleanliness of the rooms was also subpar, with a rating of just 6.0/10. In addition, staff responsiveness was significantly lacking, with an average score of 6.3/10, indicating that guests did not receive the timely assistance or service they expected. Post-visit satisfaction was drastically low at 6.0/10, and the revisit intention was almost non-existent, with a score of 5.8/10, highlighting a deeply negative customer experience. The extreme dissatisfaction in Cluster 3 underscores the importance of addressing basic service standards such as facility quality and staff responsiveness, as these are essential to ensuring that guests have a pleasant experience and are willing to return. When these fundamental aspects are neglected, it results in a severe decline in customer loyalty.

The analysis clearly indicates that customer journey analysis is a powerful tool for identifying the pain points in FourG Villa's service delivery. It also demonstrates that there is a strong relationship between customer satisfaction and revisit intention, which is highly influenced by the quality of service provided at each stage of the customer journey. In particular, the findings suggest that improvements in the booking process (clarity and ease), staff responsiveness, and facility quality (Wi-Fi, air conditioning, cleanliness) can lead to significant increases in overall satisfaction and customer loyalty. Furthermore, addressing these key touchpoints not only improves customer experience but also enhances FourG Villa's competitive edge in a market that is becoming increasingly saturated with alternative accommodations.

By aligning the findings from this customer journey analysis with the Business Model Canvas (BMC), FourG Villa can effectively restructure its business model to better meet customer expectations, which will, in turn, improve operational efficiency and increase revenue. For example, enhancing the booking experience with clearer information, training staff for better customer interaction, and ensuring the maintenance of high-quality facilities are all actionable steps that can result in higher satisfaction rates and greater customer retention.

Conclusion

This research demonstrates that by integrating customer journey analysis into the Business Model Canvas, FourG Villa can gain valuable insights into the key drivers of customer satisfaction and loyalty. The findings suggest that optimizing the booking process, enhancing facility quality, and improving staff responsiveness are critical to increasing customer satisfaction and revisit intention.

The study contributes to existing literature by applying the BMC framework in a customer-centric way and provides actionable recommendations for FourG Villa to refine its business model. By focusing on these areas, FourG Villa can not only improve customer experiences but also ensure long-term sustainability in an increasingly competitive hospitality market.

Future research could explore the impact of technology integration, such as AI-driven personalization and IoT-based smart accommodations, on improving customer satisfaction in the hospitality sector. Additionally, investigating the long-term effects of business model innovation on profitability and customer loyalty would provide valuable insights for the broader industry.

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Picture and Table

Table 1. Customer Satisfaction Ratings Across Customer Journey Stages

No	Customer Segment	Booking Process	Facility Quality	Staff Responsiveness	Post-Visit Satisfaction	Revisit Intention
1	Cluster 1 (Excellent)	8.5/10	9.0/10	9.3/10	9.3/10	9.0/10
2	Cluster 2 (Moderate)	5.3/10	5.7/10	6.3/10	6.0/10	5.8/10
3	Cluster 3 (Unsatisfactory)	5.3/10	5.5/10	6.0/10	6.0/10	5.8/10

Source: Data collected from FourG Villa customer survey, 2025