

INTISARI

Penelitian ini mengkaji transformasi model bisnis GL Zoo (GL Zoo) pasca-pandemi COVID-19 dalam merespons perubahan perilaku pengunjung, percepatan digitalisasi, dan tekanan keberlanjutan operasional wisata edukatif berbasis konservasi. Pandemi menimbulkan penurunan signifikan kunjungan fisik serta memperlihatkan keterbatasan model operasional konvensional yang selama ini diterapkan. Kondisi tersebut memunculkan dilema manajerial antara mempertahankan stabilitas institusi dan kebutuhan berinovasi secara adaptif. Pendekatan UDBMI dipilih sebagai kerangka analisis karena menempatkan pengguna sebagai aktor utama dalam penciptaan nilai melalui keterlibatan, kolaborasi, dan pemanfaatan teknologi.

Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan studi kasus tunggal di GL Zoo periode 2022–2024. Data dikumpulkan melalui wawancara mendalam, observasi aktivitas digital, dan dokumentasi, kemudian dianalisis secara tematik berdasarkan lima dimensi UDBMI: *co-creation of content*, *platform engagement*, *interaction*, *value experience*, dan *value expansion*. Hasil penelitian menunjukkan bahwa adopsi UDBMI di GL Zoo berlangsung tidak merata. Dimensi *value experience* dan *value expansion* berkembang paling kuat melalui pengalaman pengunjung yang positif, keterlibatan emosional, serta promosi sukarela. Sebaliknya, *co-creation* dan *platform engagement* masih bersifat terbatas dan reaktif, sementara interaksi belum didukung personalisasi digital yang memadai.

Temuan ini menegaskan bahwa GL Zoo berada pada fase transisi menuju model bisnis yang lebih berorientasi pengguna. Optimalisasi aset internal, penguatan kapabilitas digital, serta pembentukan mekanisme kolaborasi yang terstruktur menjadi kunci untuk menjembatani dilema antara misi konservasi dan tuntutan pasar. Penelitian ini berkontribusi memperluas kajian UDBMI dalam konteks organisasi non-profit konservasi dan memberikan implikasi praktis bagi pengelolaan wisata edukatif pasca-pandemi.

Kata Kunci: Inovasi Model Bisnis, UDBMI, Wisata Edukatif, Kebun Binatang, Transformasi Bisnis, Pasca-Pandemi COVID-19.

ABSTRACT

This study examines the transformation of the business model of GL Zoo (GL Zoo) in the post–COVID-19 pandemic period in response to changes in visitor behavior, accelerated digitalization, and pressures on the operational sustainability of conservation-based educational tourism. The pandemic caused a significant decline in physical visits and revealed the limitations of the conventional operational model that had long been applied. This condition gave rise to a managerial dilemma between maintaining institutional stability and the need to innovate adaptively. The UDBMI approach was chosen as the analytical framework because it positions users as the main actors in value creation through engagement, collaboration, and the use of technology.

This study employs a descriptive qualitative approach with a single case study at GL Zoo during the 2022–2024 period. Data were collected through in-depth interviews, observation of digital activities, and documentation, and then analyzed thematically based on five UDBMI dimensions: co-creation of content, platform engagement, interaction, value experience, and value expansion. The results show that the adoption of UDBMI at GL Zoo has been uneven. The value experience and value expansion dimensions developed most strongly through positive visitor experiences, emotional engagement, and voluntary promotion. In contrast, co-creation and platform engagement remain limited and reactive, while interaction has not yet been supported by adequate digital personalization.

These findings confirm that GL Zoo is in a transitional phase toward a more user-oriented business model. Optimization of internal assets, strengthening digital capabilities, and the establishment of structured collaboration mechanisms are key to bridging the dilemma between the conservation mission and market demands. This study contributes to expanding UDBMI research in the context of non-profit conservation organizations and provides practical implications for the management of post-pandemic educational tourism.

Keywords: *Business Model Innovation, UDBMI, Educational Tourism, Zoo, Business Transformation, Post–COVID-19 Pandemic.*