

## ABSTRACT

Tourism has emerged as a symbol of national power, as well as an economic growth engine capable of uniting cultural values, global investment, and human mobility within a dynamic ecosystem. In Indonesia, this sector not only contributes significantly to the Gross Domestic Product (GDP) but also creates millions of jobs and strengthens the country's image on the global stage. However, amidst the wave of digital revolution and shifting consumer behavior, the travel agency subsector faces existential challenges due to the rise of online platforms offering self-service, real-time, and automated solutions. This reality compels conventional travel agencies not merely to adapt, but to fundamentally redefine their roles, values, and business models within the evolving digital tourism ecosystem.

This study aims to explore and re-map the configuration of the business ecosystem within Indonesia's travel agency subsector, both in its current state and its prospective transformation. Employing a qualitative approach through in-depth interviews, Focus Group Discussions (FGD), document analysis, and referencing Zheng Ma's ecosystem modeling framework, the research identifies key actors, their roles, interaction patterns, as well as internal and external factors influencing the ecosystem's dynamics. Dominant factors include digital transformation, changes in tourist behavior, regulatory gaps, and technological advances such as artificial intelligence and big data.

In response to these complexities, the study recommends a hybrid ecosystem model integrating two strategic approaches: the Smart Travel Assistant (STA), developed by Online Travel Agents (OTA), as a driver of data-based services and automation, and the Community-Based Travel Agent (CBTA), which emphasizes local community empowerment and the delivery of culturally grounded tourism experiences. The synergy between these models is projected to foster shared value creation, enhance the resilience of the tourism business ecosystem, and promote inclusivity and sustainability within Indonesia's future tourism landscape.

**Keywords:** Business Ecosystem; Digital Transformation; Community-Based Travel Agent; Smart Travel Assistant; Tourism Industry