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The strategy for developing the Kalipucang dairy farming agribusiness area as a dairy village agroedutourism using the business model canvas

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ABSTRACT

Introduction: Efforts to enhance the agribusiness sector, particularly in dairy farming, require integrated development alongside other local potentials. This study aims to establish a model for dairy cattle agribusiness development integrated with the village's superior potential, utilizing the Business Model Canvas (BMC). **Methods:** The research involved mapping the dairy cattle agribusiness in Kalipucang Tukur Pasuruan Village using the BMC framework. The study analyzed the fulfillment of the nine BMC element blocks and identified strategies for enhancing productivity through SWOT analysis. **Results:** The mapping revealed that the dairy agribusiness in the village offers animal husbandry educational tours and satisfies the BMC element blocks. However, there is a need for strategic enhancements to boost productivity. The strategic analysis also identified the potential for developing agroedutourism due to the advantageous location near tourist spots. **Conclusion:** The integration of dairy cattle agribusiness with local potentials, as outlined in the BMC mapping, presents opportunities for further development. Strategic recommendations derived from the SWOT analysis provide insights for optimizing productivity and leveraging the area's potential for agroedutourism.

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INTRODUCTION

Indonesia has very good prospects in developing the agribusiness of dairy farming in relatively large numbers (Jahroh *et al.*, 2020). In terms of the potential domestic demand for cow's milk of more than 270 million people, effective demand continues to grow in line with national economic growth. Efforts to develop this prospective potential need to be encouraged in an integrative manner so that it can become an alternative source of community welfare. Meanwhile, agrotourism in Indonesia is one of the sectors driving economic improvement which is in great demand by tourists both from within the country (domestic) and abroad (foreign). Agrotourism is located in an area with cool air and beautiful natural views and facilitates tourists who want to enjoy natural views accompanied by knowledge about nature and the modern processing of products (Nuzil, 2019). In general, innovation in the tourism industry is controlled by two main factors (Cem *et al.*, 2019; Rosyidi, 2018).

The first factor which is categorized as an internal factor includes human resources, creativity, openness, and entrepreneurship which are dominant factors in contemporary business competition (Kpalo *et al.*, 2020). Apart from these internal factors, external factors such as global issues in the fields of economics, environment, politics, social demographics, and technology, are also macro factors determining the success of the innovation process, in addition to micro factors such as consumer tastes and competition, and government regulations (Negra *et al.*, 2020; Sarma *et al.*, 2022). A business model is the rationale for how an organization creates, delivers, and captures value. The essence of the business model canvas is about how a company can continue its activities and always increase profits so that it can continue to survive. This canvas is what differentiates the definition of this business model from other business models. Other business models must be supported by other theories, for example, the value chain, to analyze a business model (Strakova *et al.*, 2021).

At the beginning of 2017, the Pasuruan Regency Culture and Tourism Office made efforts to explore several natural potentials and key sectors of villages as potential tourist areas. This effort included forming an Aware Tourism Group, including the chosen research location, namely Kalipucang Village, Tukur District. Most of the people of Kalipucang Village work as dairy farmers. At the end of 2016, the number of breeders was 997 people, and the dairy cow population was 2,613 head, accommodated through 7 (seven) livestock groups. Kalipucang Village also has the potential for other natural resources, such as coffee plantations, durian, 'Sumber Nyonya' waterfall, 'Sumber Irung'

waterfall, Bunan avocado, duku, clove, and banana plantations. The local government is currently building and developing Kalipucang Village as a tourist village which has been criticized by several Aware Tourism Groups (ATG). It is still new and ATG HR is included in the low education category, it still experiences many internal and external obstacles in its development so up to now it has not yet advanced and developed. This research was conducted to create an agro-tourism development model that can combine several of the superior potentials of Kalipucang Village with a scientific approach, namely the Business Model Canvas.

Andry *et al.* (2017) researched agro-tourism. The research objective of Andry *et al.* (2017) is to develop agro-educational green open spaces in rural areas and the city of Makassar. One location that has good potential and is being developed as a green open space and urban forest in Makassar is the Maccini Sombala Site. Maccini Sombala is an area located in Nuri Baru Tamalate District, Makassar. The research method used is modification of location design which leads to the concept of the MOI planning area as regional agrotourism education. The planned urban forest area in this park has the potential to develop fruit trees and as a recreation area. The concept for developing Maccini Sombala Park includes spatial planning, circulation planning, green planning, planning, and management of facilities and utilities.

Nugroho *et al.* (2019) conducted a study on agro-education tourism. UP-GRIS-Farm is a business unit owned by PGRI University Semarang (UP-GRIS) which operates in the first field of fishing and aquaculture. UPGRIS-Farm has been operating for approximately five years and has produced several fresh vegetables and freshwater fish. Through the PPUIK program, UPGRIS-Farm will be developed into an integrated environmentally friendly agriculture-based business unit that produces fresh organic vegetables and offers free and insecticide-free fresh fish water to meet the needs of the community, both around UP-GRIS and the people of Semarang City. UPGRIS Agricultural PPUIK products will be produced through a combination of two technologies, namely "Hydroponics and Aquaculture" technology. The UPGRIS Reflection Team has expertise and experience in the fields of agriculture and plumbing.

The difference between this research and previous research lies in the research location and methods used. The research location in this study was in Pasuruan Regency so it was different from previous studies. The method used is also different from previous studies, this research uses the Business Model Canvas. These differences become additional references for future researchers, so this research aims to create an agro-tourism development model that can combine several superior potentials of Kalipucang Village using the Business Model Canvas (BMC).

METHODS

Time

This research was carried out at a certain time in accordance with the needs of BMC mapping and SWOT analysis of the potential in Kalipucang Village.

Place

The research was conducted in Kalipucang Village, Tukur District, Pasuruan Regency, which was chosen because it is the focus of development as a Tourism Village and has superior potential such as dairy farming, coffee plantations, chrysanthemum flowers, bananas, Telogo Kusumo Waterfall, and Sumber Nyonya Waterfall.

Data retrieval

Data was taken from the potential that exists in Kalipucang Village, including direct observation of existing activities and facilities as well as interviews with relevant stakeholders.

Data analysis

The collected data was analyzed using the Business Model Canvas (BMC) method to map existing potential and identify business needs and opportunities. Next, SWOT analysis is used to evaluate strengths, weaknesses, opportunities, and threats to the development of these potentials.

RESULTS AND DISCUSSION

Mapping is done by first identifying the nine elements of the Business Model Canvas. Based on the identification results of the elements of the business model currently being run by Agroedutourism Kalipucang Village, it turns out that this agroedutourism has fulfilled all nine block elements in the Business Model Canvas.

Customer segments

This element describes the group of people or organizations that agroedutourism aims to serve. Market segmentation is a well-established and commonly used concept in tourism. Businesses and destinations benefit from a segmentation strategy because it allows them to focus on a clearly defined subset of consumers that they are best suited to serve, thus developing a long-term competitive advantage (Dolnicar, 2022).

The type of market segmentation used by Agroedutourism is the diversification type. Diversification allows agritourism to reach various market segments. This expands their market potential and allows them to attract the attention of various consumer groups. With targeting several different market segments, agritourism can reduce the risks associated with dependence on just one consumer group. If one market segment experiences a decline in interest or purchasing power, agro-tourism can still rely on other market segments to maintain its business performance. Agroedutourism serves several types of consumers with different needs and problems. Agroedutourism diversifies its consumers into 2 segments: educational tour visitors and individuals or groups genuinely seeking tours.

Visitors to educational tours consumer visits must be deep

So that the tour process is as expected, a proportional guide is needed (Hastuti & Setyawan, 2021). For this reason, it is necessary to form a companion group consisting of at least 10 people. Visitors who use educational tourism services come from school groups, organizations, communities, and families who live in the Pasuruan Regency area. Several people or communities came from outside the Pasuruan Regency area.

Travel

In this category, consumers only need to pay an entrance ticket to enjoy the charm of the tourist area. The main target of agroedutourism consumers in Kalipucang Village is the school group, especially private schools. Private schools are in accordance with the Kalipucang Village agroedutourism market segment, namely the lower middle economic group. In addition, the educative form of Kalipucang Village agroedutourism services is very appropriate for the school customer group.

Value propositions

This element is explained by the combination of products and services offered by agroedutourism in Kalipucang Village to meet consumer needs (Budiman *et al.*, 2020). The main value offered by Kalipucang Village agroedutourism is educative tourism services with the principle of instilling a soul of love for livestock and plantations in tourists through learning and playing methods. In addition to offering educational tours, village agro-education Kalipucang offers outbound recreation services, garden parties, and facilities for various meeting events. In Kali Pucang village there are tours related to waterfalls, namely the Sumber Nyonya Waterfall, and the Seven Sources of Telogo, so tourists can be one on the menu. which is offered to fulfill his tourist desires. Agroedutourism in Kalipucang Village also produces quite a large number of livestock products, namely dairy cows with a population of 2,613 cows. In the educational tour package, Kalipucang agroedutourism offers the main facilities and amenities addition according to consumer needs. The main tariff for an educational tour package in Kampung Susu, for example, is charged to consumers of Rp. 25,000 to Rp. 50,000 per person, depending on the negotiations made by consumers. However, consumers who want additional facilities, such as creative education, must pay an additional fee according to the type of creative educational object chosen.

Channels

Channels or marketing channels, Kalipucang Village agroedutourism applies two types of channels, namely direct channels and indirect channels. Direct channels are carried out in the form of direct interaction between agroedutourism managers and consumers, starting from information access to the final transaction. Access to information by consumers on direct channels occurs through a word-of-mouth process (promotion from consumer one to other consumers) (Sunnyoto & Saksono, 2022). In indirect channels, consumers get access to information from second parties or liaisons who become agroedutourism partners, such as event organizers and website managers. This liaison is in charge of bringing together the management of the agroedutourism get with consumers. Furthermore, consumers will ultimately interact directly with the manager to conduct a site survey, agree on visit rates, process the visit, to submit an evaluation of the visit.

Based on the phases, the agroedutourism marketing channel consists of 5 phases, namely awareness, evaluation, purchase, delivery, and aftersale. The channel phase can be seen in Figure 1. The description of the channel phases carried out by agroedutourism is as follows: 1) Awareness, at this stage, the manager is trying to build consumer awareness of the existence of agroedutourism in Kalipucang Village. Efforts have been made to canvass several schools, companies, and other agencies around the Pasuruan Regency area. In addition, the manager also makes a blog as an online information medium. However, at that time the management was still not optimal as seen from the lack of development and updating of blog content. 2) Evaluation, this stage provides assistance to consumers to evaluate the value proposition offered by agroedutourism in Kalipucang Village. Consumers are allowed to conduct a survey in advance of the agroedutourism location of Kalipucang Village to obtain detailed information about the tourism facilities that consumers will get if they choose this agroedutourism service. 3) Purchase, when consumers want to make a purchase decision for this agro-tourism service, the manager gives consumers the opportunity to negotiate prices according to their needs and ability to pay. So that the price can be negotiated again until you find an agreement point. 4) Delivery, at the stage of delivering the value proposition, Kalipucang Village agroedutourism seeks to serve visitors in a friendly manner. The reception at the gate by a communicative and interesting guide is always

carried out by Kalipucang Village agro-education in serving tourists. 5) After the Sale, at this stage, Kalipucang Village agroedutourism communicates again with consumers to ensure that consumers get the desired value proposition in the hope of making repeat visits. After the visit is over, the general manager usually chats first with one of the consumers who is a representative among the group of agroedutourism visitors to Kalipucang Village and gives a brief persuasion at the end to return to visit this agro-tourism.

Customer relations

This element of customer relationships describes the relationship built by the Kalipucang Village agroedutourism management with customers. The type of relationship built with consumers is a community type. This agro-tourism builds relationships with consumers in groups or groups, such as school groups, organizations/communities, families, and companies. With a group and closed visit system, tourism activities can be well organized even though the available resources are limited. Customer service can be done every day, so consumers can do surveys every day. Next, the officer will give you a brochure and manager's business card containing personal contact information that can be contacted further. Consumers can communicate with the manager remotely to enter into agreements or around more complete information. In addition to conveying information, business cards and brochures can also motivate consumers to make visits. When tourism activities are taking place, the manager ensures that garden staff are always on standby to help meet the needs of visitors. At almost every tourist event, managers also often go down directly to ensure activities run smoothly. However, after the tourism activities took place, the manager never collected visitor satisfaction data directly. This makes Kalipucang village agroedutourism not understand how to evaluate consumer service tours in Core Agrotourism.

Revenue streams

In carrying out its business, the income that Inti Agrotourism earns comes from several sources. Kalipucang Village agroedutourism income sources come from: 1) sales of processed milk products, profits from being milk collectors for all members of the village community before finally bringing it to the partner factories, sales of accessories, and garden produce; 2) service usage fees, in the form of educational tour package rates. So far, the biggest source of income is obtained from the business of processing TPS (temporary shelters) for dairy cows, selling milk both before and after it is processed. Place for educational tour package rates and sales of garden products. In setting prices, Kalipucang village agroedutourism applies a dynamic price mechanism.

Key resources

Key resources or key resources are important assets that must be owned by agroeducational tourism in Kalipucang Village in carrying out its business model. The key resources owned by Kalipucang Village agroedutourism are included in the physical, human, and financial categories (Simanjuntak, 2021). The following is an explanation of the main resources owned by Inti Agrotourism.

- a) The most important physical resources in Kalipucang Village agroedutourism are all tourism facilities which include plantation assets, livestock assets, as well as facilities and infrastructure. Livestock assets in the form of dairy cows have a population of 2,613 heads and cow's milk production of approximately 12,000 liters per day, other assets are coffee plantation hills, and Sumber Telogo Waterfall. Sumber Nyonya Waterfall and another asset in the form of Tumang Hill.
- b) Human resources, in carrying out operational activities in Kalipucang Village agro-education, the main human resources needed are 1 general manager, 1 finance manager, 3 garden employees (including production managers), and 5 outside employees as guides. In the Kalipucang Village agroedutourism management system, the division of labor is still not in accordance with the position. Almost all managerial activities are controlled centrally by the general manager, such as activities in the field, marketing, and finance. Therefore, the general manager is a very important human resource in every aspect of business implementation in Kalipucang Village agrotourism. Furthermore, in educational tourism activities, the role of the guide is also very much needed. Without a guide, tourism activities cannot be carried out. In addition, the gardener also plays a very important role in this agroedutourism.
- c) Financial resources are also absolutely needed by Kalipucang Village agroedutourism to be able to run every element of its business model. The financial resources owned by agroedutourism in Kalipucang Village are in the form of cash, which comes from the personal funds of the agroedutourism owners and contributions from volunteers, the majority of which are handled by teenagers and a little assistance from other agencies, such as warehouse assistance and dairy production machines. Apart from the initial capital, retained earnings are also needed which come from the profits from the Kalipucang Village agroedutourism income each month. This retained profit serves to finance operational activities that are issued every month by the company, as well as to finance bailouts for consumer needs before paying off tourist fares.

Key activities

Elements of key activities or key activities discuss the most important activities that must be carried out by agroedutourism in Kalipucang Village so that the business model can work properly. Based on its type, the main activity in Kalipucang Village agroedutourism is included in the service operation category. The main activities carried out in the service operation category are determined by the accuracy of choices in preparing the services needed by consumers, delivery to consumers, servicing needs when using services, and maintaining good relations with consumers, which are important activities lived by the Core of Agrotourism (Ruz *et al.*, 2020).

Preparation of services needed by consumers

Consumer needs that must be prepared are consumption packages, sound systems, cleanliness and comfort of tourist areas, food and craftsmen SME stands, as well as the feasibility of outbound conditions and educational facilities. In preparing consumption, Kalipucang Village agroedutourism works together with caterers to supply consumption for visitors and several SMEs to fill culinary booths. Then, the general manager assigns the garden section to ensure the cleanliness of the tourist area, prepare sound system equipment, install backdrops at the pavilion, and prepare educational facilities such as ensuring the cleanliness and comfort of cow pens, milk production areas, outbound rides, and grass for beef food. In addition, long before the tour activities, the general manager contacts the tour guides and artisan SMEs entrepreneurs who will fill the booth in advance.

Delivery to consumers

In delivering its services to consumers, Kalipucang Village agroedutourism carries out marketing activities by canvassing various schools and companies around the Kalipucang village area, paying for the services of advertising companies, cooperating with event organizers as marketing liaisons, and making use of blog media. Serving consumer needs when using services. In meeting consumer needs, the general manager appoints tour guides and assigns gardeners to serve consumers. The tour guide is in charge of presenting the tour program from the beginning of the arrival of tourists to the end of the tour by packaging the event as attractive as possible. Meanwhile, the garden staff is in charge of serving food, arranging sound systems, assisting guides when educating the cowshed, and maintaining the cleanliness of the tourist area.

Maintaining good relations with consumers.

To establish good relations with consumers, Kalipucang village agroedutourism always tries to welcome and serve consumers who want to survey agroedutourism locations with friendly and communicative service. The manager always gives a welcome drink to customers who visit the reception office and gives brochures and business cards.

Key partnerships

The partnership relationships built by Kalipucang Village agroedutourism are buyer-supplier relationships and non-competitor strategic alliance relationships. Some of the business partners that enter into buyer-supplier relationships with Kalipucang Village agroedutourism are companies and small and medium enterprises (SMEs) in the culinary field who play a role in providing catering services or filling up culinary stands, as well as SMEs craftsmen who fill in art education activities. Meanwhile, in establishing a non-competitor strategic alliance relationship, agroedutourism in Kalipucang Village works closely with liaisons, both individuals and event organizers such as travel. Between the liaison and the agroedutourism of Kalipucang Village, there is a mutually beneficial relationship. Kalipucang Village agroedutourism was assisted in reaching marketing channels and the liaisons received commissions from the marketing assistance they provided. The partnership relationship was built agroedutourism in Kalipucang Village on the basis of several motivations.

Cost structure

Price tags that are too high can have an impact on reducing the trend of repeat visits, thereby reducing national park revenues (Mosiara, 2021). The cost structure or cost structure provides an overview of the most important costs incurred by agroedutourism in Kalipucang Village in carrying out its business model. Based on the results of interviews with the general manager of Kalipucang Village agroedutourism, the cost structure of the Kalipucang Village agroedutourism business model is a type of cost-driven business model. General managers set prices that focus on minimizing costs and offer inexpensive value propositions. The cost structure borne by Kalipucang Village agroedutourism consists of fixed costs and variable costs. Fixed costs incurred by the company include the costs of providing and maintaining facilities, garden maintenance, electricity costs, and employee salaries. Meanwhile, variable costs include consumption purchase costs and guide wage costs. The cost structure of Kalipucang Village agroedutourism can be seen in Table 1.

Based on Table 1, the number of costs included in the variable costs is 58.68%, while the fixed costs are as much as 41.3%, and the biggest cost incurred by the company is the consumption of tourists. The proportion of variable costs which is greater than fixed costs indicate a relatively good situation because the cash flow turnover is slow (Liu & Tyagi, 2017). The condition of a good cost structure is indicated by fixed costs which are smaller than variable costs

because the velocity of money in cash is faster. Therefore, Kalipucang Village Agroedutourism needs to increase tourist visits to cover the large, fixed costs incurred each year.

Table 1. The cost structure for the development of Agroedutourism Milk Village

Description	Total Cost (IDR)	Fee Percentage (%)
Variable costs	87,740,000	58.68
Consumption	69,340,000	79.02
Tour guide fee	18,400,000	20.97
Fixed cost	61,780,000	41.3
Maintenance of gardens and rides	12,000,000	19.42
Building maintenance	2,000,000	3.24
Electricity cost	12,500,000	20.23
Employee salaries and benefits	32,000,000	51.8
Administrative costs	2,600,000	4.21
Brochure and business card printing costs	680,000	1.1

After the business model elements are identified, each element is mapped onto the business model canvas containing 9 block elements. This canvas can make it easier for managers to see business integrity more concisely. In addition, canvas can be a reliable medium for compiling a series of changes and strategies for implementing the business model. The results of mapping the elements of the Business Model Canvas can be seen in Figure 1.

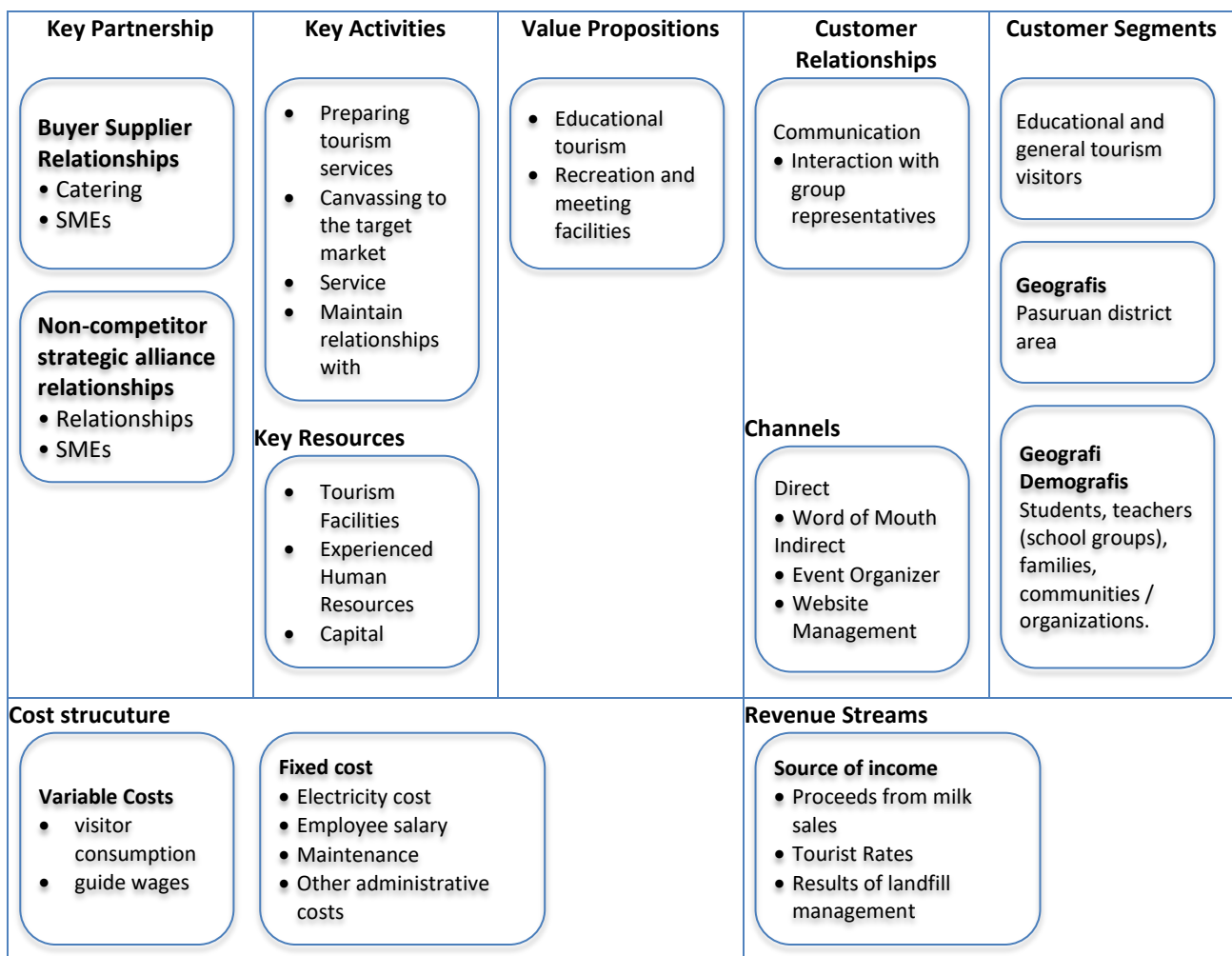


Figure 1. Business model canvas mapping in agroedutourism Kalipucang Village

Evaluation of the canvas model with SWOT analysis

Strength (S); Customers are well segmented, packaging of interesting educational activities, diversified income streams, coffee plantations, durians, and also the Sumber Nyonya Waterfall and Sumber and Tumang Hills, the connecting network expands marketing.

Weakness (W); do not have services that make consumers loyal, the provision of tourist facilities is inadequate, marketing activities are not yet optimal as seen by the lack of location information on the road and promotional activities that do not continue, the number of human resources is low, there is no cooperation contract lawfully with partners such as using a cooperation contract such as an MoU.

Opportunity (O), the growth of nature-based tourism in Pasuruan Regency, the use of educational tourism programs at schools, the trend of entertainment with the aim of the natural sector, rapidly developing information and communication technology, support from the Pasuruan Regency government, the existence of loyal consumers who revisit and participating in promoting, additional income through additional services and sales of processed dairy products, event organizer business growth.

Threats (T), agro-tourism competition in Pasuruan Regency and the surrounding area, liaison errors with consumers, low tourist visit rates in certain months, tour guides and/or main managers being unable to attend, miss-communication relations with liaison partners, magnitude costs for the development and maintenance of facilities

Table 2. IFAS Matrix

IFAS	Value Weight	Rating's	Score
Strength indicator			
Customers are well-segmented	0.071	3	0.213
Performance of interesting educational activities	0.086	3.6	0.3096
Diversified income streams	0.086	3	0.258
Milk production close to the farm	0.086	4	0.344
Have quality products	0.100	2.6	0.26
The product has begun to be known by the public	0.114	3.6	0.4104
Total score for strength aspects			1.795
Weakness indicator			
Doesn't yet have a service character that makes consumers loyal	0.100	3.6	0.36
The provision of tourist facilities is inadequate	0.071	3	0.213
Marketing activities are not yet optimal	0.071	2	0.142
Low-skilled human resources	0.057	2	0.144
Access to the location is inadequate	0.071	3	0.213
Access to the location is inadequate	0.086	2.6	0.2236
Total score weakness aspects			1.265

Table 3. EFAS Matrix

EFAS	Value Weight	Rating's	Score
Opportunity indicators			
Growth of tourism in the region	0.083	3	0.249
Use of educational tourism programs in schools	0.133	4	0.532
Natural entertainment trends	0.133	4	0.532
Information and communication technology is developing rapidly	0,100	4	0.4
Growth of the event organizer's business	0.100	3	0.3
Total score for opportunity aspects			2.013
Threat indicator			
Agrotourism competition in the region	0.100	3	0.3
The level of tourist visits is low in certain months	0.133	2	0.266
The amount of costs for developing and maintaining facilities	0.133	2	0.3458
The tour guide or main manager was unable to attend	0.083	3	0.249
Total score for threat aspects			1.397

Based on Table 2 of the IFAS (Internal Factors Analysis Strategy) Matrix, the results show that the score value for the strength factor is 1.795 and the score value for the weakness factor is 1.265. Meanwhile, based on Table 3 of the EFAS (External Factors Analysis Strategy) Matrix, the results show that the score value for the opportunity factor is 2.013 and the score value for the threat factor is 1.397.

CONCLUSION

Based on the identification results of the Business Model Canvas elements, Kalipucang Village agro-education has implemented a business model that offers the value of educative livestock tourism to tourists. Overall, the agroedutourism business run in Kalipucang Village has fulfilled all nine element blocks in the Business Model Canvas, however, a new strategy is needed in the business model because the level of tourist visits has not met the company's target. The results of the business model evaluation using SWOT analysis show that the current condition of the Kalipucang Village agroedutourism business model still has weaknesses, such as problems with resources, marketing, and consumer loyalty. Managers can take advantage of their strengths, such as the ability to package attractive tourist events, capture opportunities for the growth of the tourism market in Pasuruan Regency and be prepared to face various threats that affect the success of their business. Companies should focus on developing the main products/services that are in accordance with their vision, namely agroeducation services. This is intended so that the direction of development will be clearer in the implementation of land governance and investment allocation. However, the aspect of investment feasibility must also be considered. Managers should immediately address the main problems in their business model by applying the Business Model Canvas that has been produced in this study so that future businesses can run optimally and be more focused. The company also prepares a timeline for implementing a strategy that is tailored to the needs and conditions of the company.

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