

# Development Strategy For Kopi Gunung Kelir Agrotourism, Semarang Regency, Indonesia

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**Abstract:** The Rahayu IV Farmer Group aims to capitalize on this potential by developing Kopi Gunung Kelir Agrotourism. However, visitor activity has been low, likely due to the site's limited visibility, its newness, and its remote location. This lack of awareness and accessibility affects its growth as a tourist destination. This study aims to determine the current conditions and determine the strategy plan for the development of Kopi Gunung Kelir Agrotourism through Business Model Canvas and SWOT analysis. The BMC assessed nine key business components and aims to facilitate the preparation of strategic plans through each component or block in the business model, while SWOT analysis identified internal strengths and weaknesses, and external opportunities and threats. Key strengths included educational tourism offerings, high-quality Robusta coffee production, and scenic landscapes. Weaknesses were limited infrastructure, promotion, and accessibility. Opportunities arose from the growing eco-tourism and coffee culture, while threats included competition from other agrotourism sites and fluctuating visitor interest. The study proposed strategies like expanding road access, optimizing digital marketing through platforms like TikTok, improving visitor facilities, and fostering partnerships with sponsors and local stakeholders.

**Keywords:** Agrotourism; Business Model Canvas; Coffee; Sustainable Development

## Intorduction

Agriculture plays a vital role in Indonesia's economy, significantly influencing national policies through intensification, extensification, diversification, and rehabilitation strategies to strengthen the sector. Agribusiness encompasses agricultural production, food processing, trade, distribution, and supporting infrastructure, making it a cornerstone for rural and national development. Within this framework, agrotourism has emerged as a community-driven initiative, leveraging natural resources with economic potential. By integrating agricultural and tourism practices, agrotourism fosters sustainable livelihoods

while educating visitors on agricultural processes (Irhamna, 2017; Seong-Woo & Sou-Yeon, 2007).

Kopi Gunung Kelir Agrotourism, located in the foothills of Mount Kelir, exemplifies plantation-based educational tourism. Managed by the Rahayu IV Farmer Group, this agrotourism site combines robusta coffee cultivation with educational activities, such as planting, harvesting, and barista-style coffee preparation. With a plantation area of 35 hectares producing approximately 40 tons of coffee beans annually, Kopi Gunung Kelir capitalizes on robusta coffee's high yield and resilience (Prance & Nesbitt, 2005; Rahardjo, 2012). Despite its potential, the site faces challenges such as limited public awareness and accessibility, contributing to relatively low visitor numbers (Susanti & Prabowo, 2019).

## How to Cite:

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The strategic development of agrotourism can enhance economic and social benefits for rural communities. Studies highlight that agrotourism increases agricultural commodity value, creates employment opportunities, and promotes environmental sustainability (Kapriyanto et al., 2020; Pambudi et al., 2018). Furthermore, the incorporation of educational elements differentiates agrotourism from traditional tourism, offering visitors a unique, hands-on experience with agricultural practices. However, the success of such initiatives depends on well-planned strategies addressing infrastructure, promotion, and community engagement (Adiwinata et al., 2021; Priminingtyas, 2021).

To address these challenges, this study employs the Business Model Canvas (BMC) framework to evaluate and strategize the development of Kopi Gunung Kelir Agrotourism. By analyzing nine BMC components alongside SWOT analysis, this research aims to provide actionable insights for optimizing the site's value proposition, customer engagement, and operational efficiency. The findings are expected to guide the sustainable growth of Kopi Gunung Kelir Agrotourism, enhancing its competitiveness in the growing agrotourism sector.

Method

The research was conducted in January 2022 at Kopi Gunung Kelir Agrotourism, Sirap Hamlet, Jambu District, Semarang Regency, Central Java, Indonesia. Deliberately determining the location with the consideration that Kopi Gunung Kelir Agrotourism is still relatively new (opened in 2018) and needs a number of strategies to be able to increase the number of visitors (More see <https://www.kopisirap.com/> or Instagram account @doesoen\_kopisirap). The method in this study is qualitative descriptive.

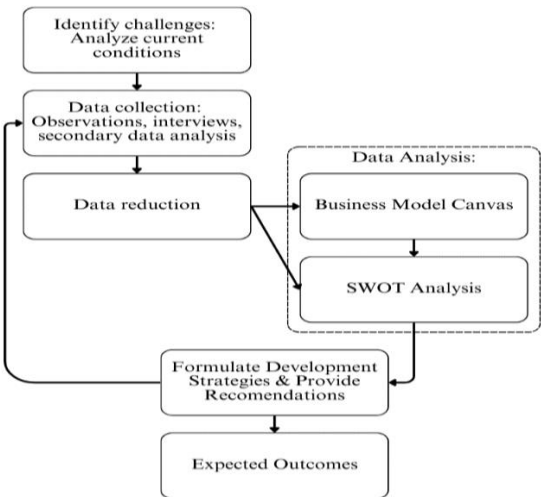


Figure 1. Research Flowchart

Respondents in the study were determined by purposive sampling, namely respondents who were considered to have a major contribution in the formulation and implementation of the Kopi Gunung Kelir Agrotourism development strategy plan. The respondents selected were the Head of the Rahayu IV Farmer Group, the head of Sirap Hamlet, the marketing division, treasurer, public relations, coffee shop managers, members of the Sirap Hamlet Youth Community, and five visitors to Kopi Gunung Kelir Agrotourism. The number of respondents is limited because the data collected is saturated (Sugiyono, 2017), so we did not obtain new information in answering the purpose of this study. The information needed in this study includes visitor segmentation, value proportion, promotion channels, Customer Relationships, key activities, Key Partnerships, Key resources, Cost Structures, and revenue streams. The characteristics of the obtained respondents are presented in Table 1.

Table 1. Characteristics of Respondents

Information	Number of people	Percentage (%)
Age (years)		
- < 30	3	25.00
- 30 – 44	2	16.67
- 45 – 60	3	25.00
- > 60	4	33.33
Gender		
- Man	10	83.33
- Woman	2	16.67
Education		
- Junior High School	3	25.00
- High School	6	50.00
- Bachelor	3	25.00

The data obtained from the results of the study was then carried out data analysis. The series of data analysis used is Miles & Huberman qualitative data analysis presented in the Business Model Canvas (BMC) and SWOT analysis. Miles & Huberman's qualitative data analysis is carried out through three stages: data reduction, data presentation, and conclusion drawing (Miles & Huberman, 1992). Conclusions are drawn by preparing an agrotourism development strategy plan that has been obtained through BMC and SWOT analysis. BMC itself is a strategy to plan business development using a structured business framework. This business framework will visualize business processes comprehensively consisting of nine main elements that represent business process management comprehensively (Osterwalder & Pigneur, 2020). The nine elements are:

1. The customer segments serve as a foundation for understanding and targeting specific groups of people or organizations that Kopi Gunung Kelir

Agrotourism aims to attract. This involves categorizing potential customers into distinct groups based on their characteristics, needs, and behaviors to tailor offerings and marketing strategies effectively. For example, tourists form a significant segment, encompassing domestic and international travelers who seek immersive experiences in nature, cultural heritage, and rural life. Educational institutions like particularly schools, universities, and research organizations interested in incorporating experiential learning through visits to agricultural sites. Coffee enthusiasts, a niche but growing demographic, are drawn to the unique aspects of coffee cultivation, processing, and tasting experiences offered by agrotourism. From these segments, the study examines both demographic attributes (e.g., age, income level, geographic location) and psychographic factors (e.g., interests, values, lifestyle preferences) to create a comprehensive profile of potential visitors.

2. The value propositions component focuses on the unique benefits and distinctive offerings provided by Kopi Gunung Kelir Agrotourism to meet the specific needs and expectations of its customer's segment. This includes a combination of tangible and intangible values that differentiate the agrotourism site from other destinations. One of the primary value propositions is its educational tourism packages, which offer visitors the opportunity to engage in hands-on learning experiences such as coffee cultivation, processing, and barista-style brewing techniques. Another key value proposition is the authentic rural experience, where visitors can immerse themselves in the natural beauty, cultural heritage, and traditional farming practices of the region.
3. The channels examine how Kopi Gunung Kelir Agrotourism delivers its value propositions to its target customer segments. This involves analyzing the pathways and mechanisms used to connect with customers, ensure access to the agrotourism site, and facilitate the delivery of services and products. Additionally, online platforms play a vital role in promotion and customer engagement. These include social media, official websites, and third-party travel websites that showcase the agrotourism's offerings, enabling customers to learn about the site, book tours, and provide feedback. Partnerships with travel agencies and tourism operators further enhance accessibility by incorporating Kopi Gunung Kelir into packaged tours or travel itineraries.
4. The customer relations component focuses on how Kopi Gunung Kelir Agrotourism establishes, nurtures, and maintains relationships with its visitors to ensure satisfaction and encourage repeat visits. This involves analyzing strategies and mechanisms that build trust, engagement, and loyalty among customers. Personalized experiences, such as guided tours tailored to visitor interests or interactive workshops on coffee processing, are critical in creating memorable and meaningful connections with tourists.
5. The revenue streams component examines the various sources of income generated by Kopi Gunung Kelir Agrotourism, providing insights into the financial sustainability of its operations. These revenue streams encompass direct and indirect income derived from its activities. Ticket sales from visitor entry fees represent a primary source of revenue, often varying based on factors such as group size, age categories, and the inclusion of additional services like guided tours. Sales of coffee products, including roasted beans, ground coffee, and ready-to-drink options, form another significant revenue stream, leveraging the appeal of locally grown, high-quality Robusta coffee. Educational programs, such as workshops on coffee cultivation, processing, and barista training, also contribute by attracting schools, universities, and specialized groups willing to pay for immersive learning experiences.
6. The key resources focus on identifying the essential assets required for Kopi Gunung Kelir Agrotourism to deliver its value propositions effectively and sustain its operations. Physically, the coffee plantations serve as the primary resource, covering 35 hectares of fertile land at an optimal altitude for robusta coffee cultivation. These plantations provide not only the raw materials for coffee production but also a scenic and educational environment for visitors. Human resources play a critical role in managing the agrotourism operations, with skilled farmers, tour guides, baristas, and administrative staff contributing their expertise to deliver high-quality services. Financial resources are necessary to maintain and expand these operations, ensuring ongoing investment in infrastructure development, promotional activities, and employee training.
7. The key activities are to deliver Kopi Gunung Kelir Agrotourism value propositions and maintain its competitive edge. These activities encompass the entire spectrum of coffee cultivation, from planting and nurturing coffee plants to harvesting, processing, and packaging the final product. These processes ensure the production of high-quality Robusta coffee, which is central to the agrotourism's offerings. Educational tours and experiential activities are another critical aspect of the key activities. These include guided tours of the coffee plantation, hands-on workshops on coffee processing techniques, and

- barista training sessions that enhance visitors' understanding and engagement.
8. The key partners identify the strategic collaborations and partnerships that support the operations and development of Kopi Gunung Kelir Agrotourism. These partnerships are essential in providing resources, expertise, and networks that the agrotourism may not possess internally. Local governments play a significant role in this context by offering policy support, infrastructure development, and promotional assistance to enhance the visibility and accessibility of the agrotourism site. Farmer groups, such as the Rahayu IV Farmer Group, are critical partners as they manage the plantations, share agricultural knowledge, and contribute to the production of high-quality Robusta coffee.
  9. Cost structure, which is the type of cost that occurs for the running of the business. It would be very useful if the cost structure of the business model is divided into two classes, namely cost-driven and value-driven. Cost-driven is cost-focused on cost assessment, while value-driven is focused on value creation. This element has characteristics, namely fixed costs, variable costs, economies of scale, and economic scope.

The BMC model that has been prepared is then carried out SWOT Analysis on each element. SWOT analysis is a strategic planning and strategic management technique used to help a person or organization identify Strengths, Weaknesses, Opportunities, and Threats associated with business competition or project planning (Rangkuti, 1998). This technique is designed for use in the early stages of the decision-making process and can be used as a tool to evaluate the strategic position of different types of organizations. The elements in a SWOT analysis are:

1. Strength examines internal attributes that provide a competitive advantage, such as the availability of high-quality Robusta coffee plantations, scenic natural landscapes, skilled farmer groups, and established agrotourism infrastructure. These factors are analyzed to identify how they contribute to the site's value proposition and differentiate it from competitors.
2. Weaknesses analysis focuses on internal challenges, such as limited visitor facilities, inadequate promotion, remote location accessibility, and a lack of modern technology adoption in farming and processing activities. By identifying these weaknesses, strategies can be devised to mitigate their impact on operational efficiency and visitor satisfaction.
3. Opportunities analysis evaluates external factors that can be leveraged to enhance the agrotourism's

growth and sustainability. These may include rising interest in eco-tourism and educational tourism, increasing coffee consumption trends, and potential collaborations with local governments, tourism agencies, and educational institutions. Identifying opportunities helps in developing strategies to align the agrotourism's offerings with market demands and policy trends.

4. Threats element identifies external risks, such as competition from other agrotourism sites, economic fluctuations affecting tourism spending, and environmental challenges like climate change or pests affecting coffee plantations. By addressing these threats, the analysis aims to prepare proactive measures to ensure resilience and adaptability.

## Results and Discussion

### *Business Model Canvas Agrotourism Coffee Gunung Kelir Customer Segments*

The segmentation of visitors at Kopi Gunung Kelir Agrotourism is all tourists, both from around Semarang and outside the region from all walks of life. While the target audience is the young generation aged 17-30 years. The age group was chosen to be able to introduce coffee agribusiness activities with the hope that the coffee farmer profession could be engaged in and in demand by the younger generation. This is based on the fact that young people in Indonesia are reluctant to work in the agricultural sector (for reasons see research by Susilowati (2016), Kurniawan (2019), Ningsih & Sjaif (2015), and Arvianti et al. (2019)). The results of previous studies have shown that the majority of agrotourism visitors are in the age group of 26-40 years, followed by the age group of 18-25 years, so it is appropriate if the visitor segmentation in agrotourism is set at the age group of 17-30 years. In addition, the teenage age group prefers entertainment to relax themselves by visiting tourist attractions (Menbere & Menbere, 2017; Seong-Woo & Sou-Yeon, 2007).

### *Value Propositions*

The value proposition that is the advantage of Kopi Gunung Kelir Agrotourism is the existence of educational packages to visitors starting from the process of seed preparation, coffee planting, coffee plant care, harvesting and post-harvest, roasting to mixing barista-style coffee. Rahayu IV Farmer Group as the manager once won the National Food Security competition for Robusta Coffee commodities in 2013 which showed that the management of Robusta coffee farming management carried out by farmers was very good. Visitors are given the opportunity to taste their own coffee to taste for free. This shows agrotourism's confidence in the advantages of its coffee. There is also a



coffee shop that offers a wide variety of coffee drinks and local specialties. This result refers to Pratiwi that an agrotourism needs to further explore and develop its superior commodities to become a superior selling point compared to similar businesses (Pratiwi et al., 2021).

#### *Channels*

Determining the promotion channel needs to consider the target audience to be achieved, the promotional budget, as well as ways to differentiate yourself from competitors. By using the right promotional channels, agrotourism can increase the number of visitors and profits from its agrotourism business. The promotional channels used include inviting a number of local media to cover the Agrotourism area when there are certain events (see Heryadi (2019); Media Asuransi (2019); Pusparisa (2019); Tomi (2019)). This is done because by promoting in the mass media is able to have a wide area coverage (national, regional, or local), can be accepted by the wider public and trusted because it already has credibility. In addition, promotion through social media is carried out with the Instagram account @doesoen\_kopisirap. Social media is one of the cost-effective digital marketing methods that can be used to increase public awareness. The introduction of agrotourism can be better if accompanied by decent quality content (Kapriyanto et al., 2020; Palit et al., 2017).

#### *Customer Relationships*

In order to build good customer relationships, businesses must focus on providing a good and satisfying experience for customers. Kopi Gunung Kelir Agrotourism in building and maintaining good relationships with visitors is directly by providing the best service by prioritizing the slogan "Mlosok, Ngopi, Ngangeni" in service. Friendly, responsive, efficient service, and solving customer problems quickly and precisely are values that are always prioritized by agrotourism managers. The goal is that every visitor who comes is expected to get a pleasant experience on every tour package offered. So that visitors can share their memorable experiences and be able to influence friends/family to be able to visit this agrotourism. A memorable experience can also make the probability of visitors to visit again even greater (Kapriyanto et al., 2020; Susanti & Prabowo, 2019).

#### *Key Activities*

The key activities carried out at the research site are Robusta coffee services and products. The services provided include guiding visitors and providing education about Robusta Coffee Agribusiness including the process of seed preparation, coffee planting, coffee plant care, harvesting and post-harvest, roasting to

mixing coffee like a barista. Processing Robusta coffee into several drinks offered in coffee shops consisting of espresso, americano, cappuccino, *ekselsa*, and so on. Those activities are offered to introduce the potential possessed by agrotourism so that it can be an attraction and *prima donna* for visitors (Pratiwi et al., 2021; Priminingtyas, 2021).

#### *Key Partnerships*

The partners of Kopi Gunung Kelir Agrotourism are the Semarang Regency Government of Indonesia, Bank Central Asia (BCA), as well as coffee farmers whose land is used as a vehicle for education to visitors. The government plays a role in tourism and promotion through festivals held every year. The implementation of this event aims to introduce the existing cultural and tourism potential. This event is one of the promotional tools that can be used as a medium for strengthening social identity through local wisdom (Andiny & Safuridar, 2019; Hubaib, 2021). This agrotourism also partners with BCA as a companion in the development of agrotourism through the "Bakti BCA" program a.k.a. *Corporate Social Responsibility* (CSR). BCA's focus is on utilizing the potential of community-based tourism. Partnership with the community is a form of BCA's contribution to empowering the community to open business opportunities and create jobs for local communities by utilizing local resources. According to Andrianto & Damayanti (2018) and Puspitaningrum & Lubis (2018), the "Bakti BCA" program can improve the welfare of the assisted village communities, not only financial issues, but also the development and capacity of the community and how they can sell the potential of their own villages.

#### *Key Resources*

The resources owned by Kopi Gunung Kelir Agrotourism are human resources, financial resources and physical resources. The existing human resources are people in the agrotourism area, namely the people of Sirap Hamlet. This shows that community participation is the most important factor in the development of tourism villages. Wahyuni (2019) in his findings stated that the implementation of a tourism conscious attitude is expected to develop public understanding in tourist areas, so that in turn it will encourage people to participate fully in tourism. Financial resources include existing finances from both income and expenditure. The main income comes from admission and sales at coffee shops. According to Puspitaningrum & Lubis (2018) tourism villages must have a more varied source of income and not only rely on entrance tickets, considering the number of visits is not always crowded every day. Physical resources cover a coffee plantation area of 35 ha with the potential for Robusta coffee

production reaching 40 tons of coffee beans per year, coffee shop buildings, and supporting facilities such as prayer rooms, toilets, parking lots, and gazebos. The main facilities and supporting facilities need to be considered properly so that tourists who visit feel comfortable. Agrotourism facilities are very important to be available properly so that visitors can carry out their tourist activities smoothly and easily to give a good impression and satisfaction (Priminingtyas, 2021).

#### Cost Structures

Agrotourism is a type of business that combines tourism activities with the agricultural sector, so a good cost structure for agrotourism must consider two main aspects, namely the tourism aspect and the agricultural aspect. Kopi Gunung Kelir Agrotourism in running its business requires a cost structure in the form of fixed costs and variable costs. Fixed costs include employee salaries, the cost of raw materials in coffee shops, and income taxes. Variable costs include electricity costs and facility maintenance and repairs. The financing structure is well divided between coffee farming costs and tourism costs. In determining the cost structure at the research location, we have considered the selling price of the products or packages offered as well as competition factors with other agrotourism in the same area. The determination of the cost structure must be

considered carefully, until the price offered is not in accordance with the costs incurred, resulting in losses (Irhamna, 2017; Pratiwi et al., 2021; Susanti & Prabowo, 2019).

#### Revenue Streams

Agrotourism has several streams of income, including sales of agricultural products, sales of processed products, entrance fees, and tour packages. The sale of agricultural products carried out is roasted Robusta coffee products and powder produced from gardens or agricultural land in agrotourism locations and is their leading commodity. The price of coffee offered varies between IDR10,000 - IDR350,000 depending on the processing method. In addition, there are processed products, coffee drinks and traditional foods. The presence of processed products such as snacks and drinks can be an additional income. The entrance ticket fee for Kopi Gunung Kelir Agrotourism is IDR5,000 for motorbikes and IDR15,000 for family cars. The entrance fee can be used to finance the maintenance and development of agrotourism facilities. While the tour package offered consists of 3 packages, namely package 1 at a cost of IDR30,000/person, package 2 at a cost of IDR50,000/person, and package 3 at a cost of IDR100,000/person.

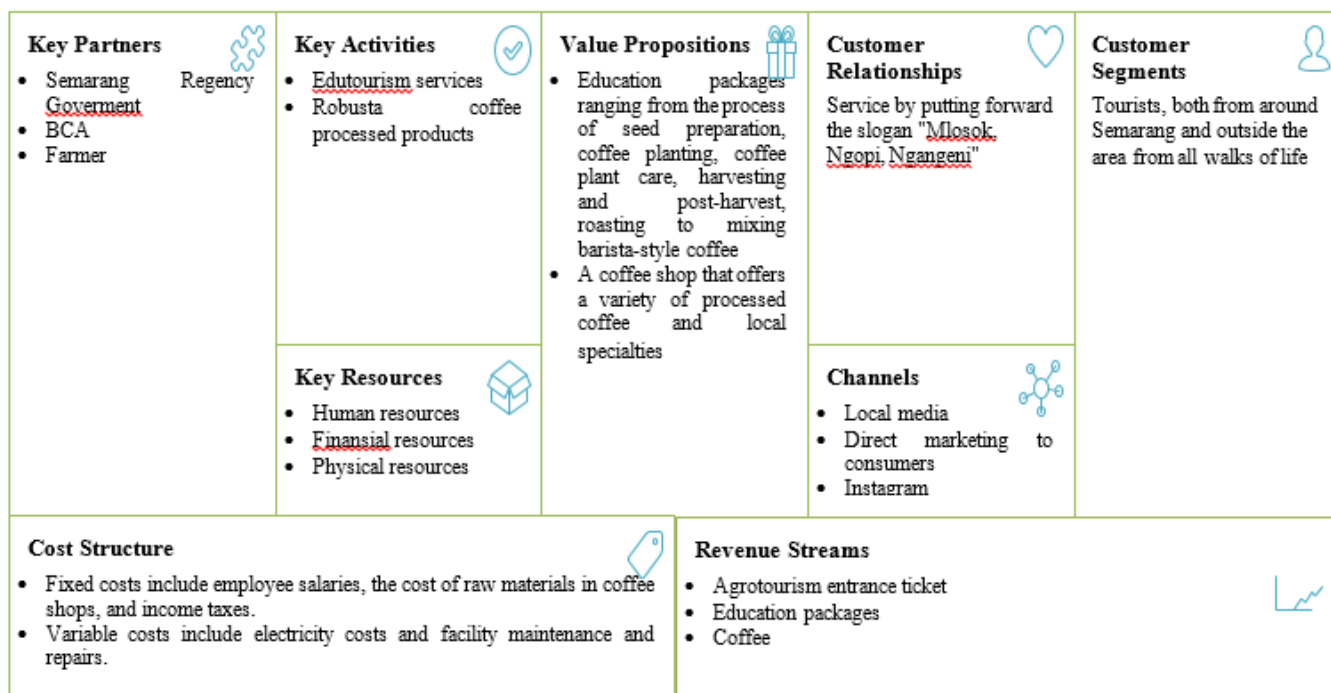


Figure 1. Business Model Canvas matrix

#### SWOT Analysis on Each Block Business Model Canvas

SWOT analysis aims to map conditions through strengths, weaknesses, opportunities and threats in each block of the Kopi Gunung Kelir Agrotourism Business

Model Canvas. Based on the results of observations and interviews with respondents, it can be seen the SWOT analysis in each Block of the Business Model Canvas in Table 2.

**Tabel 2.** SWOT Analysis on Each Block Business Model Canvas

Block	Strength(s)	Weakness (W)	Opportunity (O)	Threat (T)
Customer Segments	Target Visitors the vast range of all layers society, especially the younger generation	Tourism-based plantation/ There hasn't been much agriculture Interest younger generation	The popularity of the Coffee trend among the younger generation	There is no interest and interest from the younger generation to come to tourism-based plantation/ Agriculture
Value Propositions	Education packages ranging from the process of seed preparation, coffee planting, coffee plant care, harvesting and post-harvest, roasting to mixing barista-style coffee	Facilities or facilities supporting tour package activities are inadequate and still traditional	The only Coffee Plant-Based Agrotourism in Semarang	The emergence of other agrotourism with tour packages that are more attractive to the community
Channels	Marketing through media Social To reach the younger generation knowing the location is easier	Social media used is still limited to Instagram only	Can reach a wider community	Competitors do Marketing with The same way and more varied social media
Customer Relationships	Prioritizing the best service by putting forward the slogan "Mlosok, Ngopi, Ngangeni"	There is a difference in perception between the services offered by agrotourism and the expectations of agrotourism visitors	Utilization of social media platforms to be able to continuously interact with visitors	Better services that offered by competitors
Key Activities	Activity Service tours that use tour guide Facilitate Visitors to interact and the existence of a coffee shop that provides processed Robusta coffee from the garden	Tour guides who are not young so limited in activities are too heavy, while young tour guides do not have qualified knowledge	Activity marketing potential for Improved digitally	The end of generations of competent coffee farmers to guide the educational tours offered
Key Partnerships	Partners with the local government and BCA in terms of capital	Partners are still limited so they are limited to the financial and promotional side	Multiple parties who wants to Work together With Kopi Gunung Kelir Agrotourism	Interests Various parties the overlapping overlap and not Line
Key Resources	Has extensive coffee plantations with high Robusta coffee production potential	The lack of supporting facilities such as educational places that have not been separated from farmer groups, children's play facilities, and limited parking spaces	There are several location points that can be used for facility development	Limited human resources and capital for facility management and maintenance
Cost Structures	The existence of money cash from Farmer Groups and managers Kopi Gunung Kelir Agrotourism	The limited number of visitors makes the income not too much, but the costs still must be incurred	The existence of potential to Minimize costs incurred in accordance with priority necessity	Fixed costs such as employee salaries increase along with The passage of time
Revenue Streams	Flight Sign in Affordable	Only rely on income Main of the ticket Entrance and Coffee Shop	There is the potential to increase sources of income from existing activities	Other agrotourism many are release Ticket/no fee ticket

*Development strategy on each block of Business Model Canvas*

Each Business Model Canvas block that has been analyzed by SWOT (table 2) is then prepared a

development strategy plan by capturing opportunities with their strengths to minimize weaknesses and threats that exist in Kopi Gunung Kelir Agrotourism.

**Table 3** Development Strategy for Each Block of the Business Model Canvas

S-O Strategy	W-O Strategy
Optimizing your potential Taking advantage of the "Coffee" trend in eco-based travel Expansion of parking and access roads Community empowerment by presenting handicrafts as souvenirs	1. Produce a greater variety of processed arabica coffee beverage products in coffee shops 2. Improve the quality of human resources 3. Optimize the use of social media by venturing into other social media such as TikTok, YouTube, etc.
S-T Strategy	W-T Strategy
Improve superior facilities & infrastructure, so as to create visitor attraction Human resource training in agrotourism management, especially for the younger generation of members of the Rahayu IV Farmer Group Add child-friendly facilities such as a children's play area	1. Separating between the special location of the tour package offered with the farmer's / group's 2. Adding sponsorship for agrotourism development 3. Often hold events for promotional activities

Strength-Opportunity (S-O) strategy, is a strategy that utilizes internal strengths to benefit from external opportunities. The alternative strategies obtained are: 1) Optimizing the potential owned; 2) Utilizing the "Coffee" trend in environment-based tourism; 3) Expansion of parking areas and road access; and 4) Community empowerment by presenting handicrafts as souvenirs.

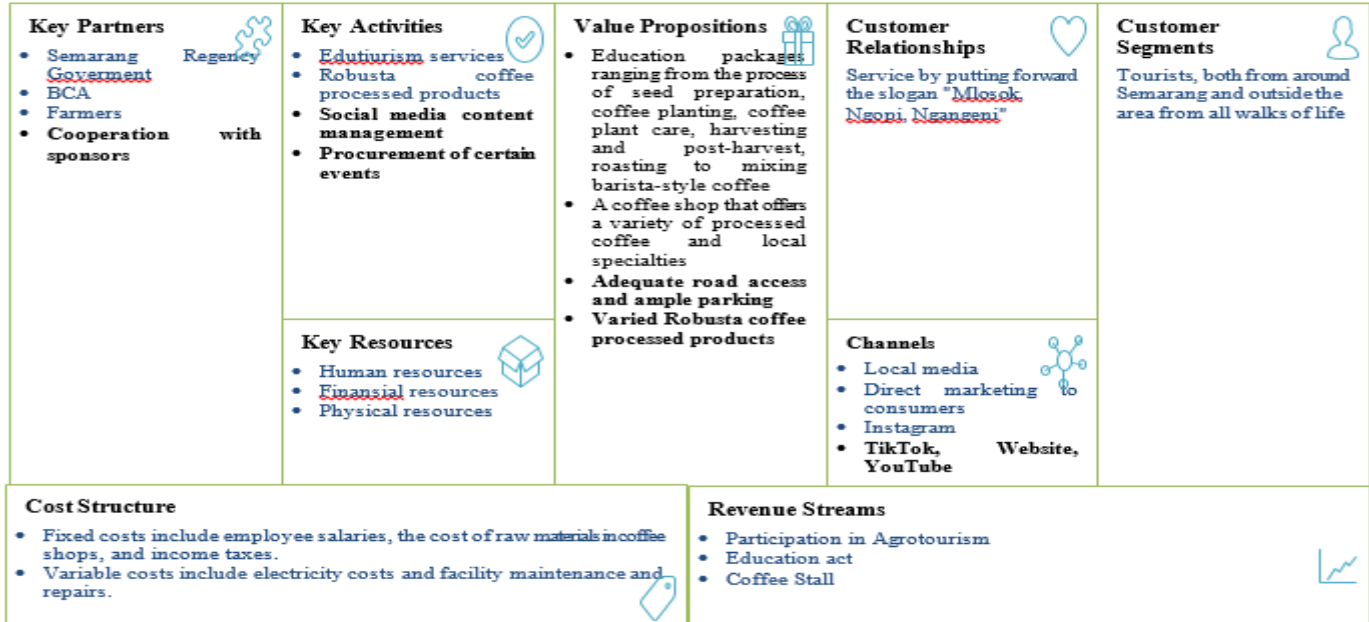
Weakness - Opportunity (W-O) strategy, is a strategy that aims to improve internal weaknesses owned to take advantage of opportunities owned. The alternative strategies are: 1) producing a greater variety of processed arabica coffee beverage products in coffee shops; 2) improve the quality of human resources; and 3) optimize the use of social media by penetrating other social media such as TikTok, YouTube, etc.

Strength-Threat (S-T) strategy, is a strategy that uses the company's strengths to face existing challenges and avoid the impact that will be caused. The alternative strategies obtained are: 1) increasing superior facilities & infrastructure, so as to create visitor attraction; 2)

training human resources in agrotourism management, especially among the younger generation members of the Rahayu IV Farmer Group; and 3) provide child-friendly facilities such as children's play areas.

Weakness-Threat (W-T) strategy, is a strategy directed at reducing internal weaknesses and avoiding the impact that will be caused. The alternative strategies obtained are: 1) separate the special location of the tour package offered with the farmer/group's; 2) provide sponsorship for agrotourism development; and 3) organize events for promotional activities.

The Business Model Canvas in Figure 2 is a development of the Business Model Canvas in figure 1. The results of identifying strengths, opportunities, weaknesses, and threats as well as formulating strategies carried out are then poured back into the BMC block. The BMC block in figure 2 already displays several opportunities with strengths to minimize existing weaknesses and threats. The following is a strategic plan for the development of Kopi Gunung Kelir Agrotourism.



**Figure 2.** Business Model Canvas Matrix Development



As a result of the development of the BMC Matrix, the main focus is on developing an S-O strategy that leverages the power of agrotourism to capture opportunities in the business environment. In this case, agrotourism must minimize its weaknesses to avoid existing threats. By utilizing its strengths, agrotourism can take the right strategic steps to capture these opportunities and reduce weaknesses and threats that may exist. Therefore, the development of a BMC matrix that focuses on the S-O strategy can help companies optimize potential and generate greater profits.

The results of the study recommend to develop existing key partnerships with more cooperation with sponsors. By cooperating with sponsors who have strong and popular brands, agrotourism can increase their exposure and brand image. Cooperation with sponsors can allow organizations or individuals to leverage the sponsor's image and reputation to enhance their own image. This condition is expected to attract more visitors to come to visit. This result is in line with Salma's findings that sponsorship cooperation is proven to have an influence on brand awareness so that it can be said that the message that the company wants to convey through sponsorship can be conveyed quite well (Salma, 2017). In addition, working with sponsors can provide access to new resources and expertise that can help agrotourism in their development and growth. Sponsors can provide training, mentorship, or mentorship in specific areas relevant to agrotourism activities.

Another recommendation on key activities is to improve marketing quality by managing content on Agrotourism social media accounts consistently so that tourists always get updated information so that they are interested in visiting. Content creation that is consistent, interesting, and always shows the value of excellence Agrotourism aims to stand out and be superior to competitors. Social media that has the potential to be optimized for management is TikTok. Through attractive video promotions, it can reach more users, especially young age groups who are the main targets of this agrotourism. Research by Jannah et al. (2022), Fitri & Dwiyantri (2021), and Azhari & Ardiansah (2022) shows that promotion through TikTok can increase user awareness of the products offered and can increase the number of sales.

Value proportion recommends improving an adequate road access and extensive park. Adequate road access and spacious parking are important to ensure ease of access and comfort in activities in a location. Good road access is one of the important factors in the success of agrotourism. Poor road conditions can hinder access to agrotourism sites and reduce tourist attraction. Inadequate roads can prolong travel time and cause inconvenience to visitors. This can reduce the attractiveness of agrotourism and ultimately have an

impact on decreasing the number of tourists. Susanti & Prabowo (2019) in their research stated that difficult and remote location access makes it difficult for people to find tourist destinations which then have an impact on the number of visitors present.

## Conclusion

The results showed that the development of the BMC Matrix was carried out by prioritizing the S-O strategy that utilizes the power of agrotourism to capture opportunities in the business environment. In this case, agrotourism must minimize its weaknesses to avoid existing threats. The recommended Kopi Gunung Kelir Agrotourism development strategy plan for increasing the number of visitors includes: Expansion of parking areas and road access; Optimizing the use of social media by venturing into other social media such as TikTok; and Collaborate with more sponsors to raise awareness. The weakness in this study is that it does not measure/analyze what aspects of agrotourism are priorities for improvement. It could be that the strategy that has been formulated is not / has not become an urgency for improvement to be able to increase the number of visitors. In addition, research can take more information to respondents as visitors.

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## Author Contributions

M.B. and M.A.S.: Conceptualization, developing ideas, analyzing, writing, reviewing, responding to reviewers' comments; S.W.: overseeing data collection; S.W., M.K.: analyzing data, reviewing scripts, and writing.

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## Conflicts of Interest

The authors declare no conflict of interest.

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