AGROTOURISM BUSINESS STRATEGY WITH BUSINESS MODEL CANVAS APPROACH

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ABSTRACT

The rapid development in the world of tourism has become a special attraction for research, especially for agro-tourism businesses with a lot of potential. Therefore, a business model and strategy are needed that are appropriate and suitable for agro-tourism businesses by analyzing the strengths, weaknesses, opportunities, and threats currently being faced as well as developing a business model that will be implemented in the future based on the business model canvas. The research method uses a qualitative descriptive method with the research location at the Rekadena agrotourism business, which is located in Jeruju Besar Village, Kubu Raya Regency, West Kalimantan Province. The variable consist of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The result of the research are segmented consumer segmentation, channels run by agro-tourism in the form of communication, distribution, and direct selling, as well as providing personal assistance and relying on service quality. Rekadena’s agro-tourism motivation in establishing partner relations is the acquisition of resources and activities. In addition, the cost structure of rekadena’s agro-tourism shows that the biggest cost factor in the company is employee salaries.

Keywords: Agro-tourism, Business Model Canvas, Business Model, Business Strategic, West Kalimantan Province
INTRODUCTION

One of the orientations of alternative forms of tourism as sustainable tourism is agrotourism (Domínguez-Gomez and Gonzalez-Gomez 2017). The shift in global tourism trends affects the development of agrotourism around the world (Handayani 2016). Agrotourism is a business innovation in the farming system to attract visitors and offer experiences for visitors so that it can increase economic activities that have an impact on increasing income (Budiasa 2011). Agrotourism has a beneficial influence not only in the form of material products but also in immaterial products such as service activities (Lopez and Garcia 2006). Agrotourism with diverse and unique agricultural commodities can be a strong attraction (Aridiansari, Elih, and Puji 2015).

The condition of recent economic development, many businesses in various sectors have sprung up but many have fallen, one of which is the agrotourism business. The narrower ownership of agricultural land in addition to fragmentation is also the increasingly widespread land use change that is growing rapidly in urban areas which causes the loss of productive land (Handayani 2016). Some of the problems of agrotourism business are undeveloped tourism products, lack of capital planning and concrete business objectives and organizations, minimal management of agrotourism areas that cause a decrease in the number of tourist visits, and the absence of improvements in road accessibility advice and infrastructure, clean water, parking areas, toilet facilities, shopping and accommodation around agrotourism (Lopez and Garcia 2006; Sariyoga, Gunawan, and Wahyu 2016; Susanti and Prabowo 2019). In this case of agrotourism in Kubu Raya Regency, which is related to the lack of activities that can attract visitors, limited human resources, inadequate infrastructure, minimal area management causing low efficiency and effectiveness of agrotourism production, unreliable human resources, not finding the right channel in communicating and distributing their business, lack of interaction with consumers either directly and indirectly, unsegmented consumers, and other factors.

The minimal management model and lack of concrete capital planning and organizational goals cause the management of this business has not been able to overcome the problem optimally. The inability of businesses to anticipate changes appropriately is generally due to the organization or business not knowing its shortcomings and not knowing its environmental conditions. In addition, competition in the increasingly tight business world makes a company or business must have a new vision, mission, and ideas to be able to adapt to changes in its environment (Eppler, Hoffman, and Bresciani 2011).

Therefore, shifting the target market is necessary to understand the desires of consumers in the future using the right choice of strategy and business model, to be able to seize current market opportunities with unique and different competitive from other competitors. Porter (1996) states that strategy is seen as a position in which decision-making regarding products and services is offered through differentiation, while according to Peter Drucker, strategy as a perspective in business decision-making, namely conceptual. The requirement for a
company or business to succeed in competition is to try to achieve the goal of creating and retaining customers (Amreny 2012). The process that shapes value and recaptures and represents the reality of that value is the business model (Shafer, Smith, and Linder 2005).

This research applies business models to agrotourism businesses to synthesize agricultural economic information in different ways. This business model canvas is a tool that conveys a clear view of what the company needs to achieve and focuses on the most crucial strategic elements that will have a major impact on the business (Osterwalder, Pigneur, and Tucci 2005). This business model is presented in the form of a canvas which is divided into nine elements and is widely researched and applied exclusively in various business fields, one of which is the agrotourism business. Agrotourism is a business innovation in the farming system to attract visitors and offer experiences for visitors so that they can increase economic activities that have an impact on increasing income (Budiasa 2011). When clearly understanding a business model, it can provide a high level of strategic alignment that can ultimately support strategic competitiveness (Casadesus and Ricart 2010).

Based on the explanation above, this study aims to describe the business model of future agrotourism businesses that will be used to find a balance between aspects of new business opportunities and aspects of competitive advantage with nine elements in the business model canvas (Kajanusa et al. 2014; Osterwalder and Pigneur 2010).

**RESEARCH METHODS**

This research is descriptive qualitative because it can explore information optimally and describe in detail the problems phenomena that apply today in Rekadena agrotourism. The selection of research sites was carried out purposively with the consideration that the Rekadena agrotourism business located in Jeruju Besar Village, Kubu Raya Regency, West Kalimantan Province meets the characteristics of agrotourism that are worthy of research. The research data collection method uses direct observation of events in the field, interviews by providing a list of questions, and literature studies (Sugiyono 2019). The collection of 11 respondent samples was carried out purposively through consideration based on field observations in August 2022 with consideration of the level of influence on agrotourism businesses. This respondent consists of 1 key informant that is the owners and 10 ordinary respondents. Questionnaires were used to obtain information from agrotourism owners, suppliers, government, and eight visitors. The research variables consist of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure using nominal scale measurements (Osterwalder and Euchner 2019). The stages of data analysis consist of first identifying the elements of the business model canvas Rekadena agrotourism (Disa, Nurmalina, and Syuaib 2017). The second stage is to identify the strengths, weaknesses, opportunities, and threats of each element of the Rekadena agrotourism business model canvas qualitatively (Disa et al. 2017; Mustaniroh,
The strengths and weaknesses of Rekadena agrotourism were identified through interviews with Rekadena agrotourism and the identification of nine elements of the business model canvas. Opportunities and threats are identified through interviews with Rekadena agrotourism and surrounding suppliers accompanied by identification of the business model environment containing four perspectives to assess the elements of a business model obtained from observation and literature study. The third stage is to group the identification results into a table containing strengths, weaknesses, opportunities, and threats (Disa et al. 2017). The final stage is to determine the strategy through design, improvement, and business model canvas innovations.

RESULTS AND DISCUSSION

Overview of Rekadena Agrotourism

This rekadena agrotourism provides various facilities in its business such as restaurants, picnic areas, flying foxes, archery, canoes, fishing spots, and aesthetic photo spots. There are also plantation areas and other crops that can offer recreational facilities based on agricultural education. Visitors can also enjoy various kinds of special cuisine served by the restaurant. In the beginning, this agrotourism business did not happen suddenly but slowly with renovations carried out which began by converting two areas that were originally chicken coops into relaxing areas for visitors. The area of land owned by rekadena agrotourism is 8 Ha with the main commodity planted coconuts. About 2.5 Ha has been converted into a tourist area and the rest is still land with coconuts.

This business began operations on March 3, 2019, but previously only accepted reservations from 2011. This business has three types of products/services offered, including agrotourism, restaurants, and outbound. Initially, the services offered by rekadena agrotourism were only outbound because it had become a mainstay with restaurants that used the reservation system even before the rekadena was open to the public. Reservations made also have conditions such as being required to pay half the price of the order for a down payment and a minimum number of visitors of 10 people. For agro-tourism products themselves, currently only provide herbal plants and coconut, while for restaurants there are many menus that on average some of the raw materials come from their gardens. One example is the rujak menu where some fruits have been fulfilled from the garden and only pineapples are purchased from outside, as well as tilapia that is served also from the pet ponds.

The vision of rekadena agrotourism is to become an agro-based educational tourism center in 2030 and the mission of rekadena agrotourism is to develop an agriculture-based tourism industry and agricultural cultivation products and increase the added value of agricultural products by applying agro-technology, the organizational structure of CV Agorekadena can be seen below in the following figure.

Each group substance has the following duties, namely 1) commissioners as owners of CV Agorekadena by regulating the course of activities and supervising the activities and operations of the company; 2) Directors serve
as leaders, managers, and direct employees in accordance with company objectives and control, maintain, and manage company assets; 3) Assistant Manager of Administration serves as an administrator of administrative governance and prepares accommodation and tickets; 4) Assistant Manager of Marketing serves as a tool maker for marketing programs and information on social media; 5) Human Resource Development serves as employee development, evaluation, consultation, and compensation; 6) The head of the restaurants serves as the director of the kitchen employees, providing comfort services to visitors, and managing the inside of the restaurant to employees in case of shortage of food tools and groceries; 7) The Head of Agricultural Cultivation serves as an idea maker in tourism development, becomes an MC in outbound events and beautifies agrotourism by utilizing the resources owned.

**Business Model of Rekadena Agrotourism**

Business model canvas is the best way to review business strategy and visualize ideas in the form of description of value propositions, customer, infrastructure, and finance (Amanullah et al. 2015). The following description and picture of the business model canvas rekadena agrotourism can be seen in figure 2 below.

![Business Model Canvas of Rekadena Agrotourism](Image)
A customer segment is a group of people who are targeted, reached, and served by the company and those who contribute to providing benefits to the company (Osterwalder and Pigneur 2010; Royan 2014). Consumers of rekadena agrotourism consist of family segments, schools, as well as employees of companies and government agencies. These three segments have similar but varied needs and problems. The family segment chooses for relaxing recreation and enjoying beautiful scenery, while the segment of school residents and office employees chooses rekadena agrotourism as a place for recreation related to outdoor activities such as outbound and other school activities such as character development. The main customer of rekadena agrotourism is currently the office employee segment which can reach 30 to 200 people per activity carried out. Consumers of rekadena agrotourism are categorized as segmented types because they differentiate market segments from their respective needs and problems. Value propositions are added value offered by companies to customers (Osterwalder and Pigneur 2010). Rekadena agrotourism provides added value for its customers by offering recreational experiences and outbound activities consisting of archery, Rock climbing, flying fox, fishing, and canoeing. In terms of performance, rekadena agrotourism improves performance for restaurants and outbound such as providing food packages along with outbound activities and compensation (risk reduction) if there is a delay in serving food when ordering. Channels are a means by which companies provide information about their services and products to customers (Bask, Tinnila, and Rajahonka 2010). Rekadena agrotourism provides information through communication, distribution, and direct sales through social media, promotion to official agencies and schools, and participating in regional tourism events. For now, the form of agrotourism channels is to develop reach and utilize partner strengths as a form of distributing the value propositions offered. As for the channels in the form of tourism events themselves, agrotourism rekadena is only still within the scope of the district and has not held its own events. Rekadena agrotourism in increasing visitor awareness about nearby tourism through active promotion on social media and also periodic visits to company and government offices and schools. Customer relationships are how companies foster relationships with their customers (Osterwalder and Pigneur 2010). Rekadena Agrotourism in fostering relationships with its customers currently relies on the quality of employee service that is maintained such as cleanliness, comfort, friendliness, and politeness of employees in providing services. The type of customer relationship established by rekadena agrotourism is personal assistance in the form of customers communicating with employees to get assistance during the sales process and the end of the purchase. Rekadena agrotourism also provides reservation services via WhatsApp as a form of fostering relationships with customers through a minimum order reservations of 30 people per reservation service. The minimum number of bookers is applied because it is related to the agrotourism consumer segment, rekadena is currently an office employee as the largest consumer. Revenue streams are a description of revenue streams building that a
company gets from its consumers (Osterwalder and Pigneur 2010). The income received by rekadena agrotourism comes from the sale of food in restaurants, entrance tickets, game tickets, coconut, areca nut, ornamental plants, and cocopeat. The largest revenue comes from food sales at restaurants and game tickets containing outbound activities. The restaurant itself sells a variety of food menus, and packages, and also sells agricultural fruits at a very affordable price of Rp 5,000 per bag. The menu prices of the best-selling restaurants are picnic packages for IDR 750,000 for 8-10 people with the additional bonus of free entrance and parking tickets, and 3 tickets for flying fox rides, and picnic properties. The second package is a tampah package for IDR 275,000 for 4 people with a bonus of free entrance and parking tickets. The last package is the saung package for IDR 295,000 with a bonus flying fox ticket for 2 people. Product selling prices that are affordable and suitable for customers can significantly affect the interest in repeat or return purchases (Sari et al., 2016). Currently, rekadena agrotourism also markets its plantation products in the form of coconut and areca nuts to the vicinity of Kubu Raya Regency through middlemen.

Key resources are a description of assets owned by the company. To begin with physical resources include land, buildings, animals, plants, and facilities in rekadena agrotourism. Animal resources consist of pigeons, rabbits, geese, and ducks. As for plants, it consists of ornamental plants, fruits, and herbs. Herbal plants consist of turmeric, red ginger, white ginger, lemongrass, galangal, and ginger. Ornamental plants themselves consist of paper flowers, palms, firs, muning, red rubber, aglonema, and others. Furthermore, fruit plants consist of mango, banana, jackfruit, orange, soursop, chocolate, breadfruit, star fruit, water guava, Jamaican guava, passion fruit, dragon fruit, date apple, kedondong, lemon, and avocado.

In addition, human resources have the function of carrying out the company’s duties and responsibilities to achieve company goals (Disa et al. 2017). Human resources of rekadena agrotourism include employees with part of the surrounding community working in rekadena agrotourism consisting of 2 managers, 2 marketing employees, and 15 ordinary employees. Such ordinary employees consist of cooks, cashiers, restaurant waiters, entrance stand guards, and gardeners. Creating jobs not only improves the quality of life but also affects socioeconomic aspects (Kurnianto et al. 2013). Jobs involving local communities can improve the welfare and economy of the community itself (Febriandhika and Kurniawan 2019). Furthermore, Rekadena agrotourism financial resources are capital. This resource is very important for agrotourism rekadena because it is related to the availability of capital that will be used to run its business such as cash to recruit and pay employee wages and purchase raw materials for restaurants.

Key activities are the most important things that must be done by the company to determine the success of its business model so that it can provide added value. Key activities of rekadena agrotourism consist of marketing activities, namely promotions carried out to introduce
tourist attractions and restaurant services and products through social media and visits to agencies, sales of food and beverages in restaurants, and sales of agricultural products such as fruits. Control activities are in the form of maintaining and repairing damaged facilities, as well as maintaining plants and maintaining the quality of restaurant raw groceries. Its operational activities include outbound activities, purchasing raw groceries, the production, and packaging of restaurant products and agricultural products, adding facilities, and recording other necessary expenses. Other activities carried out by agrotourism, in addition to providing services to visitors, also include the production process of agricultural products in the form of fruits as one of the added values that will be offered to visitors. The restaurant products themselves offer unit and package menus, but the menu with the form of packages is most in demand by some visitors who make reservations. Rekadena outbound products have several types of games that can be played by children, teenagers, adults, and agencies. Outbound is an outdoor activity carried out with several games individually or in groups.

Key partnerships rekadena agrotourism is a supplier and faculty of agriculture. Suppliers of raw materials consist of communities around agrotourism such as tilapia farmers, while the faculty of agriculture is a forum for student education and training through the exchange and application of agricultural science. The type of motivation in building partners established by agrotourism rekadena is the acquisition of certain resources and activities through partnerships with agricultural faculties and the reduction of risk and uncertainty through raw material supplier partnerships. These partnerships arise because of the need to acquire knowledge, licenses, or access to customers by relying on other partners to supplement their company's resources (Osterwalder and Pigneur 2010). The cost structure is a description of the costs incurred by the company in its business model (Osterwalder and Pigneur 2010). The cost structure incurred by rekadena agrotourism consist of fixed costs, namely electricity costs, internet costs, marketing operations, tax costs, and employee salary expenditures. Meanwhile, the variable cost of agrotourism consists of the cost of restaurant raw materials, the cost of adding facilities, depreciation costs of goods, the cost of repairing and maintaining facilities. Furthermore, the largest expenses are found in employee salaries for full-time ones ranging from Rp 14,000,000 – Rp 20,000,000 for directors, managers, HRD, and marketing, while for part-time with working days Friday, Saturday, Sunday and ordinary employees range from UMR Kubu Raya Regency. The smallest expenditure incurred by agrotourism rekadena is internet costs like wifi.

The cost structure applied by agrotourism rekadena is cost-driven that focus on minimizing costs. Rekadena agrotourism strives to minimize costs associated with production, while still providing a quality value proposition to customers. Minimizing costs is done by increasing and efficiently existing resources in the company as well as the application of special production techniques (Mustaniroh et al. 2020). Rekadena agrotourism does this by applying special techniques in caring for plants, replacing
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lime materials by using eggshells left over from restaurants, changing coconut husk as a planting medium, and animal feed from restaurant food waste. For the restaurant itself, rekadena agrotourism minimizes the cost of purchasing fish by buying fish seeds which are then raised in fish ponds that are already available.

Based on the results of business model canvas mapping from agrotourism rekadena, it was obtained to identify strengths, weaknesses, opportunities, and threats in the business model. This identification is carried out to explain the strengths, weaknesses, opportunities, and threats factors possessed by each element of the Business Model Canvas, which when combined with the mapping results can provide four perspectives of assessment and the necessary focus and evaluation on the business model and its elements (Disa et al. 2017; Osterwalder and Pigneur 2010). The results of the analysis of strengths, weaknesses, opportunities, and threats factors used to improve the current BMC rekadena agrotourism can be seen in the Table 1.

Based on the results of the identification of the nine elements of the business model canvas, it produces a strategy in the form of adding each element as an improvement to the existing business model, and can be a recommendation for agrotourism rekadena. This strategy is used to improve the agrotourism business by improving the business model canvas. Improvements are accompanied by innovation will be obtained improvements in the form of BMC elements that can be reduced, eliminated, raised, or maintained and can even be made as new components (Disa et al. 2017).

Based on Figure 3 above, the following is a description of improvements regarding each element and its strategy. Customer segments are low customer movement so agrotourism can add community segments and young people as new additions to reach a wider range of markets. The addition of the community owned by rekadena agrotourism is very useful to increase brand awareness, namely the community is used as a distribution channel to market its products and services. In addition, the community can be a medium for brainstorming between business people to increase insight and knowledge and overcome problems in introducing products, increasing sales, facilitating research to understand consumer tendencies and the products they are interested in, and seeing the potential to increase customer loyalty with more intense interaction between business people and consumers (Puspitawati, Cahyani, and Hertati 2022). The value propositions offered by agrotourism are currently very different so there are opportunities such as creating new services and products without ignoring the threat of imitation from other tourism. Rekadena agrotourism can add variations to restaurants menus and games, creating agrotourism that is famous for its distinctive characteristics, namely outbound with other game variations. This variety of tour packages can be made into regular tour packages containing fruit picking tours and touring the garden, general educational tour packages for general visitors, and educational tour packages for students (Kurniawati and Marlena 2021).

Channels of rekadena agrotourism have a weakness in their distribution, both through Instagram and coming to companies and schools that have not been efficient and effective, so
### Table 1 Analysis Results Based on BMC Elements

<table>
<thead>
<tr>
<th>Elements</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer segments</td>
<td>Low customer displacement</td>
<td>The owned resources are not ready to work on all segments and wider market areas</td>
<td>New segments on yoga community, nature lovers community, and young people</td>
<td>Trends in society are changing</td>
</tr>
<tr>
<td>Value propositions</td>
<td>the availability of game and food packages, also beautiful scenery</td>
<td>Efficiency and effectiveness have not been maximized in delivering value propositions</td>
<td>Creating new services and products</td>
<td>A high potential for imitation of services</td>
</tr>
<tr>
<td>Channels</td>
<td>Social media, tourism events, and reservations</td>
<td>Distribution channels have not been efficient and effective</td>
<td>Competitors still do not have good and adequate channels yet</td>
<td>Competition between companies or similar business</td>
</tr>
<tr>
<td>Customer relationship</td>
<td>Quality of service and reservations, as well as compensation</td>
<td>Unavailability of service monitoring system by agrotourism</td>
<td>Visitor loyalty, automatic service, and co-creation</td>
<td>Relations with suppliers and visitors deteriorate</td>
</tr>
<tr>
<td>Revenue streams</td>
<td>The biggest source of income comes from restaurants and outbound</td>
<td>Sales bookkeeping that is still inefficient and small margins</td>
<td>Addition of other source of income and creation of business partners outside agrotourism</td>
<td>Increase in raw material prices</td>
</tr>
<tr>
<td>Key resources</td>
<td>Large land and available capital</td>
<td>Incompetent employees</td>
<td>Increase in visitors, addition of machines or technology</td>
<td>Disruption to technology and land</td>
</tr>
<tr>
<td>Key activities</td>
<td>Restaurant and outbound</td>
<td>Archery activities are lacking of enthusiasts</td>
<td>Variety of restaurant menus and outbound activities</td>
<td>Inflation and boredom of society</td>
</tr>
<tr>
<td>Key partnerships</td>
<td>Vision and mission in line with business partners</td>
<td>Efficiency and effectiveness in establishing cooperation have not been maximized</td>
<td>Cooperation with other parties such as influencers, hotels, and travel agents</td>
<td>Competitor and government intervention in business</td>
</tr>
</tbody>
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they can improve the distribution channel system that can be done to increase awareness about the existence of rekadena agrotourism such as branding by building an identity that will be remembered by consumers. Corporate identity in a company is an important aspect because a company without a clear identity will run without goals and direction (Pajriana et al. 2017). This makes rekadena agrotourism as a provider of recreational facilities less well known, so there is a need for a characteristic design on the rekadena yard that can create a good image in the minds of consumers so as to increase awareness about the existence of rekadena agrotourism.

Revenue streams from rekadena agrotourism currently have the opportunity to create new sources of income, judging from the many opportunities in developing land that is still uncultivated. Rekadena agrotourism can also take advantage of the remaining products of coconut and areca nut plantations, which can be processed into typical souvenirs of rekadena agrotourism, which can increase sources of income, as well as tickets from the addition of completeness of rekadena agrotourism facilities such as equipment rental for fruit picking tours. Rekadena agrotourism can also upgrade technology in the cashier section by providing a manual cash register or touchscreen cash register on Android to facilitate the breakdown of income and collection of visitor databases. Rekadena agrotourism can build relationships with customers through special personal assistance, such as tour guides for agro-tourism. Rekadena agrotourism can also provide automatic services, which are services that can recognize customers and their characteristics and offer information related to orders or transactions, such as automated messages when there is a new offer available. Furthermore, rekadena agrotourism can also do co-creation, such as creating value with customers by inviting visitors to leave reviews with Instagram tags that will be reposted by rekadena, which will then create interaction value for other visitors.

Key resources of rekadena agrotourism have a weakness with unskilled human resources and can be a threat if rekadena does not take appropriate action which will certainly miss the opportunity for an increase visitors due to limitations in serving due to unreliable human resources. Rekadena agrotourism can upgrade human resource skills, especially those of ordinary employees, by creating training and development activities for their human resources to overcome their weaknesses. One of the management problems faced by agrotourism is low human resource skills. Professionalism and low labor skills are internal problems of rekadena agrotourism, which certainly have an

<table>
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<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost structure</td>
<td>Fixed costs and predictable</td>
<td>Cost of adding facilities and</td>
<td>Looking for investors to</td>
<td>Inflation and bankruptcy</td>
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<td></td>
<td>variable costs</td>
<td>inefficient bookkeeping flow</td>
<td>invest</td>
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Source: primary data analysis, 2022
impact on the low productivity of agrotourism and become an obstacle for rekadena in developing its agrotourism. Training and development are needed by employees to improve their abilities, skills, and knowledge (Khurotin and Afrianty 2018). Furthermore, rekadena agrotourism can form an analysis and evaluation team for agrotourism developments and applicable regulations to adapt quickly.

Key activities of rekadena agrotourism have an opportunity by creating variations in restaurant menus, variations of plants and animals, and variations of games and outbound activities to overcome visitor boredom that can be a threat. Rekadena agrotourism can increase the variety of fruit and vegetable plants, provide breeding animals such as birds, sheep, poultry, and ornamental fish by making yards, and create a nursery area that can certainly support the creation of new product lines and services such as fruit and vegetable picking tours, tours to see animals, which surely fulfill the recreational needs of the people of Pontianak and its surroundings. Rekadena agrotourism can improve supporting facilities, and create marketing and operational systems that are follow the external and internal environments. Rekadena agrotourism can conduct weather monitoring through applications to predict upcoming weather and also supply raw materials using their land. Increasing activities that can also be done by agrotourism is by producing souvenirs, and these souvenirs must have characteristics such as processed coconut dodol by rekadena, adding variations of restaurant menus such as processed coconut jelly with packaging in the form of real coconut to make it attractive, foods with rural nuance such as roasted sweet potatoes or kolak, roasting corn, and fruit picking tours, swimming pools, yoga events together, camps, ATV track activities, and holding race activities that can attract visitors to come and expand market segments.

Key partnerships in rekadena agrotourism can also work with influencers to promote agrotourism, which can certainly attract more visitors and increase visitor insight into the existence of nearby tourist sites, as well as establish more intense cooperation with the government and private parties in human resource training programs and other programs. Furthermore, agrotourism can also work with the community to organize small events so that agrotourism productivity is maintained, which can also be an added value in itself. In addition, agrotourism can also take advantage of travel agents and hotels to promote their products and services through cooperation (Susanti and Prabowo 2019).

The cost structure of rekadena agrotourism can invite investors to invest their capital to support the needs and completeness of agrotourism facilities to maximize operations. Rekadena agrotourism can also do bookkeeping by utilizing technology such as special online accounting software so that it can make it easier for business actors to input and control sales data easily and get new reports regularly. Business actors in achieving company goals to get optimal profits and access to capital need optimization of good financial governance and implementation of business digitalization in achieving success for business actors (Puspitawati et al. 2022).
CONCLUSION

Based on the result of this analysis and discussion, it can be concluded that the researcher provided several suggestions, including the implementation of good land management, including front land and parking area that is slightly sandy and making drainage on the land. This is so that visitors feel comfortable when passing through or parking their vehicles when the weather is sunny or rainy. Awareness of the importance of agrotourism business and its existence in improving the quality of human resources, income of the surrounding community, as well as variations of plants and animals developed, so that the support of facilities and infrastructure is needed to improve the sustainability of agrotourism business in Kubu Raya Regency.

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