

## Development Strategy for Agrotourism at PT. XPRO-AGROTAMA, Gunung Mulya Village, Tenjolaya District, Bogor Regency

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### ABSTRACT

*This study seeks to uncover critical elements, industry insights, and problems affecting the advancement of agribusiness and agrotourism at PT. Xpro Agrotama Cinangneng, located in Gunung Mulya Village, Tenjolaya District. The objective is to de-sign a plan utilising the Business Model Canvas to transition to agrotourism or agrotourism. Agrotourism integrates agriculture and tourism, allowing visitors to engage with rural life and farm-ing practices for enterprises such as PT. Xpro Agrotama, engaged in aquaculture and agrotourism, presents a promising prospect for diversification by utilising natural resources, human capital, and local attractions. The research employs the Business Model Can-vas to discern strategic opportunities. Business-to-business (B2B) and Business-to-Consumer (B2C) strategies are analysed, empha-sising cus-tomer trust, booking systems, visitor happiness, and re-source uti-lisation. Results indicate that PT. Xpro Agrotama em-phasises trust and dedication in its reservation methods while guaranteeing tour-ist happiness. The company effectively employs natural and human resources, providing nature and fishing tour-ism. PT. Xpro Agro-tama possesses significant potential for expan-sion into agrotour-ism by capitalising on its internal strengths and external prospects. This technique may facilitate the development of tourism villages in Bogor Regency, fostering sustainable rural tourism and helping the local population.*

## 1. INTRODUCTION

Tenjolaya District, as specified in Bogor Regency Regulation No. 19 of 2008, is allocated for wetland and dryland agriculture, annual crops, and rural habitation. The region is a nature conservation and tourism area, with opportunities for freshwater aquaculture and ornamental fish cultivation. Furthermore, the region's advancement is bolstered by non-agricultural industries within the agriculture, livestock, and forestry sectors (Bogor Regency Fisheries Business Location Potential Book, 2018).

Bogor Regency is recognised as a prominent tourist destination, particularly for agrotourism in West Java, due to its favourable geographical conditions, temperate climate, and strategic proximity to the Jakarta, Depok, Tangerang, and Bekasi (Jadetabek) regions. The growing inclination of urban dwellers towards ecological, historical, cultural, and tourism values has positioned Bogor Regency as a prominent market for individuals seeking tourist attractions. The annual average of tourist visits to Bogor Regency has risen, particularly from 2017 to 2019, reaching 9,720,585; however, there was a significant decline in 2020-2021 due to activity restrictions. In 2019, there were 25 tourist villages; this number rose to 35 in 2020, 40 in 2021, and 41 in 2022. Bogor Regency has piqued residents' interest in enhancing tourism. The focus is on maintaining the sustainability of tourism village enterprises through human resources with an entrepreneurial mindset and exploring natural resources that leverage the village's potential.

Agrotourism is a strategic form of tourism that emphasises economic and environmental conservation. As a facet of tourism development, agrotourism incorporates the community as a fundamental component in realising sustainable tourism objectives. (Yang 2015) elucidated that tourism development is a pivotal strategy for enhancing China's rural economy and social progress, particularly in alleviating poverty over the past two decades. Entrepreneurship is essential for effective agricultural advancement, with agriculture acting as a primary sector in national economic progress. Agrotourism has experienced significant growth in Bogor, especially inside Bogor Regency. 2019, the chart indicates that the peak number of tourists was recorded. The advent of COVID-19 resulted in a significant reduction in tourist visits, in stark contrast to the rising number of tourist villages in Bogor Regency. Tenjolaya, situated in West Bogor Regency, has commenced developing agrotourism activities. Nevertheless, the existing agrotourism has not been optimised, such as at Gunung Mulya Village inside Tenjolaya sub-district, which possesses fisheries potential to further expand into aquaculture-based agrotourism. Rural regions have abundant natural resources that can be harnessed to fulfil the demands of both rural and urban communities (Siregar, P. F., Budiarti, T. Sulistyantara 2022). Therefore, a strategy is needed to realise its potential. This study intends to find ways to grow fish farming companies in Gunung Mulya Village, Tenjolaya District, Bogor Regency. (Chin, C., Thian, S., and Lo 2017) Indicate that building tourist destinations in rural regions is desirable since these locations cater to travellers wanting unique experiences, opportunities to engage with local residents, and insights into regional products.

The main problem is how to capture the great potential that exists and can be developed optimally in achieving the company's vision and mission as one of the business units that will develop into fishery-based agrotourism that can utilise the surrounding environment, surrounding communities, and existing natural resources. The problem is seen in terms of industry foresight, problems and targets how the strength of this business unit can be enhanced so that it can become a significant business that can increase the income of the local population by empowering and boosting the economy of Gunung Mulya Village. In addition, this is to understand the enormous opportunity to establish a business engaged in beef cattle farming and also see how the risks originate from business units that will later shift into new business entities in the form of agrotourism. According to data from Tenjolaya Subdistrict in Figure 2023, there is now an agrotourism focused on fish aquaculture. The lack of fish farming-based agrotourism in Tenjolaya District makes this business unit an excellent opportunity to become an agrotourism that can attract many consumers and increase company profits. Furthermore, the opportunity that can be utilised with this business unit is the efficiency that occurs due to the integration between livestock, plantations, and surrounding human resources that are employed.

The challenge stems from the relatively young age of the business unit, which has resulted in limited experience in achieving target business productivity and developing ventures with the potential to evolve into agrotourism. Addressing this issue requires the implementation of an effective development strategy. This study focuses on the business development strategy of PT. Xpro Agrotama, specifically aimed at transforming its fish farming operations into a successful agrotourism enterprise. Given this issue, the objective of this study is to develop a comprehensive strategy for the business development of PT. Xpro Agrotama, focuses on the transformation of its fish farming activities into a successful agrotourism enterprise.

1. Identify components in the utilised business model canvas, including external and internal environmental factors, industry foresight, challenges, and aims to influence the fish farming company in Gunung Mulya Village's transition to agrotourism.
2. Strategic development utilising the Business Model Canvas to advance into agrotourism or agrotourism.

## **RESEARCH METHODS**

The study was conducted from January to March 2022 at PT. Xpro Agrotama, situated at Kampung Kelapa Doyong, Desa Gunung Mulya, Cinangneng, Tenjolaya, within Tenjolaya District. Primary data was collected through observations, discussions, and interviews with the company. The data was processed utilising three stages: descriptive analysis, the development of a strategic framework informed by industry foresight, obstacles, and the objectives of PT—Xpro Agrotama Cinangneng, and the evaluation of the design of strategic initiatives. Interviews were held with the leadership, head of the cage section, head of the hatchery section, and company administration, along with important stakeholders in strategy formulation, including the owner, marketing manager, cultivation manager, and field supervisor. Moreover, interviews were conducted with local village leaders and nearby citizens to acquire insights into

community viewpoints. Secondary data were obtained from pertinent literature, encompassing electronic reports from the examined corporations, associated agencies, and scientific publications. The analytical approach to building corporate development plans utilised qualitative and quantitative methodologies. The qualitative method examined the Business Model Canvas, facilitating a thorough comprehension of business dynamics and stakeholder interactions. The Business Model Canvas (BMC), created by Alexander Osterwalder, is a strategic management instrument that offers a visual framework for formulating and evaluating business models. The process commences with delineating the objective of using the BMC, which is succeeded by identifying consumer segments to comprehend the target demographic. Quantitative data, including financial indicators and industry trends, enhanced the qualitative observations, offering a comprehensive picture of the possibilities for agrotourism development. This dual approach enabled the identification of essential components for a sustainable company model, facilitating the development of concrete initiatives for growth and community participation. The approach prioritises finding essential collaborations to augment skills and delineating the cost structure to ensure financial sustainability. To execute the BMC, workshops and collaborative sessions with stakeholders should be conducted to complete each component, supplemented by market research to collect data and insights. Prototyping and feedback collection provide incremental improvements, which are succeeded by a pilot phase to implement and assess the business model's efficacy. This systematic method enabled enterprises to develop a thorough and implementable framework that caters to their specific market requirements, guaranteeing enduring growth and success.

## **2. RESULTS & DISCUSSION**

Formulating a strategic plan, followed by analysing the vision and mission, constitutes the most critical component of the organisation's efforts, as all activities and plans must align with the established vision and mission to be executed effectively, according to Elva (2010).

Vision of Physical Therapy. Xpro Agrotama employs land and environmental resources while ensuring the conservation of the local ecosystem. It adheres to the natural conditions of the surrounding area by harnessing river flows as a source of rapid water ponds for goldfish and tilapia and utilising alluvial soil conducive to agriculture.

The company's purpose is to effectuate environmental and community transformation, enhancing living standards through the use of existing natural resources.

The objective of developing PT. Xpro Agrotama in Gunung Mulya Village aims to promote local engagement in freshwater fish farming, create employment opportunities for residents, and enhance community welfare while also transforming the perception that income can solely be derived from traditional farming, emphasising that aquaculture can be a more lucrative business venture. Enhancing human resources is a factor that can influence performance (Indriati,

2015); thus, augmenting competence will elevate the performance of managers and employees, thereby fostering business development.

Part-time. Xpro Agrotama Cinangneng prioritises the cultivation of tilapia and catfish for eating while also engaging in the ornamental fish sector as PT. Xpro Agrotama Cinangneng emphasises Koi fish, super red arowana, and dragon scales, serving as both educational venues and tourism attractions, including activities such as aquaculture, fish care, hatcheries, fishing, and fish-based culinary experiences.

The transportation facilities and infrastructure in Tenjolaya District are adequate and conducive to agrotourism. They feature road access suitable for four-wheeled vehicles, puskesmas, mosques, restrooms, and rentable resting areas. Additionally, Tenjolaya District hosts several commendable agrotourism sites, including the plantation-based Aldepos Wallace in Gunung Mulya Village. The current potential for agrotourism can facilitate the development of new agrotourism in Tenjolaya District, namely Gunung Mulya Village.

A prominent tourist destination in the Bogor Regency is Tenjolaya District in Gunung Mulya Village, associated with PT. Xpro Agrotama Cinangneng, founded on February 11, 2011, has roughly 20 hectares and has exclusively grown catfish tilapia and carp intended for sale to fishing enterprises or wholesalers. PT. Possesses 138 pools. Xpro Agrotama Cinangneng possesses the potential for utilisation as agrotourism. The corporation possesses land utilised for cattle ranching and the breeding of tilapia, carp, catfish, koi, and super red arowana dragon scales. The access and infrastructure in Gunung Mulya Village are commendable. Thus, the company possesses the potential to develop Agrotourism. Furthermore, establishing Agrotourism in the village will generate supplementary income for the company and the local community, enhancing overall welfare.

Industry foresight. Industry foresight was acquired through direct interviews with five respondents, comprising ecotourism experts and owners of PT. Xpro Agrotama is the operational manager and Head of Ecotourism at the Bogor Regency Culture and Tourism Office. Industry foresight, as articulated by (Hamel, Gary & Prahalad 1994) and referenced in Wahyudi (2010), constitutes the most effective collective assumption regarding the future of an industry, company, or organisation, which is essential for facilitating the progression of that business. This industry foresight offers a vision of prospective advancements within the organisation and allows it to establish itself as a leader. The prospects for agrotourism development in the Bogor region suggest a significant rise in consumer interest in nature-based tourism, especially agrotourism. The peak region is the main tourist attraction in Bogor; nonetheless, the increasing number of visitors has caused discomfort due to insufficient road infrastructure and ongoing congestion. In the forthcoming decade, consumers are expected to pursue alternatives to the peak area, favouring sites with comparable air temperatures but enhanced accessibility and reduced congestion. West Bogor is a viable destination corresponding to this environment's customer preferences. West Bogor is a strategic tourism location, distinguished by its considerable potential for tourism development that positively impacts economic, social, and cultural ad-

vancement. It provides chances to empower natural resources and enhance environmental sustainability and security. As customer demands for comfort escalate over the coming two decades, the peak area is anticipated to be progressively neglected, facilitating the establishment of appealing locales such as West Bogor. The region's abundant natural resources augment its attractiveness, encompassing village tourism, outdoor pursuits, namely biking and hiking, picturesque waterfalls, and cultural experiences. These factors render West Bogor an appealing locale for individuals pursuing leisure and educational enrichment. Companies that leverage ingenuity in showcasing agrotourism experiences will prosper in the competitive tourism sector. Innovation engenders differentiation, attracting consumer attention and cultivating loyalty. Consequently, coordination between enterprises and the local community of Gunung Mulya Village is crucial for effectively engaging consumers. Furthermore, prioritising the development of infrastructure and transport in West Bogor Regency is essential, as strong infrastructure is vital for the region's advancement and plays a significant role in improving community income. Over the next twenty years, enhancements in supporting infrastructure—including roadways, public water systems, power, telecommunications, sewage systems, and sanitation—are vital. Improved infrastructure would facilitate the expansion of agrotourism attractions and provide a more pleasant experience for visitors, therefore helping the local economy and community.

**Organizational Challenges.** PT. Xpro Agrotama has executed essential management functions, encompassing planning, organising, resource allocation, guidance, personnel management, motivation, and oversight, albeit in a simplified manner owing to the company's developmental phase and the adaptation to employee competencies. Production planning focuses on the breeding, caring, and selling catfish, carp, Arowana, and Koi, managed by the owner and operational manager. Nonetheless, this planning is not formally documented, especially regarding fish procurement and incorporating fish seeds, modified by customer demand and corporate requirements. Monthly marketing assessments concentrate on tactics for lucrative fish farming locations that enhance firm growth and positively influence the local economy.

The structure within PT. Xpro Agrotama is organised, featuring explicit job descriptions that clarify employee roles. Nonetheless, insufficient departmentalisation has led to position overlap, with specific personnel overseeing various responsibilities, including administrative tasks, such as the operational manager. Motivation and resource allocation are effectively administered; personnel undergo instruction in the breeding and maintenance of high-value fish and are rewarded with holiday allowances, base salary, and promotions for exemplary performance. Staff management utilises a social recruitment strategy, predominantly hiring inhabitants from Gunung Mulya Village and its vicinity. This corresponds with the company's objective to enhance local welfare and promote alternative income sources beyond agriculture. The elevated trust between the owner and employees cultivates a sense of belonging, establishing a positive work environment. Moreover, explicit written regulations regarding leave and sanctions promote compliance and bolster employees' sense of accountability and ownership.

Regulatory measures at PT. Xpro Agrotama encompasses weekly financial reporting and activity oversight by the owner, facilitated by conversations led by the operational manager. These controls incentivise staff to achieve peak performance and provide essential insights for future planning, facilitating ongoing enhancement and efficient management of the organisation.

Finance. PT. Xpro Agrotama maintains rudimentary financial records due to the absence of permanent workers entrusted with computerised financial management, compounded by the company's ongoing developmental phase.

Marketing. Marketing executed by PT. Xpro Agrotama's marketing efforts are now confined to large wholesalers in the western region of Bogor Regency and catering to consumer demand from establishments such as restaurants and fishing grounds.

Development and Research. Development and Research and development efforts are conducted to generate added value, innovation, and advantages for the firm. Schumpeter (1949) contended that innovation, driven by entrepreneurs, is the paramount factor in the economy—research and development initiatives conducted by PT. Xpro Agrotama mate, breed, and cultivate catfish, carp, and koi fish. These tasks are conducted by personnel of the horticulture department and their supervisors under the oversight of operational managers and proprietors.

Information System. The documentation of data at PT. Xpro Agrotama continues to be executed using a straightforward method. The information regarding PT is accessible to consumers. Xpro Agrotama is inadequate owing to the restricted competencies of its staff. Furthermore, the company remains in the developmental phase, which has led to communication informing its operations.

Analysis of the external environment of the enterprise

Social, cultural, demographic, and environmental. The community's perception of fish farming areas designated for agrotourism influences the growth of Gunung Mulya Village in social, economic, and environmental aspects. The residents of Gunung Mulya Village, with an average elementary school education level, exhibit a less receptive mindset to outsiders, which affects PT. Xpro Agrotama must facilitate communication regarding the forthcoming developments, as establishing agrotourism sites enables the local community to engage in economic activities with the company, allowing them to leverage opportunities such as collaborative educational tours that showcase the lifestyles of village residents. The involvement of the village community will influence the economic status and welfare of the surrounding area of Gunung Mulya Village, and the community recognises the potential of nature that may be effectively utilised.

The stated government policies influence the advancement of the tourist sector, particularly agrotourism in Bogor Regency. Ecotourism encompasses environmentally sustainable tourism activities that emphasise natural conservation, local populations' sociocultural and economic empowerment, and educational enrichment. Ecotourism comprises three pillars: integrated and sustainable practices in ecology, economy, and socio-culture, environmental friendliness, and community engagement. Muntasib and Rachmawati (2003) state that the government's current

role is limited to coaching, nurturing, and regulating. The government's actions are solely predicated on the requests and requirements of the company, as not all enterprises involved in tourism, particularly agrotourism, receive instruction. The government's current role is less and less beneficial in promoting the tourism sector in Bogor Regency.

**Spatial Planning and Government Policy.** Regional spatial planning policy encompasses strategies for developing spatial structures and patterns. The policies of the Bogor Regency government that bolster the tourism sector in Bogor Regency are:

Enhancement of the peak strategic zone as an environmentally significant area that serves as a cornerstone for tourism by the imposition of selective and efficient spatial usage limitations.

Establishment of industrial strategic zones as socio-economic focal points through spatial organisation and the creation of infrastructure networks that promote regional advancement.

Establishment of strategic mining zones as environmentally significant locations that serve as primary resource hubs through the protection of extracted materials.

Establishment of important sectors within district administration as socio-economic focal points through the integration of network systems.

Government efforts implemented by Bogor Regency have failed to promote tourism in the West Bogor Region since numerous consumers prefer attractions in the peak area.

**Technology.** The advancement of technology at this juncture significantly influences a company's progress. The advancement of technology, particularly the internet, serves as a means for firms to monitor the progress of fish sales, aquaculture, and the burgeoning agrotourism sector in the West Bogor region. This may present a chance for PT. Xpro Agrotama promotes agrotourism destinations and fish sales through online platforms. PT. Xpro Agrotama has utilised internet media for sales transactions through the website [www.xproagrotama.weebly.com](http://www.xproagrotama.weebly.com); nevertheless, its effectiveness is diminished due to inaccurate information resulting from inadequate sales promotion management.

Considering the company's internal and external analysis and evaluating the prospective conditions of PT. Xpro Agrotama in Dea Gunung Mulya, Tenjolaya District, faces the following problems in achieving its objectives:

Improvement of management performance, quality of employee human resources and management information systems. Development initiatives to be executed by PT. For Xpro Agrotama to operate correctly, enhancements in management performance are essential, particularly in the areas of organisation and planning. Planning necessitates individuals possessing a strategic thinking paradigm, as perceived by PT. Xpro Agrotama possesses operational managers capable of effective planning; however, it would be advantageous for the company to recruit individuals dedicated solely to planning matters to enhance the execution of duties and obliga-



tions—financial documentation at PT. Xpro Agrotama must be regularly updated on the computer to enhance the accuracy of the company's decision-making and facilitate the application process for capital loans from financial institutions. The enhancement of human resource quality is essential since it influences job effectiveness and fosters creative staff resources capable of leveraging the surrounding environment, such as plantations and cattle farms, to create unique consumer attractions.

Creating value for the use of fish sales and farming for the people of Gunung Mulya Village. To provide usable value in sales and cultivation, the company PT. Xpro Agrotama must tailor its fish products to align with consumer preferences, as consumers are likely to choose fish free from muddy odours and of appropriate size for their requirements. PT. Xpro Agrotama has advantages in terms of natural resources, including substantial pond water discharge and a catfish nursery. This will facilitate and simplify the process for PT. Xpro Agrotama enhances usability value.

Increase added value to the company in order to have attractiveness for consumers and intensive promotional activities. The escalating tendency of community demand in contemporary agrotourism presents a potential for PT. Xpro Agrotama aims to enhance the company PT. Xpro Agrotama is capable of capitalising on current consumer demand conditions. To inform consumers about the availability of nature-based agrotourism and fish farming in Gunung Mulya Village, Tenjolaya District, comprehensive information must be communicated to stimulate interest in visiting and experiencing fish farming-related agrotourism. Additionally, this initiative can enhance the welfare of the residents of Gunung Mulya Village and its vicinity by engaging local villagers in the advancement of PT. Xpro Agrotama.

Target PT. Xpro Agrotama. Goals are established by elucidating the organisation's vision, mission, and objectives. Objectives are measurable targets—the target for PT. Xpro Agrotama was established through conversations between researchers, company owners, and management. Xpro Agrotama, after researchers delineate the issues that PT must address. Xpro Agrotama.

General Goals. (a) The primary objectives involve quantifying the medium-term goals to be attained by the organisation PT. Xpro Agrotama. Generating additional employment possibilities for Gunung Mulya Village's inhabitants and residents of other villages in Tenjolaya District, Bogor Regency, (b) Enhancing the community's expertise in freshwater aquaculture. Improving community expertise in freshwater fish farming will aid the enterprise in breeding, production, and sales. Furthermore, enhancing community awareness will influence PT's revenue. Xpro Agrotama, (c) Enhance the living standards of the local community. The company's advancement, bolstered by the Gunung Mulya Village community and its vicinity, would result in heightened revenue, subsequently enhancing the living standards of the surrounding populace.

The immediate objectives of physical therapy. Xpro Agrotama is founded on the owner's recognition of the elevated unemployment rate in Gunung Mulya Village and the villagers' insufficient awareness of the numerous potentials that can be harnessed and cultivated into sustainable

livelihoods for the community. Transform the freshwater fish farming region into an agro-tourism destination centred on aquaculture while also serving as an educational and research facility for students, particularly in agro-tourism related to freshwater fish farming. The advancement of agro-tourism in Gunung Mulya Village is anticipated to enhance the financial and knowledge competencies of the local people in establishing infrastructure for freshwater fish farming. Transforming the fish farming sector into agro-tourism would create more employment prospects for the communities surrounding Gunung Mulya Village. The prerequisites for transforming a village into a tourist destination encompass: (1) possessing potential products and attractions, (2) availability of human resource support, (3) community motivation, (4) sufficient infrastructure support, (5) provision of facilities conducive to tourism activities, (6) existence of institutions governing tourism activities, and (7) accessibility of land suitable for development into tourist destinations (Utomo 2017).

**Specific Targets.** Specific targets are immediate objectives necessary for attaining medium-term goals of transforming the freshwater fish farming sector into an agro-tourism destination centred on aquaculture. Furthermore, it functions as a venue for education and research for students, particularly in agro-tourism centred on freshwater aquaculture. The advancement of agro-tourism in Gunung Mulya Village is anticipated to enhance the financial and intellectual capacities of the local population in establishing infrastructure for freshwater aquaculture. The transformation of the fish farming sector into agro-tourism will generate additional employment prospects for the community surrounding Gunung Mulya Village.

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**Identification of Business Model Canvas Elements at PT. Xpro Agrotama.** Using the Business Model Canvas as a strategic framework can proficiently enhance the development of agrotourism or agrotourism by delineating essential elements such as customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, and key partnerships. This methodical approach enables stakeholders to systematically evaluate and improve their business model, ensuring the distinctive elements of agrotourism or agrotourism are successfully included in the comprehensive development strategy. This may result in heightened tourist involvement, sustainable practices, and enhanced economic advantages for local communities.

**Customer Segments.** The clientele of PT. Xpro Agrotama Cinangneng operates as a fresh fish vendor, catering to end consumers, fish producers, and intermediaries. It might be asserted that the users of PT. Xpro Agrotama operates as a multi-sided market. According to (P, Kotler 2009), market segmentation is categorised into geographic, demographic, and psychographic

segments. The primary items manufactured are red tilapia, catfish, and torsoro fish. Nonetheless, these fish have distinct consumers, as torso fish are infrequently available on the market and are sold directly to end consumers because of their elevated price and near-extinction status. The catfish and tilapia are aimed at intermediaries and local inhabitants. The residents of Jabodetabek seeking fish-based tourism will constitute a customer segment for the enterprise.

**Value proposition.** The company's value offering encompasses fish cultivation, particularly for endangered species such as torsoro fish and super red arowana, as well as commercially viable fish, specifically tilapia, catfish, and carp. In Bogor, namely in Tenjolaya District, there is a scarcity of enterprises engaged in growing torso fish or possessing aquaculture facilities suitable for conversion into agro-ecotourism destinations. PT. Xpro Agrotama provides products and services that enterprises and end consumers require to meet client segments.

Prior to the COVID-19 epidemic, SMEs bolstered the Indonesian economy due to their resilience against crises and adaptability to environmental and global fluctuations. This differs from the COVID-19 pandemic, which affected all sectors (Chang, Hung-Hao 2020).

The value proposition of PT. Xpro Agrotama cultivates torso fish and red tilapia to conserve nearly extinct species, facilitate ecotourism for patrons, and enhance the welfare of the local population.

**Channels.** PT's channels component. Xpro Agrotama enhances client awareness, facilitates product purchases, evaluates products, and delivers after-sales support. The company's channel is direct, contingent upon its nature. PT's marketing department manages direct channels. Xpro Agrotama allows bulk purchasing through Pre-Order (PO).

**Customer Relationship.** There exist two categories of customer relationships with PT. Xpro Agrotama and its clientele. Personal help between the marketing department and consumers is facilitated through phone, WhatsApp, or email. Specialised personal support is available for clients who have established partnerships with the company and those who visit the company in person. The company engages customers through word of mouth and partners with local governments to advance the agro-tourism business initiative. The firm director cultivates customer relationships by offering personalised services.

**Revenue Streams.** Revenue streams generated by PT. Xpro Agrotama derives its revenue from selling aquaculture products and welcoming tourism visitors. The corporation establishes prices according to the production expenses of the given products. The profit generated may fluctuate based on profitability during transactions done in dollars between the company and its consumers. The increasing dollar exchange rate offers more advantages to the organisation.

**Key Resources.** PT. Xpro Agrotama possesses primary resources comprising red tilapia and torso fish, alongside cultivation facilities featuring fruit orchards and livestock, including cattle. These resources empower the organisation to deliver its established value propositions, sustain customer relationships, and augment its clientele for fish sales and educational tourist services. Here are the resources of PT. Xpro Agrotama:

**Physical Resources.** The company's physical assets comprise 138 breeding ponds; cultivation facilities for red tilapia, torso fish, carp, catfish, koi and super red dragon scale arowana fish; water storage tanks for catfish pond irrigation; hoses; cattle and sheep pens; guest accommodations; an office; a control room for pond managers; a darkroom for catfish hatching; vehicles for fish distribution; a parking area; and a prayer room.

**Human Resources.** PT. Xpro Agrotama Cinangneng employs 70 people, all residing in Desa Gunung Mulya, Tapos 2, Desa Gunung Malang. The managers and administrators are external to the region. The recruitment of local villagers is motivated by the owner's intention to enhance the community's welfare. The owner intends for the people to exploit and enhance the local natural resources, generating future employment prospects. The educational qualifications of the company's human resources are notably varied; nonetheless, on average, they possess merely an elementary school education. The recruitment method targets residents to enhance income and elevate the welfare of the adjacent neighbourhood.

**Finance.** Financial resources originate from the company's capital, while revenue from its activities finances its sustenance and operation. Revenue and profits are allocated to production activities, operational costs, and other company expenditures.

**Key Activities.** Principal activities at PT. Xpro Agrotama's strategies for producing and delivering value to consumers, fostering strong connections, and making profits encompass procuring inputs that facilitate business operations, production activities, sales, distribution, and record-keeping.

**Key Partnership.** Corporate partners that endorse PT. Xpro Agrotama's operations encompass collaborations with the Fisheries Faculty at IPB, raw materials suppliers, governmental entities, and nearby local retailers. These partners supply essential supplies for PT. Xpro Agrotama provides essential inputs for company continuity, including feed, pharmaceuticals, vaccinations, vitamins, packing boxes, and other necessary supplies. The company engages with commercial partners, mainly B2B clients, to provide fish products to food enterprises. These collaborations are founded on trust stemming from existing professional relationships. Osterwalder (2010) identifies four categories of partnerships: strategic alliances among non-competitors, competitive partnerships between rivals, joint ventures for business development, and buyer-supplier agreements for reliable supply assurance.

**Cost Structure.** Costs are necessary to provide value, sustain consumer connections, and make profits. The company has determined the incurred expenditures. The financial framework of operating a fish farming enterprise comprises capital expenditures, depreciation of assets, fixed expenses, and variable expenses.

**Investment Costs:** These encompass costs associated with infrastructure, machinery, apparatus, and vehicles.

**Operational Costs:** These are divided into fixed and variable costs. (a) **Fixed Costs:** Fixed Costs are expenses unaffected by output levels, including labour, power, water, fuel, and asset depreciation. (b) **Variable Costs:** Variable Costs fluctuate with production levels, encompassing raw materials, packaging expenses, and additional costs such as marketing and unforeseen expenditures.

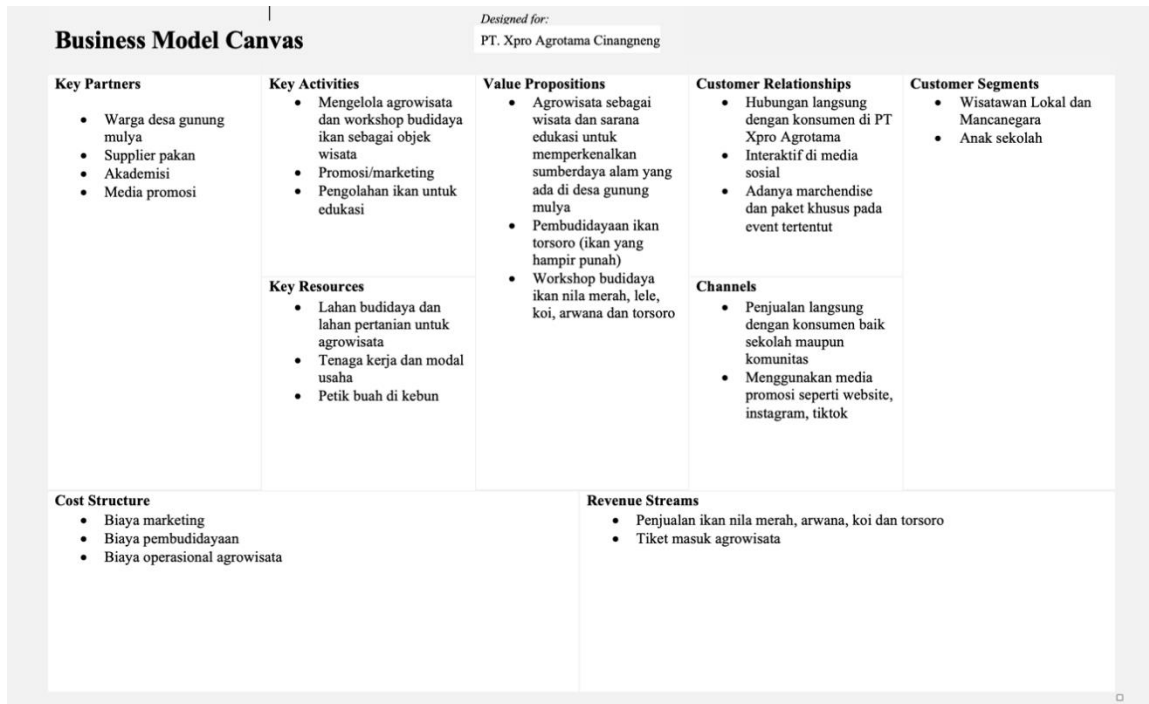
**Gap Analysis.** Gap analysis is a technique to ascertain whether a company's system is achieving its objectives (Ben-Haim, 2006)—the Gap Analysis of the components in the Business Model Canvas for PT. Xpro Agrotama emphasises the Key Resources, Cost Structure, and Revenue Streams components.

**For Key Resources.** The organisation possesses physical resources that facilitate the advancement of Agroedutourism. The significant tourist interest in Bogor Regency, particularly in its western region, which recorded the highest number of visitors, 9,010 in 2019, before activity limits (Al. 2020), presents a chance for the company to engage tourist interest. (Barney 2001) asserts that a company's performance is contingent upon its resources and competencies, enabling the conversion of those resources into economic benefits. Resources are classified into two categories: tangible and intangible. Tangible resources encompass machinery, medical apparatus, land, structures, etc. Physical and human resources, in conjunction with capital, can enhance the company's operational efficiency and effectiveness while advancing agrotourism. The Resource-Based View (RBV) posits that the possession and management of strategic assets dictate a firm's capacity to generate profits and secure a competitive edge over comparable firms (Barney, J.B. and Clark 2007). Moreover, utilising the current human resources can improve employee productivity and efficiency while promoting innovative thinking.

**Regarding revenue streams.** Regarding revenue streams, notwithstanding the various sources of income, PT. Xpro Agrotama retains potential for revenue enhancement by optimising agrotourism growth and leveraging high productivity.

**In terms of cost structure,** The business has been utilising the owner's finances for its expense structure. Nonetheless, the agrotourism package system presents a possibility for cash flow that might provide supplementary funds for upkeep and fish sales.

**Business Model Canvas of PT. Xpro Agrotama.** The identification of items in the Business Model Canvas yields the following outcomes.



**Figure 1. Business Model Canvas of PT. Xpro Agrotama**

Sumber : Data diolah (2024)

PT. Xpro Agrotama provides distinctive value propositions catering to educational and tourism objectives. The company offers a location for visitors to investigate the abundant natural resources at its site in Desa Gunung Mulya, primarily through fish farming tourism. Visitors can watch the cultivation processes of diverse fish species, including torsoro fish, red tilapia, Koi, and catfish. The value propositions are divided into two distinct segments: one aimed at consumers interested in agro-tourism and the other serving clients of fish farming products.

To cultivate and sustain customer relationships, PT. Xpro Agrotama engages administrative personnel in the marketing department to streamline order processing and coordinate visit preparations. The corporate manager offers direct support to major customers, guaranteeing personalised service. The company employs direct ways to engage its clients, overseeing awareness and assessments conducted by the company director. The marketing and sales personnel manage acquisitions in conjunction with the distribution department.

The principal activities conducted by PT. Xpro Agrotama includes the administration of the aquaculture facility as a tourism destination, marketing strategies to enhance revenue, and instructional programs centred on fish processing. The organisation forms multiple strategic alliances that bolster its business activities. Collaborations encompass relationships with the local inhabitants of Gunung Mulya, fish feed providers, and academic specialists from IPB University, who offer essential insights on feed composition, irrigation systems, and processing methodologies. Diverse media outlets significantly contribute to the promotion of the firm. The company's most essential resources include its people resources, which are crucial for managing

fish farming, land agriculture, and livestock activities, all focused on producing high-quality products. To attain profitability, PT. Xpro Agrotama derives income from product sales and agro-tourism ventures. The company's earnings are determined by subtracting incurred expenses from total revenue. The cost structure consists of fixed and variable costs, with a stable profit margin noted when variable costs surpass fixed costs. Principal fixed costs are personnel pay, whereas vital variable costs include raw materials and feed supplies.

PT. Xpro Agrotama functions as a medium-sized firm, a designation corroborated by its personnel, tangible assets, and comprehensive resource base. The company utilises both Business-to-Business (B2B) and Business-to-Consumer (B2C) formats, successfully addressing a varied clientele encompassing local and foreign tourists and school groups. This dual strategy enables the corporation to cultivate direct ties beyond simple transactions, highlighting the significance of developing strong business connections that enhance consumer trust.

Regarding customer relationship management, PT. Xpro Agrotama employs diverse techniques to engage its clients. This encompasses personal support, specialised interactions, and active involvement through social media platforms, in addition to providing customised packages and items for its tourism services. The company utilises a pre-order (PO) system to sell aquaculture products, allowing clients to submit orders beforehand. Moreover, agro-tourism packages are directly promoted to schools and community organisations, using various media, including the firm website, TikTok, and Instagram, for promotional efforts. Cost management is an essential element for PT. Xpro Agrotama, especially in sustaining an advantageous equilibrium between variable and fixed expenses. The prevalence of variable expenses relative to fixed costs threatens profitability significantly when profit margins fluctuate. An imbalance may create situations where rising variable costs surpass revenues, thus causing financial losses.

The strategic location of Bogor Regency, particularly Desa Gunung Mulya, offers a substantial chance for growth. The proximity to significant urban centres, such as Jakarta and Bandung and its advantageous environment increase its attractiveness as an emerging location for business and job prospects, which PT. Xpro Agrotama can leverage. To successfully implement its market development strategy, the company must get sufficient capital and resources to sustain its growing activities, as emphasised by David (Ben-Haim 2006). This plan will focus on augmenting management performance, elevating human resource quality, and refining management information systems. Upon the establishment of successful management enhancements, attention will transition to generating value through the sale and cultivation of fish, benefiting Desa Gunung Mulya's local community. The next phase is to enhance the company's value proposition to appeal to a broader customer demographic in light of the observed community growth and enhanced welfare in Desa Gunung Mulya, PT. Xpro Agrotama will commence the construction of infrastructure to promote agro-tourism. These amenities will encompass lodging, dining locations, retail outlets for souvenirs, places of worship, and educational service centres. Improving infrastructure will be crucial, especially in overcoming the existing constraints of narrow access roads to the site.

Furthermore, the company will prioritise the recruitment of local inhabitants as tour guides to

aid in converting Desa Gunung Mulya into a tourist hamlet, thus significantly enhancing local income levels. Establishing these facilities will necessitate significant time and investment; however, training programs for residents will be initiated during the development phase to promote environmental conservation and cultural preservation. As agro-tourism activities are developed, promotional efforts will be enhanced through social media, online platforms, and partnerships with government entities, thereby facilitating PT's overall growth and success. Xpro Agrotama.

### 3. CONCLUSION & SUGGESTION

According to the research on the business strategy model of PT. Xpro Agrotama is delineated using the Business Model Canvas as a B2B and B2C model that emphasises trust and commitment in the ordering system, visitor satisfaction, and utilising natural and human resources. The analysis encompasses tourism attraction potential, community motivation, infrastructure, and institutional support for advancing the business into agro-tourism. The company provides distinctive tourist attractions featuring three primary destination choices and activities, namely ecotourism and aquaculture tourism. The research delineates internal and external potentials, encompassing tourist product/attraction potential, human resource support, community motivation, infrastructure, ancillary facilities for tourism activities, and land/area availability. Based on these findings, a strategy can be devised to develop a tourist village in Bogor Regency. The study mainly concentrates on PT. Xpro Agrotama may not comprehensively reflect the wider agrotourism sector in Bogor Regency. Subsequent research may broaden the scope to encompass comparative assessments with other regional agrotourism enterprises to corroborate the findings. The findings indicate multiple directions for future research, such as an in-depth examination of consumer preferences in agrotourism, the influence of infrastructure development on visitor satisfaction, and the significance of community engagement in maintaining agrotourism initiatives. Moreover, subsequent research might examine the enduring economic effects of agro-tourism on local communities and assess novel marketing tactics to improve exposure and draw a wider audience. By focusing on these areas, future studies can yield significant insights into enhancing commercial strategies for agro-tourism development.

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