



Harvesting Success: Strategy Development for Kampoeng Anggrek Agro-Tourism

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The research focuses on Kampoeng Anggrek Agritourism, a growing attraction in Kediri City that is seeing an increase in everyday visits, especially on weekends and holidays. The COVID-19 epidemic prompted a brief shutdown, which resulted in shifts in facility maintenance and employee attention, resulting in some deterioration. This study aims to evaluate Kampoeng Anggrek's present Business Model Canvas (BMC) and make recommendations for future improvements. Probability sample was used with the business model canvas approach, with ten participants from the internal and forty from the external aspects of Agrotourism Kampoeng Anggrek chosen using simple random sample. The research resulted in a comprehensive BMC framework, which provided proprietors with a clear picture of the company as well as the capacity to fine-tune each BMC aspect for operational optimization in agritourism operations. This study provides critical insights for stakeholders navigating the changing landscape of agrotourism firms in the face of dynamic external influences such as the COVID-19 pandemic.

Keywords: *Agrotourism, Business Model Canvas, COVID-19 Pandemic Impact, Facility Maintenance, Stakeholder Strategies,*

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INTRODUCTION

Indonesian people's interest in ornamental plants has become a special attraction for collectors and entrepreneurs. Ornamental plants are usually planted outside or indoors to create an impression of beauty (Evinola, 2018). There are various ornamental plants, ranging from flowering to uniquely shaped plants (Supiani & Sinaini, 2020). One type of ornamental plant that the people of Indonesia favor is the orchid plant which belongs to the family (*Orchidaceae*). Orchid plants themselves are much favored because of the variety of types and shapes that vary and, of course, the unique style of the plant (Yatiman, 2018). A high public attraction to orchid plants can be utilized to open orchid agro-tourism. One of these tourist attractions is "Kampoeng Anggrek," located in Kediri Regency, Ngancar District, East Java Province. Kampoeng Anggrek agro-tourism was opened to the public in mid-2014; every day, the number of tourists is increasing, especially on weekends and holidays. This happens because there are many facilities besides orchid plants, namely king kong statues from corn stalks, swimming pools for children, tree houses, and other tourist facilities. In addition, in "Kampoeng Anggrek," there is also a laboratory for making orchid seeds which can be a special attraction for tourists.

In early 2020, the corona virus, better known as covid-19, began to enter Indonesia and negatively impacted society in all sectors, especially the tourism sector (Pradana & Mahendra, 2021). This happened because of government policies to implement social distancing and other policies requiring people to stay at home (lockdown) (Yunus & Rezki, 2020). Therefore, there was a decrease in the number of visits to several tourist attractions (Dwina, 2020). For this reason, Kampoeng Anggrek closed the tourist area in 2020 to implement the policy. Here is a graph of visitors to Kampoeng Anggrek from 2019-2022:

[[Figure 1. about Here](#)]

Based on Figure 1, it is shown that in 2018 visitors to Kampoeng Anggrek got the highest number of visitors in April, which is 96,633 people. The graph shows no data on visitors to Kampoeng Anggrek in 2020 due to the tourist area's closure and reopening in 2021 in October.

The closure of the tourist area caused several changes to Kampoeng Anggrek, both in the facilities and the focus of the work carried out, which is only focused on orchid production, so there is no facility maintenance which causes some damage to the facilities available there. This can be seen before the closure of the tourism area. The environment was still beautiful. There were photo spots complete with instruments that added to its beauty, the outbound facilities were still active, and also the clean roads around Kampoeng Anggrek agro-tourism, while now it was not. The change in tourism conditions is one of the problems for Kampoeng Anggrek, because facilities are one of the important supporting factors in tourist attractions to fulfill visitor satisfaction and also so that there is an increase in the number

of visitors.

Due to these problems, it is important to discuss development strategies using the mapping of the canvas business model at Kampoeng Anggrek agro-tourism so that it can become the main destination for tourists when visiting Kediri City, where the tourism development strategy itself is a plan or effort made to advance or develop managed objects (Rosalina et al., 2022). This research aims to provide strategic development input to the company by mapping its canvas business model. Meanwhile, the business model canvas is a business model that can explain how an organization or company captures value and delivers it to consumers (Andryana et al., 2019).

LITERATURE REVIEW

Strategy

In establishing a company or business, creating a strategy or plan is important to ensure the company is running well. The strategy itself is a tool for achieving the goals needed to achieve the vision and mission that have previously been set (Lubis, 2021). A strategy is a sequence and steps that must be carried out systematically to produce the results that have been previously planned. The systematic steps mentioned earlier are to compile the plan in great detail to get satisfactory results and know what will be done to achieve these goals (Chusni et al., 2021).

Development of Tourism

The development of the tourism sector is one of the leading sectors in the national economy which, if development improvements continue, can increase people's income, expand employment opportunities, increase government revenue; and if it is related to the current conditions, which is after the Covid 19 pandemic, it can restore the economy and increase foreign exchange (Maulana & Aprianto, 2018).

Business Model Canvas

A business Model Canvas is a way of thinking that describes how a business designs and provides value to make an alternative regarding new strategic policies (Hashanah, 2020). The benefits of using a business model will be able to recognize the company better and promote and communicate well to consumers so they can provide satisfaction for both consumers and tourism managers (Warnaningtyas, 2020). So that by finding the right business strategy can face challenges in the business world, and the canvas business model can act as one of the modeling tools of a simple business and can be the right reference for business people to develop their business (Yulia; & Sitorus, 2022).

In the business model canvas, several elements are:

[[Table 1. about Here](#)]

Table 1 shows the use of a business model canvas with nine elements is because it can describe the important components of agritourism on a sheet of canvas where the preparation involves cooperation from several parties which

will lead to innovation to create a strategy that can develop the agritourism ([Diaudin & Nasikh, 2022](#)).

According to previous research conducted by ([Malik et al., 2022](#)) that from the various service products that have been thought of BMC is an analysis that is easy to use in mapping the business potential of BUMDes and easy to understand in the process.

According to the research ([Putri et al., 2021](#)), the company's business model innovation produces nine block models, consisting of customer segments, value propositions, customer relationships, channels, revenue streams, key resources, key activities, key partnerships, and cost structures which can improve service quality, human resource competencies, and support the long-term achievements of UMKM in a more measurable and easy to control manner.

In this study ([Nuzil & Dayat, 2020](#)), based on the results of identifying the elements of the Business Model Canvas, Kalipucang Village agro-tourism has implemented a business model that offers the value of educational livestock tourism to tourists. Overall, the business being run has fulfilled all nine blocks of elements in the Business Model Canvas, but a new strategy is needed in the business model because the level of tourist visits has not met the company's target. Therefore, the manager should immediately overcome the main problems in the business model by applying the Business Model Canvas that has been produced in this study so that future businesses can run optimally and more purposefully.

So the conclusion that can be drawn from the three previous studies is that the use of the canvas business model as a means of determining the development strategy of agritourism can make it easier for companies to improve performance, map the business, and save time in overcoming business problems in each element of the business model ([Diaudin et al., 2015](#)). This is because the canvas business model itself has a simple business mapping that makes it easier for companies to analyze the performance of each element and make improvements to each of these elements.

METHOD

The research was undertaken in Sempu Village, Ngancar District, Kediri Regency, at one of the companies PT Anugerah Anggrek Nusantara with its agro-tourism "Kampoeng Anggrek." The selection of the place was undertaken because the agro-tourism has great potential to be redeveloped after experiencing a decrease in the number of visitors, namely with the orchid plant as the main icon of tourism that has many enthusiasts from the community. The research was conducted from September to December 2022, and the data used to analyze the potential of PT Anugerah Anggrek Nusantara was obtained from the company.

The sample of respondents in this study were 10 people from the internal side (including owners, and employees) and 40 from the external side (consisting of visitors to the Kampoeng Anggrek agrotourism). The sampling technique uses Probability Sampling, which is a random sampling technique, while the sampling technique uses simple random sampling, which is a sampling technique

through a simple method.

In this research, the main approach is to use descriptive-qualitative, which moves in a qualitative approach but uses inductive flow. The definition of inductive is that qualitative descriptive research begins with an explanatory event from which a generalization can finally be drawn, which is a conclusion from the event ([Persari et al., 2018](#)). Qualitative analysis was carried out to find out the business model being run by Kampoeng Anggrek Tourism which was later used to fill in the elements in the canvas business model. Meanwhile, descriptive analysis was carried out to interpret the Business Model Canvas created to lead to a good development strategy for Kampoeng Anggrek tourism.

The data sources that were used were primary data and secondary data to obtain complete information. Primary data is verbal or spoken data, while secondary data is obtained from written sources such as documents, photos, and other data ([Siyoto & Sodik, 2015](#)).

The data collection techniques in conducting research using interviews with related parties such as company directors, employees, and also tourist visitors. Observations were also carried out to see the facilities available at kampoeng orchid agro-tourism, and know how the operation of the agro-tourism. Another data collection technique uses documentation, which is a data collection technique submitted to the research subject ([Tanjung et al., 2022](#)). In this study, the source of documentation from books, journals, company data that can help in the course of this research.

The data analysis method used in this research is to use the canvas business model with the Business Model Canvas approach, which in the business model will be explained simply related to how the process of running a company based on the elements in it. The following is a form of canvas business model seen from the economic sector:

[[Figure 2. About Here](#)]

To formulate the strategy, the researchers used a business model canvas (BMC) analysis tool that was developed by Alexander Osterwalder and Yves Pigneur, which uses BMC because the business model is simpler than other models ([Devriani et al., 2019](#)). The elements in the BMC include Customer Segment or what is called market segmentation is the people who will be reached or addressed by Kampoeng Anggrek Agrotourism, and it can be determined by dividing visitors in two parts, namely demographic and also geographic to know the mapping of tourism visitors clearly. Therefore, it must understand and meet customer needs so they are interested in visiting the tour. The Value Proposition element indicator is a value that must be possessed to attract the attention of visitors. Besides that, it also includes any value that can be an advantage of Kampoeng Anggrek Agrotourism. The Channels element, or a channel, is the media used to promote the tour.

Customer Relationship indicators include services carried out to maintain relationships with visitors to give a good impression and memories to visitors who come to Kampoeng Anggrek Tourism. The key Activities element is an

activity or activity carried out by tourism to support the sustainability of tourism. Key Partners element includes parties who cooperate and relate to tourism and can help improve the quality of tourism.

The next element of BMC is Key Resources which includes valuable assets in the form of resources owned, both from natural and human resources. The Cost Structure indicator includes the costs incurred by Kampong Angrek tourism while running the tourist spots, ranging from fixed to variable (Putri et al., 2021). The final component is the Revenue Stream, which is the source of money from Kampong Angrek Agrotourism, encompassing the trips conducted and the orchid production contained therein.

RESULTS AND DISCUSSION

The mapping of the nine elements in the current business model canvas is based on interviews with internal parties of Kampong Angrek, such as the director and employees who work there. The canvas business model is a modern tool for strategic management that can be used in optimizing a company and focusing on the value offered to customers. The existence of the canvas business model can make it easier to know the concept of agritourism so that it can add or reduce activities in each component to maximize tourism's productivity.

(1) Customer Segment

Demographically, visitors to Kampong Angrek Agrotourism are the common people with the upper middle economic class, then families because this tourism is suitable for relaxing, and also people with female gender because the main icon of Kampong Angrek is the orchid plants. While geographically, the average visitor comes from the East Java region, with the most from around Kediri.

(2) Value Propositions

What is an advantage of Kampong Angrek that can attract visitors' attention is that the location of the tour is close to Kelud Mount so that it includes natural tourism where the surrounding environment is protected from pollution and also has a natural aesthetic, besides that it can also be an educational nature tour because in the agro-tourism there is an orchid cultivation process and also a laboratory where visitors can see the process so that it can provide new knowledge for visitors. At Kampong Angrek, there are also gazebos and photo spots, so it was suitable for relaxing and also capturing moments with family in the photo spot.

In addition to orchids and other ornamental plants at Kampong Angrek there is also a mini zoo, so if it is used for a family vacation, children will not get bored. The large tourist parking area also becomes a major advantage for tourism because visitors will have no difficulties parking their vehicles. The services provided by Kampong Angrek employees are also friendly and polite, so visitors will feel calm and comfortable during the tour. These strengths can be a special attraction for future tourists who will visit and are interested in visiting again.

(3) Channels

The promotional media used by Kampong Angrek to

reach all potential visitors is through social media in the form of Instagram, Youtube, Shopee, and also the Kampong Angrek website, which contains content containing information related to the tour. Besides social media, efforts are also made to create and distribute Kampong Angrek pamphlets and banners with Kampong Angrek tourism in several cities.

(4) Customer Relationships

To establish good relations with visitors to feel comfortable, Kampong Angrek uses several methods, such as communication with customers if they want to ask questions about tour packages and how to access the road to the tourist attractions—also, the customer requests if they are renting a place. In addition to opening tourist attractions, Kampong Angrek also sells orchids; therefore, they provide services to customers through orchid consultations if there are first-time orchid cultivators or when experiencing difficulties when cultivating orchids.

(5) Key Activities

The main activity or main work that Kampong Angrek Tourism does to increase its superior value is to manage agro-tourism, including facility maintenance, providing feed and care for animals in the mini zoo, and also making orchid sales. In addition, it also conducts tissue culture and orchid breeding so that the seeds marketed have good quality and are attractive. The tour continues promoting to increase the number of visitors to Kampong Angrek.

(6) Key partners

Cooperating with Kampong Angrek are divided into orchid productions, agro-tourism, and the community. The partners that support the sustainability of orchid production are the suppliers of raw materials for seedlings from Jakarta, partnerships during the enlargement of orchids in production, and also resellers whose role is to resell orchid plants from Kampong Angrek, namely Laila Orchid. The partnership for agrotourism sustainability is cooperation with an event organizer, Mulia Entertainment, which can serve if customers want to do outbound activities at Kampong Angrek.

In addition, there is also cooperation with food vendors at the Orchid restaurant, which operates on Saturdays and Sundays only and provides a variety of heavy meals for customers. The operation is only carried out on Saturdays and Sundays due to the many visitors on those two days. Cooperation with various universities and schools is carried out to develop relationships for Kampong Angrek tourism. In this cooperation, Kampong Angrek provides facilities. The existence of cooperation or partnership is carried out to increase profits and relationships at Kampong Angrek Agrotourism.

(7) Key Resources

In Kampong Angrek Agrotourism, several resources play an important role in the tour's running, namely human resources, physical facilities, and nature. Human resources are employees who work at Kampong Angrek to carry out orchid production activities to maintain facilities and services to visitors. Physical resources and facilities mean the facilities in the tour, such as Orchid restaurant, supermarket, gazebo, musholla, and so on. As for natural resources contained in Kampong Angrek that can be used for tourism are orchid

plants that act as the main icon of the tour, ornamental plants, and animals in the mini zoo, such as cats, wild boars, and others.

(8) Cost Structure

To Operating Agro-tourism Kampong Angrek There are several expenses in the form of fixed costs and variable costs. Fixed costs include employee salaries, BPJS insurance, contribution tax, and electricity costs. The variable costs incurred include materials for laboratories, fertilizer enlargement costs, operational costs, repair and maintenance of parks and facilities available, and also costs for animal feed; in addition to fixed and variable costs, Kampong Angrek Tours also incur costs to make donations to the Kampong Angrek Agrotourism surrounding community which is carried out regularly every month.

(9) Revenue Stream

The income generated by Kampong Angrek Agrotourism has several sources, namely from the sale of entrance tickets, rental of venues (meeting halls, orchid restaurants, and other places), educational tour packages, sales of food and drinks at orchid restaurants, sales of orchid plants. The sale of orchid plants starts from bottle orchids, orchid saplings to orchids that already have many leaves and flowers. There are sales of supporting production facilities in orchid cultivation, such as pots, fertilizers, husks, and others. Kampong Angrek Agrotourism also sells ornament plants besides orchids, such as chrysanthemums, cacti etc.

[\[Table 2. About Here\]](#)

Table 2 describes the business model canvas scheme of the orchid village that has been refined according to the current real conditions.

CONCLUSION

The results of the identification of the nine elements contained in the business model canvas (BMC) can help in understanding the production activities, income generated, costs incurred and others that are running at Kampong Angrek agrotourism. So that by knowing the ongoing business model, it can determine the right strategy to develop Kampong Angrek agrotourism so that it can become a major tourist destination.

The development strategy plan that was carried out at Kampong Angrek agrotourism so that it could become the main destination for tourists when visiting the city of Kediri was the implementation of the canvas business model in the company. Based on the BMC mapping, it can be seen that: In the customer segment, visitors from Kampong Orchid are families, mothers, and the general public with middle to upper economy. The value proposition is a strategic location, tissue culture laboratory, and cheap entrance ticket. The channel used is social media and direct promotion using banners and flyers. The customer relationship provided to visitors is by providing good service when they need information. Tourism has several main activities in key activities, namely agro-tourism management, orchid sales and promotion of tourist attractions.

Further, key partners are raw material suppliers, event organizers, and food sellers. The key resources include natural, human, and financial resources. The cost structure is divided into two, namely fixed costs and variable costs. There is a revenue stream on the last block, namely ticket sales, tour packages, orchid sales and building loans, and restaurant food sales. This is done because if the business is well developed, it also indirectly impacts the region by providing employment opportunities and minimizing unemployment.

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Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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TABLE 1 / Element of Business Model Canvas

ELEMEN BUSINESS MODEL CANVAS		
Customer Segment	Key Activities	Customer Relationship
Value Propotion	Revenue Stream	Key Partnership
Key Resources	Cost Structure	Channel

Source: Data processed, 2023

TABLE 2 / Business Model Canvas of Kampong Angrek

<i>Key Partner</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationship</i>	<i>Customer Segment</i>
1. Raw material supplier of seedlings from Jakarta 2. Partnership during orchid propagation in production 3. Laila Orchid (reseller) 4. Mulia Entertainment Event Organizer 5. Food seller at orchid restaurant 6. Universities and Schools	1. Orchid production 2. Agritourism management 3. Marketing and Promotion <i>Key Resources</i> 1. Human resources; employees 2. Physical resources; existing facilities 3. Natural resources; orchid plants, ornamental plants, and animals there	1. Nature tourism is both educational, and prioritizes 8esthetics 2. Friendliness and politeness of employees towards customers 3. Large parking area 4. There has a mini zoo 5. Many gazebo facilities 6. There are lots of photo spots	1. Support's communication 2. Orchid Plant Consultation 3. Fulfill customer requests when renting a place <i>Channel</i> 1. Instagram 2. Website 3. Pamflet, Banner 4. Youtube 5. <i>Shopee</i>	1. Family 2. Women who are over thirty years old 3. People with middle to upper economic class
<i>Cost Structure</i>		<i>Revenue Streams</i>		
1. Fixed Costs; Employee salary, BPJS Insurance, Contribution Tax, Electricity cost, Water cost 2. Variable Costs; Materials for laboratories, and fertilizer cultivation, Operational costs, Animal feed costs, costs of repairing parks, buildings, and infrastructure 3. Donations to the community		1. Kampong Angrek entrance ticket 2. Venue rental 3. Educational tour packages, food sales at the restaurant 4. Sale of orchid plants, and their production facilities		

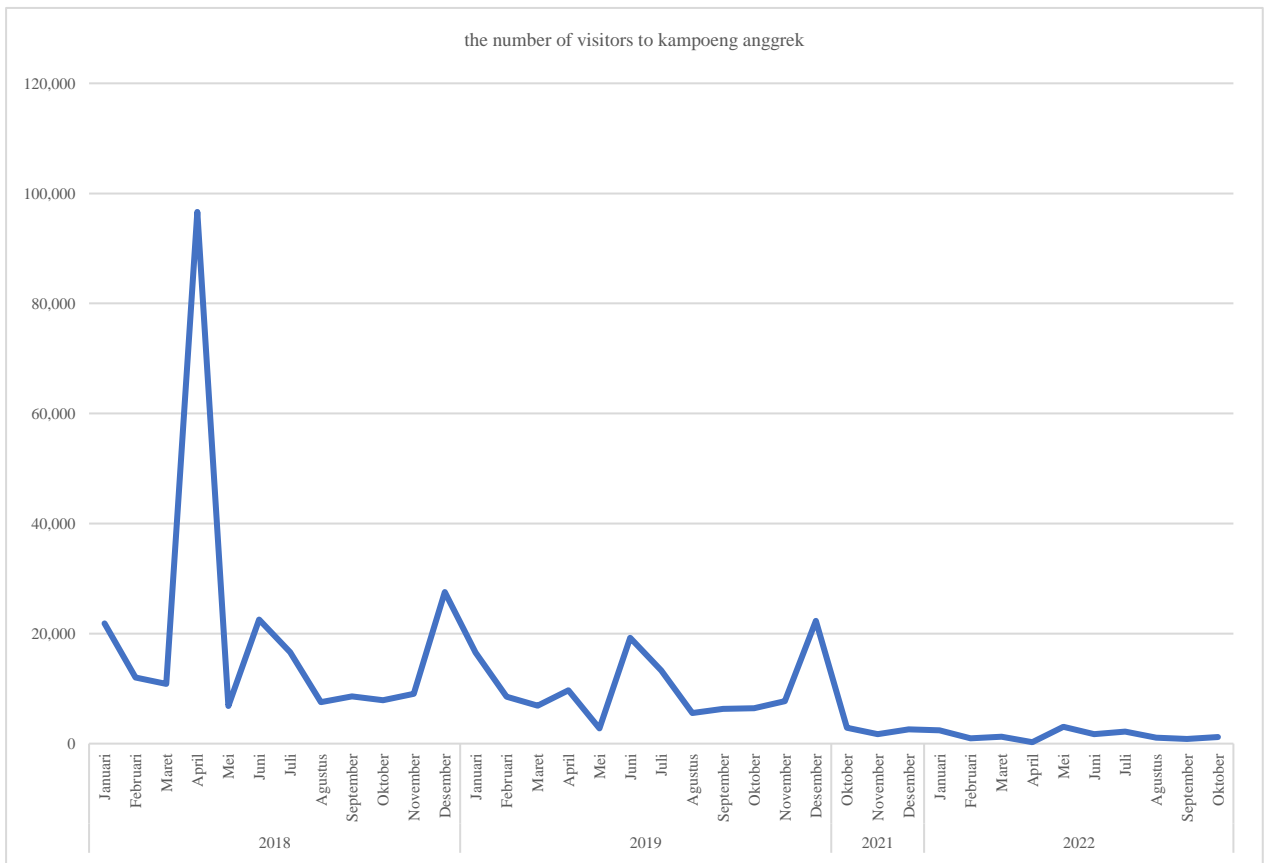
Source: Data processed, 2023

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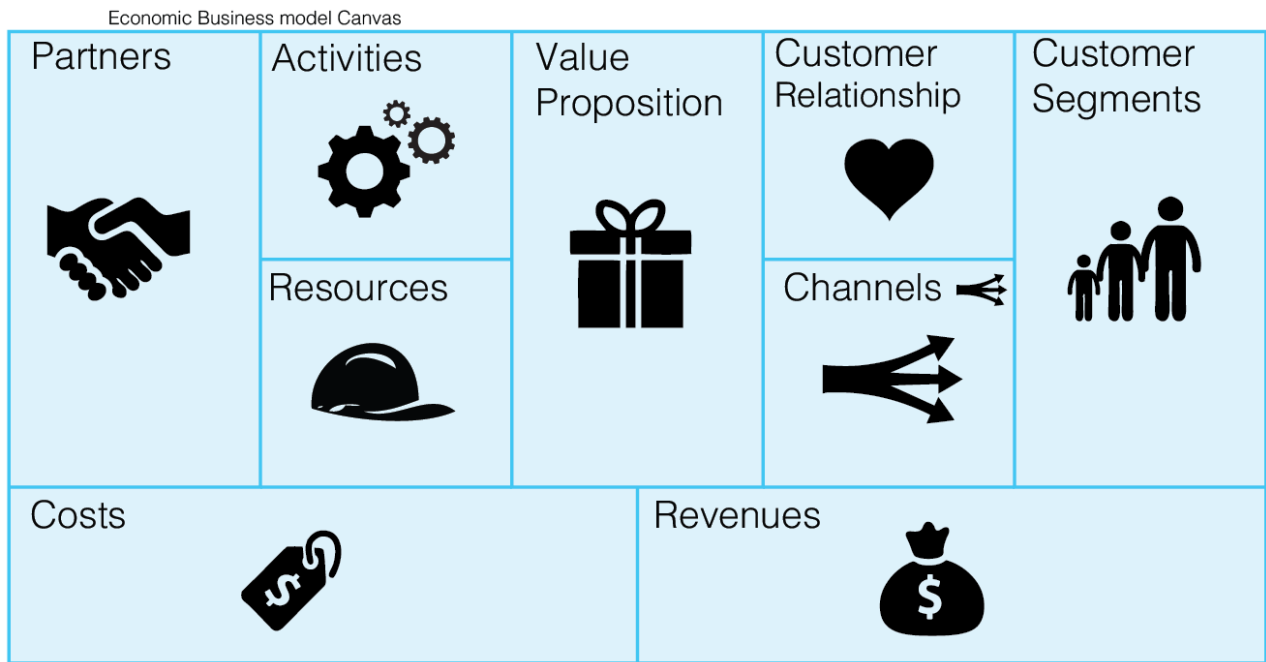
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FIGURE 1 / Number of Visitors to Kampoeng Angrek Tourism 2018-2022



Source: Data processed from angrek village manager, 2023

FIGURE 2 / Business Model Canvas Concept



Source: Data processed, 2023