

DEVELOPMENT OF BUSSINES MODEL IN SENTULFRESH AGROTOURISM SERVICES

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Abstract: Knowing the problems and circumstances in a company is needed in the face of business competition, it can be the basis of strategic decision making for the company. Sentulfresh Indonesia has agrotourism products that offer educational activities on the theme of education on animals, plants, and biotechnology. As a new educational tourist attraction, Sentulfresh has the potential of natural resources and market potential that can be developed. This research uses the Business Model Canvas method to identify its business elements and then a SWOT analysis is performed on all existing BMC elements to form the basis of the future BMC idea by using the four-step framework from Blue Ocean Strategy. The results of this study indicate that the business model being undertaken needs some improvement and changes to be able to face the existing competition. Starting from the development of Key activities, namely the manufacturing of hydroponic plants will create a new and attractive value proposition as well as a new educational tourism market with broader customer segments as well as more diverse of the revenue stream. While the development of a value proposition in the form of batik activities will expand the market reach to junior and senior high school levels, even the adult community and generate new revenue streams without adding to the promotion costs for the two innovations above. This research still has many limitations, in terms of research objects there are still many that can be examined such as standardization of educational tourism, service quality, customer satisfaction, cost analysis etc. In terms of methodology, researchers can then combine BMC with other business methods in the Blue Ocean Strategy Book.



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Over the decades there has been a great increasing in diversification in agricultural activities such as biomass production, direct marketing, natural and landscape man-

agement, and quality food production in the area. Torquati et al. (2015). A concrete example in Indonesia about using agricultural land for other purposes is Agro-tourism. Agro-tourism which is part of the agribusiness sector also has an impact as the main driver of national economic development so the cur-

rent Indonesian economic problems such as economic growth, expansion of employment opportunities, increasing foreign exchange, equitable distribution of welfare and accelerating regional economic development that can build the economy and preservation the environment, should be able to be solved properly and done sustainably Fauzi (2016).

Sentulfresh Indonesia is an agricultural and animal husbandry area that has various aspects in it, there are fish breeding, dairy cows, earthworms, medicinal plants, educational tours for schools, pesantren memorizing the Qur'an and also a yogurt making factory. According to Prastiwi and Merinawati (2016), Educational tourism is a tourism concept that applies non-formal education about knowledge to the student as a tourist visiting an educational tourism attraction. In these places, visitors can do tourism activities and learn with a fun method.

According to Infansyah (2017), The learning method used in the curriculum 2013 for the elementary school level is to use a thematic learning ap-

proach by developing creative ideas further by utilizing alternative activities offered. Therefore, teachers and schools organize a program of activities outside of school that supports thematic learning. Therefore the teacher and the school hold a program of activities outside the school that supports thematic learning methods that cannot be done or provided from the internal school, both teachers and schools. From here we know many words that define these activities such as; Outing class, field trips, study tours, educational tours etc. So, with the existence of activities outside the classroom, it can be concluded that it can support schools in carrying out the 2013 curriculum set by the government, each class or level has its own theme so that the determination of the object of the visit is seen from the theme being studied by students. As an educational attraction for schools, Sentulfresh has been operating since 2013 in receiving school visits, Sentulfresh data number of visitors from 2016 to 2018 can be seen in the following table and figure.

Table 1 Number of Sentulfresh Visitor

	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Ags	Sep	Okt	Nop	Des	Total
2016	549	614	1147	1239	1639	170	0	0	731	1652	1118	281	9140
2017	442	2153	3781	2230	1799	92	54	149	1084	1823	3002	710	17316
2018	731	1793	2144	2621	1270	22	23	249	1304	4163	2447	450	17217

Source: Sentulfresh annual report 2018

The data above shows the number of visitors to Sentulfresh per month, in 2018 Sentulfresh visitors come from 193 schools domiciled in Jabodetabek. Data obtained by researchers from the official BPS website shows that there are 20 thousand public and private schools in the Jabodetabek area. This market potential creates an educational tourism competition in the Bogor area. Sentulfresh's internal data shows that there are 3 competitors which are one of the choices of visitors before finally deciding to come to Sentulfresh, namely: Kuntum, Cinangneng and Pasir mukti. The following are agrotourism market data for Bogor district business areas;

The Table 2 shows several aspects such as education tourism or agrotourism service competition, education tourism market share in Bogor district, the number of connoisseurs of educational tourism objects and the number of schools that come to Bogor to hold educational tourism activities. Where Sentulfresh as the object of research only gets a 10% market share. According to Hadiyati (2010) In the case of competition faced by most companies in various industries, it seems that competition for consumers will affect their needs in the market. Companies will get a place in the hearts of consumers if everything offered is what they want. A company in its activities becomes mandatory to manage

Table 2 Marketshare of Agrotourism in Bogor

Name	Visitors	Number of Schools	Marketshare	Sources
Sentulfresh	17217	193	10 %	Annual Report 2018
Kuntum	51836	579	30 %	Eksternal
Cinangneng	49000	547	27 %	Portal New
Pasir Mukti	58340	651	33 %	Reasearch
Total	176393	1970	100 %	

Source: Sentulfresh Annual Report 2018

services properly so that in principle requires professional management in marketing, operations and human resources, integration of these elements will be the key to the success of service companies to improve performance.

With such intense competition, Sentulfresh must have a business model and one of the business concepts used to formulate a business development strategy is the Business Model Canvas taken from the Business Model Generation by Osterwalder and Pigneur (2010) besides Sentulfresh requires innovations that are highly needed in the tourism business. Research conducted by Rezazadeh et al (2014) and Azhar (2017) uses a methodology from Kim and Mauborgne's Blue Ocean Strategy Book (2007), which is a 4-step framework for creating an innovation in tourism that is expected to increase market share in competition. The use of aspects of the Blue Ocean Strategy has also been carried out by several studies such as Transforming The Nature and Scope of New Product Development by Pitta and Elizabeth (2012) describing the mapping of product development using three analytical tools from the blue ocean strategy namely Strategy Canvas, Four Actions Framework, and ERRC Grid. Blue Ocean Strategy can also help in creating innovation for business models in the tourism industry as listed in the Blue Ocean Strategy In Hotel Industry research by Ahmet (2015) Developing a Convention and Event Management Curriculum in Asia Using Blue Ocean Strategy and Co-Creation with Industry by Djones (2010), Blue Ocean Strategy for Tourism Development in the Bangka Belitung Islands Province by Hamsani and Valeriani (2014) and The Effects of E-Tourism to the Development of the

Tourism Sector in Indonesia by Jonathan and Tarigan (2016).

Based on the explanation above, Sentulfresh as an agrotourism service provider needs to do strategic planning to deal with existing market competition. This research aims to; Identifying the business model of Sentulfresh school education tourism services then identifying the factors that are strengths, weaknesses, opportunities and threats for Sentulfresh and proceed with designing a new business model that can be used as a strategy to develop Sentulfresh school educational tourism services in the future.

From this research, it is expected to provide benefits for the SentulfreshEdufarm Program, as input and advice for owners or management in improving performance and services related to school education tourism and also as a basis for strategic decision making related to the sustainability of this educational tourism. The next benefit for the Academic Community, research with this method can be a reference material for research with a focus on business innovation, especially in agribusiness and agriculture-based tourism. For researchers, this research is useful in order to enrich insight and knowledge related to business management and its application in the future if the writer has the opportunity to own a business.

METHOD

Location and Time of Research

This research was conducted for 2 months, in May and June 2019 and located in the Sentulfresh ranch area which became an educational tourist

attraction for schools located in Cadasngampar vil-
lage, District Sukaraja, Bogor Regency.

Data Types, Sources and Study Analysis

The type of data used in this study is primary data and secondary data. Primary data obtained by direct observation and depth interviews with questionnaires to the parties directly related to the implementation of Agrotourism activities at Sentulfresh. Secondary data obtained from several sources such as research library research, annual reports, websites, etc. Data processing and analysis in this study were carried out in stages, as follows:

1. Identification of development models in Sentulfreshagrotourism services: The process of identifying the Sentulfresh development model is carried out through observation and interviews with respondents on nine key elements of the canvas business model, namely: customer segments, value propositions, channels, customer relationships, revenue streams, Key resources, key activities, key partnerships, and cost structure. At this stage, the researcher used the FGD method to determine the points on each BMC element as well as determining the priority points on each element with a polling system where the points with the most votes would be the main points on that element.
2. SWOT analysis of each key element of the canvas business model: Analysis of internal and external factors in this study was conducted through observation, interviews with external and internal respondents regarding the nine elements of the business model canvas. From the results of the analysis strength and weaknesses will be obtained as internal factors and opportunities and threats as external factors. From the results of the SWOT analysis on the development of the Sentulfresh business model is used as a reference in determining the focal point of the value innovation idea in the design of a prototype of the Sentulfresh business development model. At this stage, the researcher involved all respondents in only 3 BMC elements namely

Customer Relationship, Value Proposition and Channel. Whereas in the other 6 elements researchers only involved respondents who deal directly in the implementation of educational tourism activities at Sentulfresh. Determination of SWOT points for each element is done by the FGD and Polling method to determine priority points for SWOT for each element that exists with a Likert scale of 1 to 5 where 1 strongly disagrees and 5 is strongly agree

3. Designing a business model through the Blue Ocean Strategy. : The design of a business model is the development of a business model by utilizing the opportunities and strengths that an organization has. The formulation of the design of this new business model is done with Blue Ocean Strategy using a four-step framework analysis tool and a write-off - reduce - enhance - create a scheme. At this stage, the researcher conducted an analysis based on research data that had been collected from the business model analysis and SWOT analysis of each BMC element and adjusted to follow the previous research flow.

Conseptual Framework

The design of the development of a future business model at SentulfreshAgrotourism Services begins with a descriptive analysis by analyzing the current conditions. This identification is needed to determine the goals to be achieved by the company in accordance with the objectives to be achieved. After the company's current condition is mapped through 9 block elements in the BMC, the next step is to identify the business model of the development of Sentulfresh's school educational tourism services with Swot Analysis on each existing BMC element. The identification of the results of this swot is the basis for designing future business models. The formulation of this new modle design is done by Blue Ocean Strategy using a four-step framework analysis tool with a write-off-reduce-improve-create scheme, the following is an overview of the frameworks in this study:

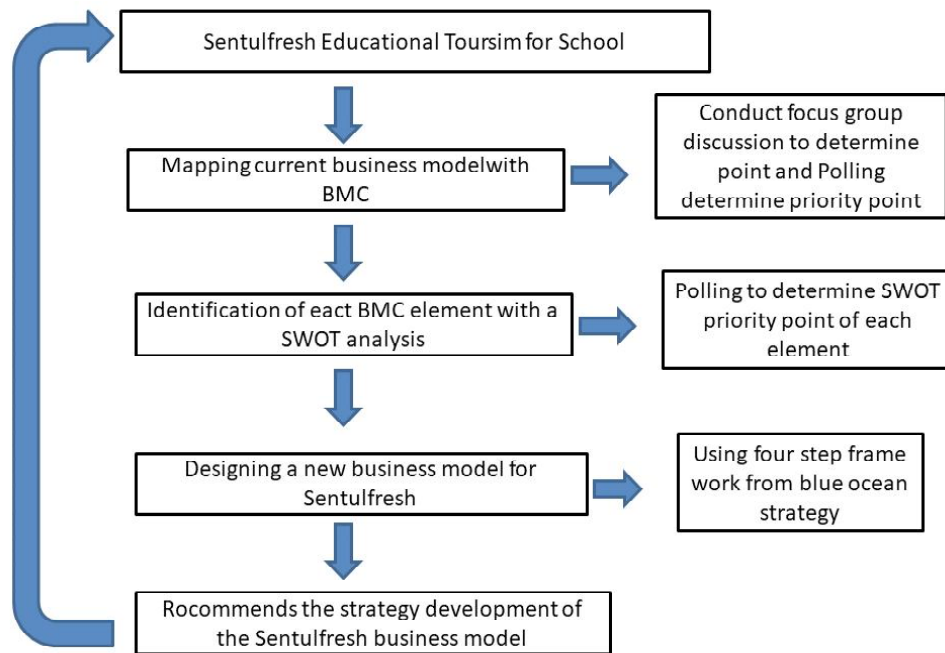


Figure 1 Conceptual Framework

RESULTS

Analysis of Business Model Canvas

The following are the results of interviews and FGDs conducted by researchers on 15 Sentulfresh

internal employees and 36 external people who were Sentulfresh's partners, visitors and tourism experts in the implementation of educational tourism activities;

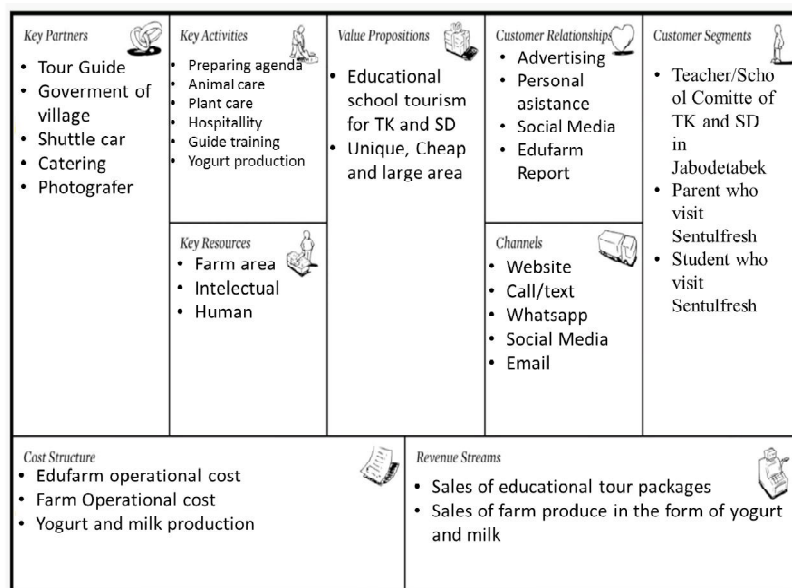


Figure 2 Sentulfresh Business Model

The results of the above identification are very important for management to be able to regularly assess the business model in the company, it is an important activity in management that allows the organization to evaluate the state of its market position and then adjust it. In this discussion, the researcher wants to conduct an evaluation using the

SWOT approach. With 21 correspondents for the Channel element, value propositions and customer relationships and other elements require only 30 respondents. Where researchers see how the strengths, weaknesses, opportunities and threats that exist in 9 blocks of Sentulfresh's business model

Table 3 Swot Analysis of each BMC element

Elemen	SWOT	Point SWOT
Customer Segment	Strength	The customer base is well segmented
	Weakness	Difficult to get new customers (repeat orders)
	Opportunity	There are new markets, namely: junior high, senior high school and adult community
	Threat	Competitors threaten markets, consumers cross, competition is fast
Value Proposition	Strength	There is a strong synergy between product and service, a unique value proposition
	Weakness	Often receive complaints in the form of themes that do not match prospective visitors
	Opportunity	There are other customer needs that are not met
	Threat	Substitution services
Channel	Strength	Effective and efficient channels, easy to see and in accordance with the segment
	Weakness	Does not provide economies of scope and there are slow response and miss communication
	Opportunity	A new channels that support business operations, the use of information technology
	Threat	Website server down and internet network down
Customer Relationship	Strength	Strong customer relationships and fit with consumers
	Weakness	Low transfer costs and weak brands
	Opportunity	Improve relationships with customers who cross
	Threat	Prospective buyers do not get complete information from the website
Reveneue Stream	Strength	The profit from the margin is very large
	Weakness	The income stream isn't much
	Opportunity	There is a lost of deman that consumers are willing to pay
	Threat	Competitors capture the market and Sentulfresh's profits
Key resources	Strength	Main resources are difficult to replicate
	Weakness	Expensive price to get the main resource
	Opportunity	Parents' market demand for sentulfresh's resources cannot be fulfilled
	Threat	Suppliers provide quality resources

Elemen	SWOT	Point SWOT
Key Activity	Strength	Run key activities efficiently
	Weakness	Key activities are easy to emulate
	Opportunity	Middle and high school students are not compatible with existing plant education
	Threat	The weather in Bogor is quite extreme
Key Partnership	Strength	Focus on working together if necessary
	Weakness	Partner relationships create conflict
	Opportunity	Cross selling with partners
	Threat	Partners can collaborate with competitors
Cos Strcture	Strength	Sentulfresh's operational costs are efficient
	Weakness	Don't benefit from the economics of scale
	Opportunity	Competitors raise prices
	Threat	Partners raise the price of cooperation

4 Steps Frame Work

The design of a business model prototype that is combined with the principle of blue ocean strategy raises four main questions, namely what can be

created, eliminate, rise and reduce which refers to current and future conditions. That can be shown by the picture below

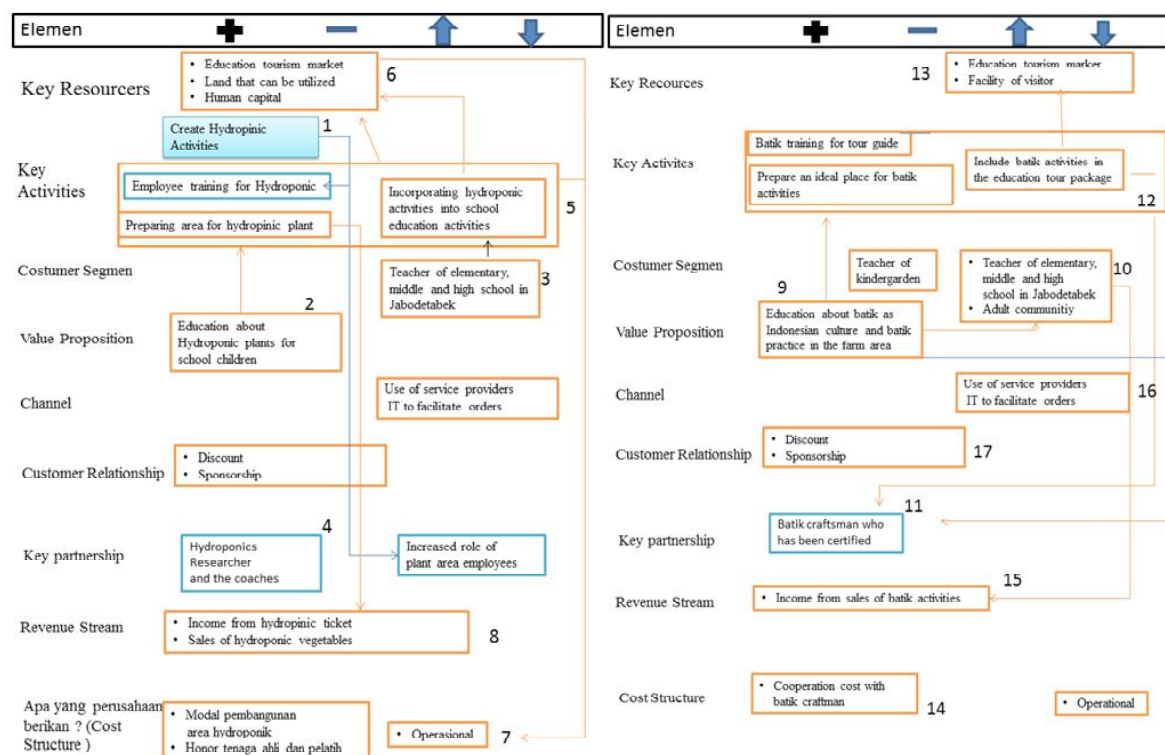


Figure 3 4 Steps Framework model on Sentulfresh Model Business

DISCUSSION

Sentulfresh Busines Model Canvas

The results of the business model analysis on Sentulfresh using the Canvas Business Model shows 9 business elements that are the basis and an important part of the sustainability of the education tourism business. Sentulfresh offers educational activities on farms with 3 different themes namely plant themes, animal themes, and biotechnology themes. Activities carried out in the area of the farm that can accommodate 450 children a day and children will be guided by an attractive and entertaining tour guide.

The target market that Sentulfresh set only revolves around kindergarten and elementary school teachers in Jabodetabek which are achieved in various ways through website, social media, telephone, email and also whatsapp. The selection of these channels is considered very in accordance with the characteristics of school teachers who are aged 25 to 50 years. Sentulfresh builds relationships with customers in interesting ways such as advertisements, social media posts and also visit reports.

Sentulfresh has resources that help the educational tourism business it runs can develop, 12 hectares of livestock breeding area and also livestock elements such as plants and animals that are used as educational objects. Animal care, plants, and event preparation are always done every day when there is a visit, hospitality training to the tour guide is also done periodically to provide satisfying service. In

its activities Sentulfresh cooperates with several parties to ensure the feasibility of services provided such as catering and also photographers, the main income is only from the sale of educational tourism tickets and livestock products, namely milk and yogurt.

SWOT Analysis for each elemen

From the results of the swot, each element can be seen how the strengths, weaknesses, opportunities owned by Sentulfresh in running the education tourism business. It can be used as an evaluation for future improvement, this study aims to provide solutions for Sentulfresh in strengthening themselves in facing market competition by innovating in business.

The discussion of Sentulfresh's agrotourism service business model evaluation using the BMC approach raises several points such as the opportunities that each business block has. Opportunities that arise can be an innovation idea that can be developed, business model innovation ideas can come from anywhere and the nine elements of the existing business model can be a starting point for innovation to occur. Transformative business model innovations affect more than one building element which according to (Osterwalder 2010) innovation center business models are driven by resources, driven by offers, driven by customers and driven by finance.

Table 4 Inovation Point of Sentulfresh

Inovation point	Opportunity	Information
Infrastruktur	Development of key activities of plant parts	Oppoertunity
Offering	Another Cunsumer needs	Opportunity
Customer	Lost of demand new segmen	Opportunity
Finance	Reduction in plant part costs, and new revenue streams	Opportunity

From the innovation point table above found several opportunities that exist at Sentulfresh's BMC point of innovation, from the idea of innovation in

the form of making a vehicle for hydroponic vegetable centers and batik activities which will be explained in more detail in the following discussion.

Designing A New Prototype Business Model Using 4 Steps Framework

The results of the search and data processing conducted by researchers in the Sentulfresh Agrotourism for School, researchers offered two ideas for designing business models based on Blue Ocean Strategy where these two ideas are interconnected with one another. The first idea of planning a blue ocean strategy based business model originates from the focal point of innovation, namely key activities and value propositions. The creation of a new educational vehicle in the form of hydroponic vegetable plants is the beginning of the planning of this business model idea where its function is to utilize the main resources owned by Sentulfresh

and will become a tourist attraction because hydroponic plants have a very high educational value, the produce from these hydroponic plants can also be sold to Sentulfresh visitors other than school children ie parents of students so that the number of revenue streams at Sentulfresh increases. Increasing the role of employees in plant areas from only maintaining to managing a hydroponic vegetable plant is a focal point for innovation driven by key activities while the educational vehicle for hydroponic vegetables for visitors is driven by a point of innovation proposition (value proposition). These two points of innovation will influence the other elements of the block in the canvas business model.

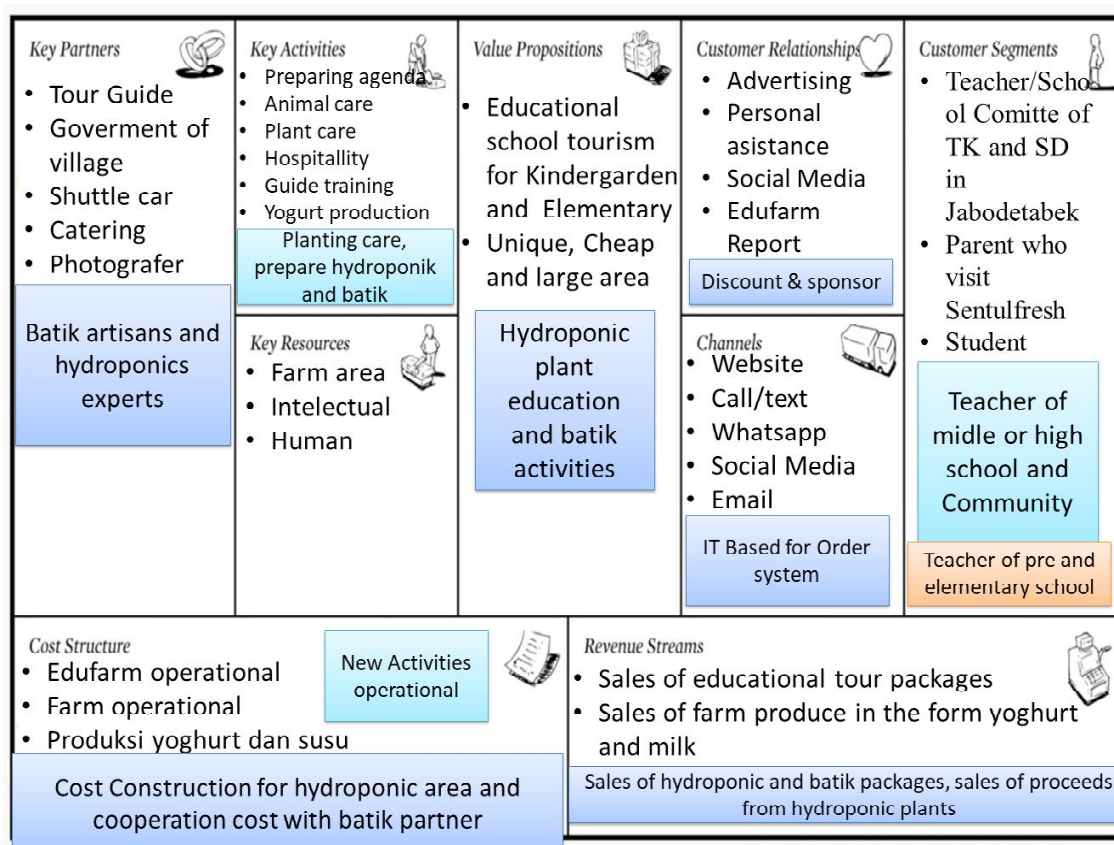


Figure 4 Sentulfresh Future Business Model

Information :



The second idea comes from the focal point of offering innovation namely Value proposition, Sentulfresh as an educational tourism object always provides educational activities and is in accordance with the theme of children's education. In this case the idea of business planning based on the blue ocean strategy, the second is the addition of batik activities in educational attractions for schools. The addition of the value proposition also affects other business block elements of the canvas model. At present, the target market of Sentulfresh is very specific, namely only for family planning, kindergarten and elementary schools. The addition of batik activities is expected to be able to expand the educational tourism market to junior high, Senior high school and even adult community who want the ability to craft such as batik. According to Alfiana *et.al* (2017) The ability to make a batik art taught by a coach or teacher is able to make students able to create, work, develop creativity, express feelings, talents, motivation and be independent.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research on the identification of the elements of the canvas business model at Sentulfresh, it can be seen that from the Customer Segment element, visitors who come are KB, kindergarten and elementary school children in the Jabodetabek area. The value proposition offered is educational activities at the farm with 3 educational themes, a large place, and an attractive tour guide. The current customer relationship is through advertisements and services that prioritize personal assistance. The Revenue Stream received by Sentulfresh comes from the sale of entrance tickets, education packages and yogurt sales. Key resources in this business are physical assets, human resources and intellectual property. Key partnerships currently being undertaken are Catering, Shuttle Car, TourGuide, Village Government and Photographers. The main cost structure is employee salary, maintenance, operational, production and promotion costs. The results of the identification of the current model with a SWOT analysis show that the idea of de-

signing a business model for future tourism business development. This research offers two business model planning ideas based on the analysis of a four-step framework of blue ocean star education that can be carried out on Sentulfresh's educational tourism in future business development.

Recommendations

Based on the results of the research carried out, the advice given by researchers regarding the development of Sentulfresh attractions in the future is sensitivity to what is needed by consumers, conducting periodic research on visitor perceptions and also research on visitor satisfaction so there are many innovations, improvements, and changes that help the development of service businesses Sentulfresh educational tour. The management must conduct training on hospitality to employees, Sentulfresh must also have a legal entity that is registered as a tourist attraction in the Bogor district. This research still has many limitations, in terms of research objects there are still many that can be examined such as standardization of educational tourism, service quality, customer satisfaction, cost analysis etc. In terms of methodology, researchers can then combine BMC with other business methods in the Blue Ocean Strategy Book.

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