

ENHANCING SUSTAINABILITY WITH TRIPLE-LAYERED BUSINESS MODEL CANVAS IN GASTRONOMY AGRO-TOURISM SUKAJADI VILLAGE BOGOR

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Abstract:

Background: Developing more sustainable business models (BM) has become increasingly crucial for sustaining the agro-tourism industry as environmental and social pressures increase. However, sustainable business modeling is still underused in the development of agro-tourism.

Purpose: This research aims to explore a new approach for transitioning towards a more sustainable BM in agro-tourism, with a case study in Sukajadi Tourism Village, Bogor.

Design/methodology/approach: The method used in this research is action research with the 3E process (explore, exploit, enhance). The hypothetical business model canvas is explored as an initial step, then the SWOT sustainability framework is used in the exploration stage, and finally, the Triple Layered Business Model Canvas (TLBMC) framework is used to synthesize the previous two steps in the improvement stage.

Findings/Result: The results of the study show that, overall, the TLBMC framework enables creative process guidance in communicating and implementing business improvement models (BM), from conventional gastronomic agro-tourism to gastronomic permaculture. The new SBMC resulted from the expansion of the domain to increase the agro-tourism value proposition in terms of sustainability targets and is expected to be in accordance with the environmental potential and wishes of the Sukajadi Village Community, Bogor.

Conclusion: TLBMC can be implemented to increase sustainability in the Sukajadi Tourism Village. The results of the analysis recommend the development of permaculture-based gastronomic agro tourism.

Originality/value (State of the art): This research contributes to the TLBMC theory in the development of agro-tourism villages.

Keywords: Agro-tourism, Sukajadi Village, sustainability SWOT, triple-layered BMC

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INTRODUCTION

Sukajadi Tourism Village is one of the villages in Tamansari District. This district is one of the Strategic Tourism Areas of Bogor Regency because it has quite large tourism potential and is not too far from the city center. Around Sukajadi Village, there are several famous tourist destinations such as Nangka Waterfall, Butterfly Park, and Highland Resort, but unfortunately, all of these tourist attractions are managed by private parties, and a small portion of the people of Sukajadi Village only work as employees at tourist attractions. The people of Sukajadi Village want to improve their welfare by opening a business in their village.

This research uses a diversification strategy of agro-tourism community development, named agro-tourism, which is a priority activity for village communities, in this case, the Sukajadi tourist village. Agro-tourism activities in villages connect economic, social, and environmental components in a sustainable manner. This can help ensure the sustainability of the village environment and the Sukajadi Village community (Kamila et al. 2021).

Diversification of agro-tourism activities in Sukajadi Village is possible because it contains the following elements (Adamov et al. 2020, Kamila et al. 2021): The existence of rural areas that are rich in natural and anthropic resources; The community is interested in practicing these agro-tourism activities; There are already services offered by the villagers: accommodation and meals; A material base (i.e., means of transport, road access, tourism units, and various recreational possibilities) and an appropriate legislative framework are needed to carry out these activities.

Learning from research by Wei & Siti (2021), developing agro-tourism can use several strategies, including: Diversification of agro-tourism activities with product innovation and expansion of agribusiness to reduce loss of tourism income; digital transformation, such as contact tracing applications, the introduction of virtual tourism, and the use of social media to promote agro-tourism as low-risk tourism; adaptive human resource strategy by encouraging community capacity building such as increasing skills and training local farmers to stimulate new agro-tourism skills and form a workforce that is better prepared to face the future.

Meanwhile, according to Philip et al. (2010), by considering activities and products systematically, agro-tourism can be categorized according to the typology, because agro-tourism is framed as an activity with these typologies, it is possible (and common) that agro-tourism can be used in one or more typologies coexist in one land ownership.

Typology 1 - *non-working farm agrotourism* can be identified as rural tourism in general, where tourists can participate in agritourism through agricultural heritage or imagery (e.g., accommodation in converted farmhouses) or through past or current agricultural practices that constitute part of the tourist product (e.g. sheep shearing demonstration). Other examples of this agrotourism typology include tourist attractions such as horse riding and walking on agricultural land that is still functioning. What differentiates this agrotourism typology from rural tourism in general is its connection to agriculture or agricultural heritage other than active agriculture.

Typology 2 - *working farmland, passive contact agritourism*, farmland provides a tourism context, but the relationship between tourism and farming is passive, for example, bed and breakfast in a farmhouse; non-agricultural outdoor activities. The nature of the activities and products in this agrotourism typology allows farmers to utilize existing resources to increase their income without disrupting agriculture as a separate activity. Development that can be carried out is agricultural diversification, for example, a series of products based on agricultural resources such as rice fields, fields, and outbuildings that were previously not used (for example farmers' rest huts).

Typology 3 - *working agriculture, indirect contact agrotourism* begins to integrate farming on agricultural land with tourism products. The nature of contact in this case is 'indirect' in the sense that agriculture integrated with tourism is an agricultural commodity, not an agricultural activity. The indirect relationship between the agricultural and tourism components in this typology focuses on the hospitality and accommodation components, where agricultural diversification supplies fresh local food to the tourist market. This can occur through consuming agricultural produce in tourist meals served in accommodations or cafes, or selling it to tourists in agricultural shops. The processing of agricultural goods on site is another important example

of this agrotourism typology, for example, visiting a clean milking parlor or a demonstration of making food and drinks made from cow's or goat's milk. Another example is a plant maze, when farmers plant fertile crops (e.g. corn) in a maze designed to build a seasonal tourist attraction.

Typology 4 - a *working farm, direct contact, staged agrotourism* where tourists experience agricultural activities deliberately carried out (or staged) for tourism. The two main ways to achieve this are reproduction (e.g. model farming) or organizing agricultural activities for tourism (e.g. agricultural tourism). In this typology, the anticipated health and safety of tourists due to direct contact with agricultural shows need to be considered. The development of this typology could involve different stages of farming for tourism, from simple time variations that allow farming and tourism components to be operated at coordinated intervals (e.g. meal times and visiting times), to implementing purpose-built farm attractions. Another example is livestock demonstrations, such as milking cows, herding livestock, and direct physical contact with livestock, such as feeding or petting animals.

Typology 5 - *working farms, direct contact, authentic* where tourists experience the physical activities of farming directly, for example, 'choose your own' facilities to participate in agricultural work. This typology includes types of agrotourism that go beyond 'normal' tourist locations or enter agricultural 'remote areas'. Products and activities classified in the agrotourism typology include organic rice farming. Organic farming provides great opportunities for this agrotourism typology because the production techniques used are labor intensive. Plants that must be picked yourself, such as yellow dragon fruit, poor apples, or grapefruit, also provide good opportunities. Although opportunities for agritourism experiences with this typology are limited, they represent an important niche that should not be excluded and should be separated from staged agritourism experiences.

Previous research by Khamdi et al. (2021) used the BMC methodology to map the red guava agribusiness model and develop a development plan. BMC is also used to assist in identifying the current business model operated by the mushroom agroindustry and elements that will be further improved to achieve business sustainability in the future. The results show that the mushroom agroindustry BMC covers all business

fields, such as customers, supply, infrastructure, and financial sustainability (Haryati, 2021).

SBMC's presentation in this research aims to develop agro-tourism to recover from the pandemic, which prioritizes community empowerment in Sukajadi Village without destroying the community's existing environmental and social order. The designed SBMC is an exploration, exploitation, and enhancement of the canvas business model with a proposed minimum product output (MVP) for the development of community-based agro-tourism in Sukajadi Village, Bogor.

This research aims to provide an alternative development of an agro-tourism typology suitable for the community and environment of Sukajadi Village. The tool used is the Sustainable Business Model Canvas (SBMC), which offers results by integrating the three dimensions of sustainability, such as economic, environmental, and social (Mili & Loukil, 2023), so the development in Sukajadi Village can be sustainable. The research question is "How is SBMC for community-based agro-tourism for Sukajadi Village?"

METHODS

The research location is Kp. Gadog Sisi, with an area of approximately 10 Hectares located in Sukajadi Village, Tamansari District, Bogor Regency, West Java. This area consists of residential areas, rice fields, fields, and pine forests. The boundaries of Sukajadi Village are as follows: to the north, it borders Purwasari Village, Dramaga District; to the south, it borders Mount Salak; and to the, west it borders Gunung Malang Village, Tenjo Laya District.

The design simulation was carried out in the RANCAGE Environmentally Friendly Village, Kp. Gadog Sisi RT03/08, Sukajadi Village. An illustration is needed to provide an alternative for the community's agro-tourism development. For example, several community members who own land work together to establish an agro-tourism company, as shown in the picture with a concept based on sustainable development (Popescu et al. 2022): Environment, development of tourism activities in the natural rural environment typical of Sukajadi Village, which assumes the rural landscape has an agrarian character and is in contact with the environment; Economically, the tourism offer

implies three elements: accommodation, food, and recreation, focusing on the uniqueness of Sukajadi Village with an emphasis on traditions, crafts, customs, and gastronomy; Social demographics, and linkages with the Sukajadi Village community, include the development of special tourist-host relationships and participation in local community life.

With the natural potential that exists in Kp. Gadog Sisi, Sukajadi Village in Table 1, then the creation of added value for agro-tourism can be done in all agro-tourism typologies. These details are used as the basis for an analytical framework for developing agro-tourism activities and forms with a sustainability vision.

This research is a qualitative action research study that adopts the research method of Mili & Loukil (2023), which examines the application and accuracy of the TLBMC model in the Spanish F&V industry at the sector and company level, which is modified using a learning organization perspective so that it is easy to apply, namely exploration, exploitation and enhance. Action research exploration by the author with BMC includes activities involving searching for new

opportunities or creating new knowledge, in this case agro-tourism, which is suitable for Sukajadi Village, Bogor. Exploitation with sustainability SWOT describes optimization from not only economic, but also environmental, and social perspectives. Enhancement synthesizes the results of the first and second analyses to obtain strategies and MVPs from complementary research.

The innovation process is carried out to produce new products as done by Labarthe et al. (2021), namely environmental exploration, exploitation, and innovation in the agribusiness sector. These exploration needs were studied in detail based on interdisciplinary literature research.

The results of the exploration are several possible agricultural tourism development scenarios. Exploitation involves environmental and social innovations at research locations, which require new knowledge training to understand, test, and evaluate existing potential. In this way, it is hoped that the development of sustainable systemic innovation will also produce new economic benefits.

Table 1. Potential for agro-tourism in Kp. Gadog Sisi

Activity	Specification
A working farm, passive contact agro-tourism	this activity does not require extensive interaction between visitors and the work site, allowing farmers to continue farming activities without interruption. Services in Sukajadi Village include campsites and homestays, which can be developed into an agri-hotel category, farm stay, agri-motel, self-service bed, and specialized agro-hotel services.
A working farm, indirect contact agro-tourism	These activities are more directly related to agricultural functions, although contact with visitors is more focused on agricultural products than agricultural practices themselves. The activity that already exists in Sukajadi Village is a stall or restaurant, which is a separate place for tourists who eat without the family of the farmer/stall/restaurant owner. but according to the menu and schedule determined by the farmer/stall/restaurant owner.
A working farm, direct contact, staged agro-tourism	This activity refers to activities allowing visitors to experience agricultural operations through predetermined scenarios and visits. This service can be developed as a primary agro-tourism service in Sukajadi Village, which includes observing crop and livestock production as well as observing food and beverage processing, participating in crop and animal production, educational tourism, agricultural zoo safaris, direct contact with pets or nature on farms.
A working farm, direct contact, authentic agro-tourism	These activities refer to visitors' direct participation in agricultural activities, where often recreational activities are agricultural "benefits" received in the form of work in exchange for food and lodging. This service can be implemented in Sukajadi Village by providing agro-recreational products and services classified according to length and season of stay as follows: agricultural holidays offered by holiday farms; short weekends (1–3 days) or long holidays (e.g. during a long weekend); live in Eid or Christmas, or New Year.

RESULTS

Based on observations and interviews with the Chair of the Sukajadi Village Tourism Awareness Village Group (Pokdarwis), it is known that the potential tourist attractions in Sukajadi Village are in the form of nature and agriculture, which can trigger the emergence of new forms of rural tourism. The majority of Sukajadi Village residents are of productive age, namely the age range of 26-40 years, they are very caring and committed to advancing the village through tourism development and are active in various activities under the auspices of the Sukajadi Village Tourism Awareness Group (Pokdarwis).

First research result

Exploration of the literature yields that place is increasingly important not only because it is an expression of how economy, ecology, and community interact but also because place-based qualities provide food products with unique characteristics, foster biodiversity, and ensure specific gastronomic traditions, increasing recognition as a place in global arena (Rinaldi, 2017).

Therefore, the grand concept of Sukajadi agro-tourism development is the uniqueness and deliciousness of its culinary and gastronomy, which makes Sukajadi agro-tourism a place that is at the core of the path to sustainable development, which contrasts with agro-tourism in other places in the world as depicted in the Table 2. Sukajadi Agro-tourism is explained by looking at a set of nine BMC building blocks. Each of these nine components contains a series of hypotheses about the business model that need to be tested.

The development of Sukajadi agro-tourism authenticity is based on the utilization of the necessary resources as follows:

1. Local agri-food agro-tourism products originate from certain regions, and their origin is a source of differentiation resulting from local identity or uniqueness, so that they can be considered as material products and intangible heritage.
2. Agro-tourism products that represent a specific part of the local diet where the relationship between the product and the place (considered in both its geographical and cultural dimensions) is explicit, branded and educates it with the cultural values held by the community.

Table 2. BMC Hypothesis for Agro-tourism in Sukajadi Village, Bogor – Gastronomic Agri Tourism

Key Partnership - Sekolah Tinggi Pariwisata Bogor - Marketing team - Association	Key Activities - farm zoo safari, - educational animal husbandry, - tourist routes, - farmhouse - Gastronomy farm restaurant	Value Proposition - Food and gastronomy with authentic taste - High nutritional value - Other services: education, culture, events with a unique identity - High value for money	Customer Relationship - Gourmet show - Social media - Personal; some WOM individuals	Customer Segment - Society at large that values values such as: authenticity, uniqueness, high nutritional expectations
	Key Resources - -farmer "cooperation". - Agricultural atmosphere - Farmland		Channel - Gourmet food stores & retail stores - Exclusive e-store sales - Farmers food market	
Cost Structure - Service operational costs including restaurants - Wages - Rent land - Various inputs (resources) are required			Revenue Stream - Product sales including restaurants - Fees for services, such as education, recreation and cultural activities/events	

3. Local food systems that can contribute to connecting agriculture, communities, producers and consumers and shortening the physical distance and relationship between producers and consumers/tourists.
4. The existing landscape (terroir) can be considered as a synthesis between local biodiversity and sociocultural traditions.
5. Local gastronomy (culinary practices) is related to the culture, traditions and identity of a place and its people.
6. Places of local food consumption (restaurants, agro-tourism, etc.) are locations where special food production attributes can be tasted and experienced.
7. Food events/festivals that express community identity and values while representing a relevant tool for regional development.

The results of the second study

SWOT exploitation identified strengths and weaknesses in Sukajadi Village, assessed strategies through opportunities by considering threats, then synthesized

the relationship between “internal” (strengths and weaknesses) and “external” (opportunities and threats) factors. The results form comparative advantages, challenges and risks that determine the basis for strategic choices - the formulation of strategic objectives for the development of agro-tourism in Sukajadi Village in the long term.

As previously discussed in Table 1, with the natural potential that exists in Kp. Gadog Sisi Sukajadi Village, the creation of added tourism value can be carried out in all agro-tourism typologies. However, from the SWOT results in Table 3, the SO strategy (strengths - opportunities) is obtained which indicates new opportunities that provide alternative farming businesses in the form of permaculture agro-tourism, especially gastronomic permaculture (Muntaha et al. 2023). Permaculture is the design of productive agricultural ecosystems that are diverse, stable and resilient like natural ecosystems. The word “permaculture” was coined by Bill Mollison and David Holmgren in the mid-1970s.

Table 3. SWOT

<p>STRENGTHS</p> <p>Economic</p> <ul style="list-style-type: none"> - Food has been used for differentiating purposes by creating impressive flavors and atmosphere. - In 2019, the main indicator of increased tourism activity was food and beverages (6.9%). - Food is an important part of the tourist experience during tourism activities. - Support from local government. Diversification of agricultural activities into agro-tourism activities. <p>Environment</p> <ul style="list-style-type: none"> - The products offered take into account natural balance and ecosystem sustainability. The food served is food prepared from organic sources from their own garden. - Using natural resources as raw materials for food using natural systems, making your own compost and using livestock manure as a source of bio gas. <p>Social</p> <ul style="list-style-type: none"> - Work-family workforce. Maintain family ties. - Local traditions and customs are preserved - Preservation of national identity and local specificities 	<p>WEAKNESSES</p> <p>Economic</p> <ul style="list-style-type: none"> - Tax regime aspects. - Underdeveloped infrastructure leads to high transportation costs. <p>Environment</p> <ul style="list-style-type: none"> - Lack of legislative framework to define and support this category of agriculture. - Improve the current legislative framework on cooperatives to encourage family farms to join forces. - Lack of funding measures exclusively for family farms. <p>Social</p> <ul style="list-style-type: none"> - Labor shortage, represented by day laborers, caused by an aging population and migration of young people. - Impossibility of erecting a barrier between work leisure time and regular family activities. - Stress is related to high workloads without long breaks (leave).
<p>OPORTUNITIES</p> <p>Economic</p> <ul style="list-style-type: none"> - Continuation of funding programs, which enable agricultural development. <p>Environment</p> <ul style="list-style-type: none"> - Moving towards a bio-economy, using secondary production. <p>Social</p> <ul style="list-style-type: none"> - The trend of increasing consumption of agricultural food products, driven by increasing living standards. - Positive prospects for young people on family farms surveyed to continue farming. - Increased demand for agro-tourism services (non-agricultural activities) 	<p>THREATS</p> <p>Economic</p> <ul style="list-style-type: none"> - Rising inflation, which will lead to higher inputs and thus higher prices. - Higher than expected utility tariffs (electricity, gas, fuel), which will implicitly lead to an increase in value added prices. - Competition in the food and beverage industry is currently very tight. - Gloomy economic outlook, which will slow the economy <p>Social</p> <ul style="list-style-type: none"> - Aging of the population and migration of young people to urban centers, which will worsen the situation of local labor (daily laborers).

The newer meaning of permaculture can also be defined as “a consciously designed landscape that mimics the patterns and interactions that exist in nature, while producing food, fiber, and energy to meet local (community) needs. Permaculture integrates land, resources, humans and the environment in a synergistic relationship that is mutually beneficial (Dewi et al. 2023).

The transformation towards an ecological habitus challenges previous ways of understanding several areas of economic and social life, not only how to produce and consume food, but also how health and education are managed in contemporary society. Permaculture practitioners strive to find new ways to manage their own personal health, paying more attention to prevention (Robson 2022).

The third step is TLBMC enhancement

The next step is the Triple Layer Business Model Canvas (TLBMC) which is a tool to support creative exploration of sustainable business models and sustainability-oriented innovation more broadly. TLBMC complements and expands Osterwalder

and Pigneur’s (2010) original economically oriented business model canvas concept with canvas layers exploring environmental and social value creation. The results of the SWOT analysis in Table 3, to strengthen the SO strategy (strengths - opportunities), the development of agro-tourism in Sukajadi is directed towards Gastromoic Permaculture (example Bumi Langit Yogyakarta).

Analysis of layers of economic factors that are parallel to the original business model canvas shows an increase in the value proposition “carrying out development towards permaculture gastronomy with all its affordable services” so that the target customer segment is expanded to “customers from travel agencies - tourism groups of women, schools and communities” . Horizontally, separate layers of environmental and social impacts are added to support the exploration of economic value. To support interconnection between the three layers; economic, environmental and social, synergy between blocks is carried out in a ‘vertical’ coherence that integrates value creation in three layers of the canvas; which supports the development of a deeper understanding of gastronomic permaculture value creation as in Tables 4 – 6.

Table 4. TLBMC Economic Layer of Agro-tourism in Sukajadi Village, Bogor – Permaculture gastronomy

Key Partnership - Sekolah Tinggi Pariwisata Bogor - Marketing team - Association - Partners: farmers, village government, youth organizations and tourism awareness groups, the business world.	Key Activities - farm zoo safari, educational animal husbandry, tourist routes, farmhouse, Gastronomy farm restaurant - special promotions for schools and mothers' communities	Value Proposition - Food and gastronomy with authentic taste - Carry out development towards gastronomic permaculture with all affordable services	Customer Relationship - Gourmet show - Social media - Personal; some WOM individuals - Special discounts on educational programs	Customer Segment - Society at large that values such as: authenticity, uniqueness, high nutritional expectations - Customers from travel agency – group tourism - moms - Community schools
	Key Resources - farmer "cooperation". - Agricultural atmosphere - Farmland - Permaculture principles		Channel - Gourmet food stores & retail stores, Exclusive e-store sales, Farmers food markets - Travel agency	
Cost Structure - Service operational costs including restaurants - Wages - Rent land - Various inputs (resources) are required - Addition of assets such as physical assets for permaculture			Revenue Stream - Product sales including restaurants - Fees for services, such as education, recreation and cultural activities/events - New income streams from additional permaculture services or its multiplier effect	

Table 5. TLBMC Environmental Layer Agro-tourism in Sukajadi Village, Bogor – Permaculture gastronomy

Supplies & Outsourcing - Making outsourcing at agro-permaculture tourism sites such as: modern irrigation systems, independent artesian wells for water needs at tourist sites.	Production - Agriculture and animal husbandry where the beauty and coolness of the environment can also be seen and felt by tourists.	Functional Value - displays the tourist attraction with the permaculture concept which applies agriculture with a sustainable living system and remains firm on the principles of balance and sustainability. - The cuisine offered consists of local dishes with original / authentic recipes	End of Life - The nutritional value and benefits of the menu offered meet nutritional standards and are good for health because almost all of the menu offered is made from organic ingredients.	Use Phase - Guests or tourists who visit are allowed to see firsthand how the food served is made and how it tastes right for the Indonesian tongue.
	Materials - food raw materials produced from own gardens and farms		Distribution - Food presentation and hygiene are well maintained. The tasting method offered is interesting	
Environmental Impacts - Positive: preservation of agricultural products - Maximize the use of agro-tourism products that can be done		Environmental Benefits - No remaining agricultural waste - Reduce the use of plastic for packaging for visitors when traveling in the agro-tourism sector		

Table 6. TLBMC Social Layer of Agro-tourism in Sukajadi Village, Bogor – Permaculture gastronomy

Local Communities - Government (villages and sub-districts) - Organizations (youth organizations, tourism awareness groups) - Raw material suppliers	Governance - There are no tasks, just providing support to each other. - Pay more attention to and participate directly in managing the agro-tourism sector.	Social Value - Human life is returned to its nature	Social Culture - A civilized (ethical) approach with respect for all life	End-User - The relationship between humans and nature, and between humans and other humans.
	Employee - Management, marketing and outsourcing. - Public Relations		Scale of Outreach - return to living according to sunatulloh and realizing rahmatan lil'alam.	
Social Impacts - Tourism activities are always scheduled and implemented.		Social Benefits - The community is becoming open to agro-tourism, especially permaculture.		

With the TLBMC analysis, it is hoped that the potential for gastronomic permaculture in Sukajadi Village will become agro-tourism that supports sustainability. The results of implementing the agro-tourism business model using the SWOT-TLBMC approach show that this business model provides the potential for more added value from the environmental and social layers compared to the initial BMC, which will ultimately increase the economic layer also in the customer segment and revenue stream blocks.

Permaculture zoning is five concentric circles surrounding the residential area around the site, called zones 1, 2, 3, 4, and 5, with zone 1 closest to the residential area and zone 5 the furthest, in this case the center of the circle. The placement of elements is different in each, depending on how frequent agricultural and non-agricultural activities (agro-tourism) are. For example, vegetables and herbs are planted farthest from residential areas in Zone 1, garden trees are planted at some distance in Zones 2 or 3. Hospitality zones are placed in zones 4 or 5 for accessibility and service reasons. The elements are connected by circular internal paths. Zoning aims to make it easier to overcome distance from the core of the system.

MVP is based on problem solutions obtained from the BMC value proposition stage 3. The aim is to avoid land ownership and management problems and have a safe market for the development of permaculture agro-tourism in Sukajadi Village. For starters, 10 hectares of very fertile and uncultivated land can be rented to the community, with the capacity of making compost and livestock urine to meet the need for organic fertilizer, as well as using livestock manure as a source of Bio gas as a renewable energy hybrid system.

Due to limited space for elements usually found in other zones, namely gardens, goats, geese, and other elements, and the property in this rural location is small, only zones 1, 2, 3, and 4 are planned. So when combined, a scenario like this can be arranged; You leave the back door of the homestay in Zone 1, gathering vegetables for tea or throwing away. With the above foundation, the three prioritized business focuses as MVP are:

1. System scaling. Planning which systems to upgrade can provide huge gains in productivity and efficiency. New types of food, markets and demand require the expansion of agricultural processing

machinery.

2. Diversification. An active search for long-term business partners is highly recommended, as well as diversification of crops and processing methods.
3. Mini network. The implementation of permaculture mini-grids allows the system to balance certain deficiencies.

These three things will ensure stability in a fluctuating market. To achieve this focus, it is necessary to build community-based cooperatives. People who will become cooperative administrators must be respected and trusted by community members with full motivation to dedicate themselves to the village. The cooperative will generate income by keeping a portion of the income from the sale of agricultural produce on communal land.

Managerial Implications

The idea of permaculture gastronomy is an alternative that strengthens and encourages the sustainability of agro-tourism development in Sukajadi Village. As in Carvache-Franco et al. (2022), that there are three dimensions of demand motivation related to gastronomy; namely, cultural, physical, and social. Some of the practical implications are the development of Marak Lauk culture in clean water fish ponds around local restaurants. Additionally, the restaurant's ambiance and service can be enhanced by covering or decorating with local preserved bamboo crafts. Traditional agricultural culture or planting fields with local wisdom. These activities will increase the cultural factors experienced by visitors. To increase the level of motivation from a physical perspective is the use of vernacular *julang ngapak* architecture and stilt houses typical of Sundanese traditional houses in the construction of public facility buildings. For a more social experience, gastronomy can hold social events such as traditional weddings and other celebrations with Sundanese cultural nuances.

Apart from that, another practical factor that needs to be considered is authentic local brands. The Sukajadi Gastronomic Permaculture brand must be able to be implemented in high quality local food. The gastronomic experience must be felt starting from tasting local food products. Apart from that, as said by Tarinc et al. (2023), that there are tourists who are not used to new foods so they are hesitant to consume these foods because of concerns about hygiene problems or comorbidities. Therefore, following hygiene instructions, creating an open kitchen concept, training employees on food

safety, and providing customers with information about food sources and preservation methods can be offered as solutions to overcome such fears. The need for education on restaurant offerings based on customer health needs was also stated by Japutra et al. (2022) who argue that educating new customers about the health benefits of the ingredients used can have a positive impact on customer feelings. If restaurant managers have limited time or face other constraints, they can change the menu to be more educational by providing more detailed information about the benefits of their offerings, especially for customers' health. .

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

An alternative for developing community-based agrotourism in Sukajadi Village is gastronomic permaculture. With the concept of gastronomic permaculture tourism, Sukajadi Tourism Village can serve unique food and drinks where visitors can also experience life close to nature. The Sukajadi Gastronomic Permaculture Village brand not only provides services in the form of food and drinks to relieve hunger, but also applies principles and philosophies about food which must come from good things in order to have a good influence on the human body. Authentic agro-entrepreneurship based on local wisdom and skills possessed by the Sukajadi Village community, is a local human resource and innovative action with added value which can be a key factor for success in the long term with profitability and the creation of sustainable employment opportunities through the environment and natural protection.

Recommendations

Development in Sukajadi Village can be implemented and maintained with small improvements as follows: prices should reflect the quality of service, additional services must be offered, marketing communications must be improved, cooperation with other tourism industry players (travel agents, regional tourism organizations, local authorities) must be improved, networking with entrepreneurs must be improved, employee friendliness and motivation must be improved, creativity and initiative to solve problems must also be increased.

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