

Development Strategy of Kurma Park Agrotourism Based on Local Community Empowerment in Pasuruan Regency

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ABSTRACT

Kurma Park Agrotourism is the first plantation-based destination in Indonesia, but its contribution to the number of tourist visits in Pasuruan Regency is still low, at only 0.87%. This study aims to formulate agrotourism development strategies based on local community empowerment. A total of 113 respondents were involved, consisting of 4 managers, 12 MSME actors, and 97 visitors. The data were analyzed using descriptive, SWOT, and QSPM methods. The results showed that Kurma Park Agrotourism was positioned in quadrant II, which means it faces various external threats but still has significant internal strengths. The appropriate strategy is the S-T (Strengths-Threats), which utilizes strengths to reduce threats through a diversification approach. The analysis yielded five strategic development recommendations: strengthening community-based tourism, diversifying date-based products and tourism concepts, developing sustainable agriculture, integrating destinations with exclusive tour packages, and enhancing digital-based tourism services. These strategic recommendations are expected to increase tourist visitation while positively impacting the economic growth of the surrounding community.

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1. Introduction

One of the agrotourism sites in Pasuruan with unique potential for development is Kurma Park Agrotourism. Kurma Park is an agrotourism site focused on the first date palm plantation in Indonesia. Kurma Park has been open since January 2017 and is located in Karanglo Village, Sukorejo District, Pasuruan Regency. Kurma Park is a pioneer in date palm cultivation in Indonesia. It not only features date palm plantations as its main attraction but also provides education on various types of dates and cultivation techniques. In addition, Kurma Park also has supporting attractions such as a hajj monument, various playgrounds, replica aircraft, and so on. (Solichah, 2023).

Other well-known agrotourism sites in Pasuruan that attract visitors from across the country include Prigen Safari Park, which offers wildlife safari tours; Purwodadi Botanical Garden, famous for its collection of tropical plants; Bhakti Alam, which offers a complete agrotourism experience with various types of fruit; and Wonosari Tea Garden, which offers views of green tea plantations. With the presence of various agrotourism attractions in Pasuruan, it is hoped that this will be directly proportional to the number of tourists visiting Pasuruan. The more agrotourism attractions are offered, the more tourists are expected to visit.

The number of domestic tourist visits in Pasuruan Regency is closely related to the development of tourism in East Java. Data from the Central Statistics Agency (2024) shows that in the 2019-2023 period, the total number of domestic tourist visits in Pasuruan reached 24,640,656 tourists, while in East Java, it reached 779,315,501 tourists. Thus, Pasuruan's contribution to the total number of domestic tourist visits in East Java is only around 3%. This figure shows that although Pasuruan has various potential tourist destinations, its contribution to regional tourism is still relatively low. Therefore, a tourism development strategy is needed, especially in the agrotourism sector, to increase the appeal and expand Pasuruan's contribution to the total number of tourist visits in East Java.

The number of tourists visiting Kurma Park Agrotourism also affects the number of tourists visiting the Regency. Visit data for the 2019–2023 period shows that Kurma Park Agrotourism could only attract 214,291 tourists, while the number of domestic tourist visits in Pasuruan reached 24,640,656 people during the same period. This means that Kurma Park Agrotourism's contribution to domestic tourist visits in Pasuruan is only 0.87%. This relatively small figure indicates that the existence of Kurma Park has not significantly increased the number of tourists visiting Pasuruan. Therefore, more targeted development efforts are needed, particularly through community empowerment-based strategies, so that Kurma Park Agrotourism can strengthen its position as a leading destination and increase its contribution to regional tourism.

This study aims to formulate innovative development strategies that differ from previous studies. Previous research conducted by Agatha (2019) discussed development strategies related to the attractiveness of Kurma Park Agrotourism, focusing more on internal agrotourism. This study differs from previous studies in that it focuses more on the role of the external environment, namely the surrounding community, in the development of Kurma Park Agrotourism.

One of the principles of sustainable agrotourism is the participation of local communities. Communities are direct participants in agrotourism activities and have generations of experience managing natural and cultural resources. This strongly motivates them to manage natural resources sustainably because it concerns their livelihoods (Manteiro, 2023). The idea of developing more community-oriented tourism is known as Community-Based Tourism (CBT), which is beginning to be used as an alternative for tourism development (Musleh, 2023).

Developing Agrotourism areas based on community empowerment can increase tourist visits, improving the quality of life and welfare of farmers and communities around Agrotourism (Maulida, 2019). Thus, the results of this study are expected to increase tourist visits to Kurma Park Agrotourism and positively impact the surrounding community's economy. So based on the problems that exist in Kurma Park Agrotourism and the novelty of the research are interested in conducting research with the title "Development Strategy of Kurma Park Agrotourism Based on Local Community Empowerment in Pasuruan Regency conducted, researchers".

2. Methodology

The location of this research is at Kurma Park Agrotourism. Kurma Park Agrotourism is located in Karanglo Village, Sukorejo District, Pasuruan Regency, East Java 67161. This study took place from November 18 to December 31, 2024. The location for this study was deliberately chosen based on certain considerations (Singarimbun & Effendi, 1989). This

study was conducted at Kurma Park Agrotourism in Pasuruan Regency because Kurma Park Agrotourism is a unique tourist destination and the first in Indonesia to offer educational tourism based on the concept of Saudi Arabia, with various types of date palm plantations. The population in this study consisted of managers, visitors, and MSMEs around the agrotourism site. The sample was determined using purposive sampling. This technique was used to determine a sample whose size was unknown but based on certain criteria, making it suitable for the situation at Kurma Park Agrotourism, where the number of visitors each day was unknown.

Each population has its own criteria for determining the sample size. The criteria for the manager sample are people who are responsible for managing Kurma Park Agrotourism's internal affairs and promotion. Therefore, the sample size for managers in this study is four people: three heads of departments (HOD) and one marketing staff member.

The criteria for visitors are people who have visited Kurma Park Agrotourism at least once and are between 17 and 60 years old, as they are considered adults and are therefore expected to understand the questionnaire provided better (Sugiyono, 2013a). The total number of visitors to Kurma Park Agrotourism is unknown. If the research population cannot be determined with certainty, sampling can be done using the Cochran formula. The Cochran formula is a statistical formula used to calculate the minimum sample size required in survey research (Sugiono, 2019a), as follows:

$$n = \frac{Z^2 pq}{e^2}$$

Information:

n = Number of samples

Z^2 = Standard normal distribution coefficient value (coefficient value = 1,96 for a 95% confidence level)

p = Probability of correct chances (assumed to be 50%)

q = Probability of error (assumed to be 50%)

e = Sampling error rate, assumed to be 10%

Based on the Cochran formula above, the size of the visitor sample is calculated as follows:

$$n = \frac{1,96^2(0,5)(0,5)}{(0,1)^2}$$

$$n = \frac{(3,8416)(0,25)}{0,01}$$

$$n = 96,04 = 97 \text{ (rounded)}$$

Calculations that result in fractions (containing fractions) should be rounded up (Sugiono, 2019b), so the number of visitors sampled in this study was 97. The sample criteria (Micro, Small, and Medium Enterprises), MSMEs, were people with permanent business premises outside or inside the Kurma Park Agrotourism site. The number of MSME samples was determined using a census sampling technique because there were only a few MSMEs, so the entire MSME population was used as the research sample. Census sampling is a data collection technique in which the entire population is used as the research object without sampling (Sugiyono, 2013b). Based on the census sampling technique, the number of MSME samples in this study was 12. The total number of respondents in this study was 113 people,

including 4 managers, 97 visitors, and 12 micro, small, and medium enterprises (MSMEs).

The data collection methods used in this study were primary and secondary data. Primary data was collected through interviews, observation, documentation, and questionnaires. Secondary data was collected from various sources, including journals, previous studies, and books, to support the information.

Descriptive analysis is used to determine the potential of Kurma Park Agrotourism. Descriptive analysis of the research variables was also conducted to determine the respondents' tendencies in answering the statements presented in the questionnaire. The questionnaire results will be processed using a Likert scale. The Likert scale is a rating scale (usually 1–5) used to measure respondents' attitudes, opinions, or perceptions. Each variable score is based on the calculated score, then grouped to determine the level of agreement or disagreement with the variable.

The analytical tools used to determine the internal and external factors affecting Kurma Park Agrotourism are the IFAS (Internal Factor Analysis Summary) matrix and the EFAS (External Factor Analysis Summary) matrix. The IFAS matrix (Internal Factor Analysis Summary) relates to the relative importance of Agrowisata's strengths and weaknesses. In contrast, the EFAS matrix (External Factor Analysis Summary) relates to the relative importance of the opportunities and threats at Agrowisata. The results of the IFAS and EFAS matrices are then analyzed using SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) systematically identifies various factors to formulate a development strategy for Kurma Park Agrotourism based on local community empowerment. This analysis is based on logic that can maximize strengths and opportunities, while at the same time minimizing weaknesses and threats. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) uses a matrix that will produce four sets of possible alternatives for a strategy, namely (Rangkuti, 2014):

1. SO strategy: this strategy is based on the idea of utilizing all strengths to seize and take advantage of opportunities.
2. ST strategy: a strategy of using strengths to overcome threats
3. WO strategy: this strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.
4. WT strategy: this strategy is based on activities that minimize existing weaknesses and avoid threats Matrix) analysis.

QSPM (Quantitative Strategic Planning Matrix) analysis combines internal and external factors with the strategic alternatives that have been formulated. In this process, weighting, determination of attractiveness scores (AS), and total attractiveness scores (TAS) are carried out again (Ningrum, 2021). The internal and external factor weights are adjusted to the weights already in the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis) matrices. Attractiveness Scores (AS) are numbers from 1 to 4 that indicate the relative attractiveness of each strategy from a set of alternatives. Total Attractiveness Scores (TAS) are obtained by multiplying the weight by the Attractiveness Scores (AS). The Total Attractiveness Scores (TAS) are then accumulated to obtain the score levels of the various strategic alternatives. The highest score determines the best strategy to be implemented in the development of Kurma Park Agrotourism, so that with QSPM (Quantitative Strategic

Planning Matrix) analysis, a sequence of strategies will be produced, starting from the best or priority ones

3. Results and Discussion

3.1 Potential Development of Date Park Agrotourism

One of the development potentials owned by Kurma Park Agrotourism is the diversity of date and non-date plants. There are various types of date palm plants with 592 date palm trees and a total land area of 6.3 Ha. Various types of dates in Agrotourism Date Park, such as Thai KL1 dates, barhee, ajwa, medjol, and lulu. In addition, there are also other plants such as: olives, tin fruit, siwak, pomegranate, tree grapes, matoa, and red cloves. All types of plants in the Date Park Agrotourism are divided into 10 blocks. The diversity of date and non-date plants is a potential development because it is a superior attraction offered by the Date Park Agrotourism.

Based on interviews with the management, the potential for developing Kurma Park Agrotourism through the diversity of date palm and non-date palm plants received a score of 5. This score of 5 indicates that the managers of Kurma Park Agrotourism strongly agree that the diversity of date palm and non-date palm plants is a potential for the development of Kurma Park Agrotourism. The managers gave a score of 5 because Kurma Park Agrotourism is the first date palm plantation-based agrotourism in East Java.

The second development potential of Kurma Park Agrotourism is the diversity of its playground facilities. The various play facilities available at Kurma Park Agrotourism include omah joengkir, trampolines, fish therapy, ATVs, air bikes, a mini zoo, shuttle cars, a war car museum, a swimming pool, a flying fox, an outbound area, a playground, a 6-dimensional adventure cinema, and bicycle rentals. The diversity of play facilities is a supporting attraction after the diversity of date palm plants.

The potential for developing Kurma Park Agrotourism through various playground facilities received a score of 4 based on interviews with the management. This score of 4 indicates that the management agrees that the variety of playground facilities is a potential for developing Kurma Park Agrotourism. The reason for giving a score of 4 is that the variety of playground facilities has potential that needs to be developed after the variety of date palm plants. The diversity of playgrounds at Kurma Park Agrotourism has significant potential for development because it can attract various segments of visitors.

Adequate facilities should be developed to increase visitor comfort and satisfaction. Good facilities not only support tourist activities but also play a role in creating a pleasant and memorable visiting experience. Several basic facilities, such as a large parking area, clean toilets, a comfortable place of worship, and a tourist information center, need to be continuously improved in quality to meet the needs of visitors from various backgrounds. In addition, the development of supporting facilities, such as a food court with various local culinary options and a safe and clean children's play area, can add to the attraction for visitors.

Based on interviews with the management, the potential for developing Kurma Park Agrotourism through supporting facilities received a score of 4. This score of 4 indicates that the management agrees that the existing facilities have the potential to develop Kurma Park Agrotourism. The management scored 4 because they see that the current facilities are good,

but still have room for significant improvement. The management realizes that improving the quality and adding new facilities can enhance visitor comfort.

Kurma Park Agrotourism's location is very strategic because it is only 1 kilometer away from the Surabaya—Malang highway, which is the main route often used by tourists who want to visit Malang or Surabaya. In addition, Kurma Park Agrotourism is close to famous tourist destinations such as Prigen Safari Park and Purwodadi Botanical Garden.

The potential for developing Kurma Park Agrotourism through its strategic location received a score of 3 based on interviews with the management. This score of 3 indicates that the management is neutral about the location of the agrotourism site as a potential for the development of Kurma Park Agrotourism. The reason the management gave a score of 3 is that, although the strategic location of the agrotourism site near the highway has a positive impact, its proximity to several well-known tourist destinations has resulted in high levels of competition between tourist attractions (Rusdianto & Michael, 2022).

Kurma Park Agrotourism is close to residential areas, particularly the village of Karanglo in Sukorejo District, Pasuruan Regency. With this potential, Kurma Park Agrotourism has the potential to empower the surrounding community in efforts to improve the local economy. Kurma Park Agrotourism also provides opportunities for the surrounding community to establish MSMEs around Kurma Park Agrotourism.

The potential for developing Kurma Park Agrotourism based on community empowerment received a score of 5 based on interviews with the management, who strongly agreed. The management scored 5 because the development of Kurma Park Agrotourism based on community empowerment, especially SMEs, is necessary by inviting SMEs to collaborate in development through various factors such as the environment, economy, society, culture, and politics. The aim is to increase tourist visits and increase SME sales (Junaidi *et al.*, 2019).

3.2 Factors Internal and External Affecting the Development of Kurma Park Agrotourism

The development of Kurma Park Agrotourism is influenced by various interrelated internal factors that affect the performance and attractiveness of this place. As a relatively new type of agro-tourism, Kurma Park offers uniqueness with various processed products from dates and a Hajj manasic monument that provides educational value. The diversity of game rides and affordable tour packages also attracts visitors from various groups. In addition, Kurma Park Agrotourism successfully absorbs local labor, which helps empower the surrounding community's economy.

One of the other challenges is seasonal dependency; the less spacious parking lot is also an obstacle to providing comfort for visitors. These internal factors must be managed well so that Kurma Park Agrotourism can continue to grow and improve the overall tourist experience. On the other hand, influencing external factors such as climate change or weather factors are also external challenges that need to be faced, as well as tourism trends that are more directed towards nature-based and educational tourism. In addition, competition with other tourist destinations can be an external factor that needs to be considered to maintain the attractiveness of Kurma Park Agrotourism.

Table 1. IFAS Matrix for Development of Kurma Park Agrotourism

No	Internal Factors	Weight	Rating	Weight x Rating (Score)
1	Strength			
	a. New types of Agrotourism	0,10	3,53	0,34
	b. Various processed date products	0,08	3,02	0,25
	c. There is a Hajj manasik monument	0,09	3,20	0,28
	d. Various playgrounds available	0,08	2,92	0,23
	e. Affordable tour packages are available	0,08	3,04	0,25
	f. Strategic location close to various tours	0,10	3,58	0,35
	g. Empowering the local community	0,09	3,20	0,28
	Total	0,61		1,97
2	Weaknesses			
	a. Not all date palms bear fruit	0,07	2,42	0,16
	b. Seasonal dependency	0,07	2,46	0,16
	c. Driveway access is not too big	0,07	2,47	0,17
	d. Lack of signage at the location	0,06	2,32	0,15
	e. Culinary MSMEs are still a few	0,06	2,31	0,14
	f. The parking lot is not large enough	0,06	2,36	0,15
	Total	0,39		0,93
	Grand Total	1,00		2,90

Source: Primary Data Processed, 2025

Based on Table 1, the results of the IFAS matrix calculation show that Kurma Park Agrotourism has strengths and weaknesses of 1,97 and 0,93, and the total IFAS score is 2,90. The total score value of the strength variable is greater than the total score of the weakness variable, indicating that positive internal factors are more influential in encouraging the development of Kurma Park Agrotourism than existing internal weaknesses.

The dominance of this strength provides an opportunity for Kurma Park Agrotourism to develop strategies that optimally utilize internal potential. This is relevant to the research results of Rompas *et al.* (2023), which indicate that dominant internal strengths play a crucial role in developing tourist destinations. An IFAS analysis, which shows a higher strength score than weaknesses, is a positive indicator for managers in determining effective development strategies. This emphasizes utilizing internal strengths to overcome existing weaknesses and increase tourism competitiveness.

Based on Table 2, the results of the EFAS matrix calculation show that the strengths and weaknesses of Kurma Park Agrotourism are 1,38 and 1,50, so the total EFAS score is 2,88. This value is obtained by multiplying the weight and rating of each opportunity and threat factor. The total score value of the threat variable is greater than the total score of the opportunity variable, indicating that external factors in the form of threats have a greater impact than the potential opportunities of the Kurma Park Agrotourism. However, with the right strategy, internal strengths can be used to reduce the impact of these threats and optimally utilize existing opportunities.

Table 2. EFAS Matrix for Development of Kurma Park Agrotourism

No	External Factors	Weight	Rating	Weight x Rating (Score)
1	Opportunities			
	a. Potential cooperation with tourist bureaus	0,11 0,10	2,76 2,62	0,30 0,27
	b. Local government support for Agrotourism potential	0,09	2,27	0,20
	c. Increased interest in religious tourism	0,10 0,12	2,64 2,95	0,27 0,34
	d. Increase in visitors during the weekend			
	e. The price of dates tends to be stable			
	Total	0,52		1,38
2	Threat			
	a. Erratic weather and climate	0,12	2,95	0,34
	b. Date palm plant attacked by pests	0,13	3,38	0,45
	c. Competition with neighboring tourist destinations	0,12 0,12	3,01 3,05	0,35 0,36
	d. Changing travel trends			
	Total	0,48		1,50
	Grand Total	1,00		2,88

Source: Primary Data Processed, 2025.

Research results (Dewi & Arfah, 2025) show that tourist destinations facing significant external threats must implement adaptive and innovative strategies to remain competitive. The importance of EFAS analysis in identifying major threats and utilizing internal strengths to overcome them. This study's results align with the condition of Kurma Park Agrotourism, which shows that although threats are more dominant, implementing the right strategy can reduce their negative impact. Meanwhile, research (Nggini, 2019) shows that the balance between internal strengths and responses to external threats is the key to the success of tourist destinations in the long term. This reinforces the understanding that strategic analysis serves to identify problems and serves as a basis for formulating effective strategies for maintaining and improving tourist destinations' performance.

3.3 Development Strategy of Kurma Park Agrotourism Based on Local Community Empowerment

Formulating the development strategy of Kurma Park Agrotourism based on local community empowerment is carried out systematically through two main analyses, namely SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and QSPM analysis (Quantitative Strategic Planning Matrix). SWOT analysis serves to identify internal and external factors that can affect the development of Kurma Park Agrotourism. Internal factors included in Strengths and Weaknesses will provide an overview of the existing potential and the challenges that must be overcome. Meanwhile, external factors are included in Opportunities and Threats. The following is the SWOT matrix of Kurma Park Agrotourism.

Table 3. Matrix SWOT

Internal	Strength (S)	Weakness (W)
	a. New types of Agrotourism b. Various processed date products c. There is a Hajj <i>manasik</i> monument d. Various playgrounds available e. Affordable tour packages are available f. Strategic location close to various tours g. Empowering the local community	a. Not all date palms bear fruit b. Seasonal dependency c. Driveway access is not too big d. Lack of signage at the location e. Culinary MSMEs are still a few f. The parking lot is not large enough
External	Opportunity (O)	S-O Strategy
	a. Potential cooperation with tourist bureaus b. Local government support for Agrotourism potential c. Increased interest in religious tourism d. Increase in visitors during the weekend e. The price of dates tends to be stable	1. Increased production and mass sales of processed dates as souvenirs 2. Branding and promotion of integrated religious tourism 3. Weekend tour packages 4. Apply for support for government-improved branding 5. Establish partnerships with tourist bureaus to increase visitation
		W-O Strategy
		1. Road infrastructure improvement with local government support 2. Cooperation with tourist bureaus for tourist visit management 3. Strengthening and diversification of MSME products 4. Management of a date palm planting system to reduce seasonal dependency 5. Provide alternative parking areas with a cooperative system
	Threat (T)	S-T Strategy
	a. Erratic weather and climate b. Date palm plant attacked by pests c. Competition neighboring with tourist destinations d. Changing travel trends	1. Development of sustainable agricultural systems 2. Integrate destinations with exclusive package tours 3. Development of community-based tourism in Agrotourism management 4. Diversification of processed date products
		W-T Strategy
		1. Collaborate with academics and agricultural researchers to create innovations in date palm cultivation. 2. Application of agricultural technologies for climate and pest risk mitigation 3. Digitalization to improve accessibility

and development of tourism concept	4. Increase the number and variety of culinary MSMEs to improve competitiveness.
5. Improved digital-based tourism services	5. Build agro-tourism-based rest areas

Source: Primary Data Processed, 2025.

SWOT quadrant analysis is taken from the results of the analysis of internal factors and external factors to get a quadrant position. Then it will be used as a reference for the development strategy of the Kurma Park Agrotourism. The value is obtained from the difference in the total score of internal factors of strengths and weaknesses, with the difference in the total score of external factors of opportunities and threats, with the following calculation.

$$\text{Strengths} - \text{Weaknesses} = 1,97 - 0,93 = 1,02$$

$$\text{Opportunities} - \text{Threats} = 1,50 - 1,38 = -0,12$$

The analysis results show that the development of Kurma Park Agrotourism is in quadrant II position, which supports the diversification strategy (Figure 1.)

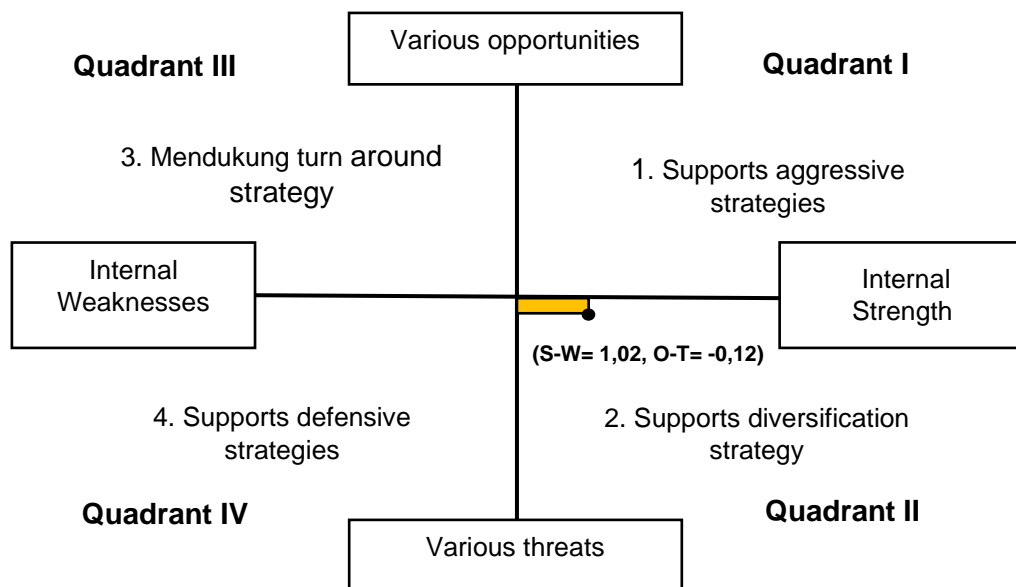


Figure 1. Determination of SWOT Quadrant

Based on the results of the analysis of internal and external factors obtained, they are combined using a SWOT matrix. The scores of the strength and weakness factors are combined to get a total internal factor score of 1.02. Meanwhile, the total score for opportunity and threat factors, a combination of external factors, is 0.12. If adjusted to the SWOT scales, both points show that the Kurma Park Agrotourism development strategy is in quadrant 2. The strategy used in quadrant 2 is a diversification strategy, where Kurma Park Agrotourism is advised to immediately multiply the variety of strategies by using existing strengths to minimize threats that may arise. A diversification strategy is a business development strategy

that expands a business or geographic segments to expand existing markets (Putranto, 2019).

The position of the Kurma Park Agrotourism quadrant, which is in quadrant 2, requires it to carry out a diversification strategy. This is the opinion of (Aprianti *et al.*, 2023) which states that the diversification strategy that occurs because a company is in quadrant two can close weaknesses using its strengths by continuing to make changes and pursuing available opportunities. Strategies that can be carried out in diversification conditions can be in the form of developing the products produced to capture a large market share, and innovations are needed, one of which can be in the form of increasing product promotion (Kumalasari, 2016). Based on the known quadrant position, the focus of the right strategy to be applied is the S-T (Strengths-Threats) strategy, which shows that although Kurma Park Agrotourism faces various threats, Agrotourism still has strengths from an internal perspective. The strategy that must be applied is to use strengths to take advantage of long-term opportunities using a diversification strategy. Some of the strategies that must be implemented are.

3.3.1 *Development of a Sustainable Agriculture System*

Sustainable agriculture is defined as an agricultural business that utilizes and conserves resources optimally to produce optimal harvest products, uses input facilities and reasonable costs, can meet social, economic, and environmental sustainability criteria, and uses renewable production facilities and resource productivity throughout the period (Dadi, 2021). A sustainable agricultural system is needed to develop date cultivation in the Date Park Agrotourism to increase productivity and maintain environmental sustainability. This research conducted (Utomo *et al.*, 2022) aims to improve the management of date palm plants, as well as create and transfer best practice technology through the following steps;

- a) Implementing and expanding the liquid pollination method has significantly reduced production costs, resulting in a nearly 50% increase in production value per hectare.
- b) If the system is well implemented, subsurface irrigation can reduce water loss and runoff, increasing crop yields through proper and uniform water application.
- c) Implement Integrated Pest Management (IPM) as an alternative to chemical pesticides to reduce damage to the local environment and humans.

The results of this study show that there are opportunities to improve the sustainability of date palm cultivation in Palestine. Production and income can be increased, water resources conserved, and worker health and safety maintained.

3.3.2 *Integrating Destinations with Exclusive Package Tours*

Agrotourism development through tour packages is an effective strategy to increase a destination's attractiveness and economic value. The development of tour packages from existing ones, such as educational, religious, and tour packages, can be combined into one special tour package, namely an exclusive tour package. Exclusive tour packages are designed to offer a variety of experiences that are integrated with a variety of superior activities and a combination of various well-known tourist destinations, so that it is hoped that it can increase the competitiveness of Kurma Park Agrotourism to become an elite destination and attract many middle-up visitors. This aligns with the research results (Suranny, 2021) that developing tour packages can increase tourist visits. In attracting tourists, it is necessary to be creative in concocting attractive tour packages by combining them.

3.3.3 *Community-Based Tourism Development in Agrotourism Management*

Community-based tourism development is one of the concepts expected to optimize the community's role in managing and developing agro-tourism objects. In accordance with research (Rifdah & Kusdiwanggo, 2024) Community-based tourism (CBT) is a form of community development that can strengthen the ability of local communities to manage resources and monitor community participation. According to (Herdiana, 2019), the CBT concept involves and gives rights to local communities in tourism development, which aims to strengthen the ability of community organizations to manage existing tourism resources.

3.3.4 *Diversification of Dates Processed Products and Development of Tourism Concepts*

Diversifying processed date products and developing tourism concepts are important for an agro-tourism destination such as Kurma Park Agrotourism. Diversification of processed date products and the development of tourism concepts can increase the attractiveness and competitiveness of destinations. According to research (Sukmaratri & Damayanti, 2016), the diversification of tourism products aims to overcome tourist saturation. With the variety of tourism products through the diversification of potential and innovative tourism products, it is expected to attract tourists, both new tourists (first-time visitors) and previous tourists (repeaters).

3.3.5 *Digital-based Tourism Service Improvement*

Improving digital-based Agrotourism services is important in optimizing the potential of the agriculture and tourism sectors, especially in today's digital era. The development of information technology requires the tourism industry to transform into digital-based tourism. Digitalization in the Agrotourism sector has excellent potential to increase access to information and tourism promotion. By utilizing digital technology, tourism managers can expand their marketing reach through online platforms such as social media and websites so that tourists can easily access information about Agrotourism. This aligns with research conducted by (Melladia *et al.*, 2024), making a website for Lambung Bukit Village Agrotourism easier for visitors to access information, provide feedback, and expand promotion outside the province and even abroad.

After producing 5 alternative strategies based on SWOT analysis, QSPM (Quantitative Strategic Planning Matrix) analysis is an analytical tool used to select the best strategy from several alternatives resulting from SWOT analysis. In QSPM, the key factors identified are given weights that indicate their level of importance. They are then multiplied by the strategy attractiveness value (AS) to produce a total value called the Total Attractiveness Score (TAS) for each alternative strategy.

QSPM helps analyze strategies in a structured way, but its success depends mainly on the quality of the initial analysis and the assessment of weights and AS. This tool is often used because it can combine qualitative and quantitative analysis in the decision-making process. The following are the results of the QSPM analysis calculation on 5 alternative strategies, which can be seen in Table 4.

Tabel 4. Ranking of Alternative Development Strategies for Kurma Park Agrotourism

No	Strategy Alternative	Score TAS	Rating
1	Development of sustainable agricultural systems	3,96	3
2	Integrating destinations with exclusive package tours	3,67	4
3	Community-based tourism development in tourism management	4,18	1
4	Diversification of date products and development of tourism concepts	4,08	2
5	Improvement of digital-based tourism services	3,12	5

Source: Primary Data Processed, 2025

Based on the QSPM calculation results table, the priority of alternative strategies is determined based on the highest TAS score value. The first alternative strategy that is most prioritized to be carried out by Kurma Park Agrotourism is the development of community-based tourism in tourism management, with a TAS score of 4.18. This strategy emphasizes that the community should actively participate in developing Kurma Park Agrotourism through various joint activities, such as training and development. The second alternative strategy is diversifying processed date products, developing tourism concepts with a total TAS score of 4.08, expanding product variations, and enriching the tourist experience through innovation in presentation and tourist activities.

The third alternative strategy is developing a sustainable agricultural system with a total TAS value of 3.96. Sustainable agricultural systems are important in ensuring the sustainability of producing processed raw materials and maintaining environmental sustainability. The fourth alternative strategy is integrating destinations with exclusive package tours with a total TAS value of 3.67. This exclusive package tour can increase market reach and offer a more organized and attractive alternative tourist experience. The fifth strategy is to increase digital-based tourism services with a total TAS value of 3.12. This last strategy will support all previous strategies by improving digital promotion, booking, and interaction systems, thereby expanding market reach online and increasing operational efficiency. The linkages between these strategies create a strong synergy for sustainable and competitive Agrotourism development.

3.4 Strategy Recommendations

3.4.1 *Development of community-based tourism in Agrotourism management*

The development of community-based Kurma Park Agrotourism in tourism management is an alternative to the first strategy that needs to be done with the advantage of increasing the competitiveness and image of agrotourism destinations. Kurma Park Agrotourism provides opportunities for the surrounding community to sell, but there has not yet been established cooperation between the two parties, so there is no good communication. Community empowerment-based agrotourism development aims to increase local communities' participation or active role, especially MSMEs (Micro, Small, and Medium Enterprises), in collaborating to develop Kurma Park Agrotourism. The development of Kurma Park

Agrotourism based on community empowerment can be carried out based on 5 factors: economic, social, cultural, environmental, and political. The following are the implications of strategies that can be done, namely:

a) Economy

Economic factors are related to the income of Kurma Park Agrotourism. Also, the income of surrounding MSMEs is low, so a strategy is needed to increase the income of Kurma Park Agrotourism and MSMEs. The implication of the Kurma Park Agrotourism development strategy, based on community empowerment and economic factors, is to hold training in making innovative products for MSMEs. The goal is to increase the hard skills of MSME actors, increase MSME income, and have an impact on the Kurma Park Agrotourism in increasing visitors, so that it also increases the income of Kurma Park Agrotourism

b) Social

Social factors include several aspects of the community, such as the interaction of MSMEs with visitors or Kurma Park agro-tourism with visitors. The implications attributed to social factors are serving buyers with a friendly and professional attitude, both MSMEs and the Kurma Park Agrotourism. Good service can increase visitor satisfaction with the services provided. Quality service creates comfort for tourists and increases their satisfaction with the travel experience. When visitors feel valued and well served, they return to visit or recommend this destination to others. Thus, good service quality is an important factor in maintaining visitor loyalty and supporting the sustainability of Kurma Park Agrotourism

c) Culture

Cultural factors in Agrotourism include various aspects related to values, customs, and local wisdom that can attract visitors. The strategic implications that can be carried out by MSMEs and Kurma Park Agrotourism based on cultural factors are selling drinks/food typical of Kurma Park Agrotourism. This strategy will increase tourism attractiveness for visitors to travel and buy specialty culinary products. This strategy can also empower MSMEs in producing and marketing regional culinary specialties. With this, visitors not only enjoy the experience of traveling but also get to know and appreciate the cultural wealth that exists in Kurma Park Agrotourism

d) Environment

Environmental factors in Agrotourism include various aspects related to natural sustainability, resource management, and the ecological impact of tourism activities. This factor is very important in the development of Kurma Park Agrotourism to remain sustainable and provide long-term benefits for the environment and society. The strategic implications that MSMEs and Kurma Park Agrotourism can carry out based on environmental factors are maintaining environmental cleanliness and waste management. MSMEs involved in agro-tourism can be empowered to participate in waste management by providing separate trash bins, reducing disposable packaging use, and promoting environmentally friendly products in every product transaction. On the other hand, Kurma Park Agrotourism, as the principal manager, can also implement an efficient waste management system, such as recycling organic waste into compost and minimizing plastic waste by replacing it with environmentally friendly materials.

e) Politics

Political factors in Agrotourism include policies, regulations, and actions taken that can affect Kurma Park Agrotourism's development, management, and sustainability. The implication of strategies that MSMEs and Date Park Agrotourism can carry out based on political factors is the collaboration between MSMEs and the governance of Date Park Agrotourism. With a solid collaboration between MSMEs and managers, Kurma Park Agrotourism can develop faster, be sustainable, and provide long-term benefits for the surrounding community.

3.4.2 *Diversification of processed date products and development of tourism concept*

Product diversification and tourism concept development are the second alternative strategies that Kurma Park Agrotourism can carry out to expand market share and attract visitors. Product diversification is the development of existing products or the addition of products that do not yet exist. Date Park Agrotourism has several processed products, namely date juice, date milk juice, date jelly, date ice cream, and date spice coffee, and other non-date preparations such as pomegranate juice tea, telang flower juice, telang flower tea, and gotu kola leaf tea. Kurma Park Agrotourism can diversify its processed products by developing existing processed products, such as:

- a) Date juice is combined with other fruits, such as date mango juice, date avocado juice, date banana juice, and other fruit juices suitable for combining with dates. This fruit-mixed date juice will be tastier if it is provided fresh or according to consumer orders.
- b) Date spice tea is a development of date spice coffee, made from the same blend of spices as date spice coffee but in the form of tea.
- c) Date smoothies. Date smoothies are a development of date juice by reducing the water mixture so that this drink will be thicker and have higher nutrition

In addition to developing existing products, it is also necessary to develop products that do not yet exist, such as processed products in the form of food. Processed food products that can be made from dates are date bread pudding, date cookies, date brownies, date sponges, date milk pie, date dessert boxes, and many other food products that can be made from dates.

The development of tourism concepts is part of a diversification strategy in the form of tourism concepts. The tourism concept owned by Kurma Park Agrotourism is the concept of religious tourism (Hajj manasic practice), the concept of outbound tourism, the concept of educational tourism (agro science), and a programming class. The tourism concept owned by Kurma Park Agrotourism is good, but it still needs to develop or innovate the concept of tourism so that it can attract more visitors. Development of tourism concepts that can be carried out by Kurma Park Agrotourism, such as:

- a) A program with the theme "Healthy Tourism with Dates" combines fitness, herbal therapy, and healthy cuisine. Activities that can be done in this program include gymnastics, followed by a walk around the date plantation, resting while receiving herbal therapy, and eating and drinking processed dates.

- b) Adapting the concept of experiential tourism with the theme "A Day to Become a Date Farmer" to attract the younger generation's interest in agriculture. This tourism concept is a development of agriscience tourism, which studies the history and types of dates. This tourism concept invites the younger generation to go directly to become a date farmer for a day, per the theme, "A Day to Become a Date Farmer". Activities include planting date seeds, caring for date trees, making compost from date tree foliage waste, and harvesting dates.

3.4.3 *Development of a sustainable agricultural system*

The development of a sustainable agricultural system at the Date Palm Agrotourism Park is an alternative third strategy that can be carried out to develop the Date Palm Agrotourism Park. The purpose of implementing a sustainable agricultural system is to increase the productivity of date palms while using a more environmentally friendly cultivation system. The treatment carried out by the Date Palm Agrotourism Park for cultivating date palms is chemical and organic fertilization. Chemical and organic fertilization given to date palm trees is once every 6 months by alternating between chemical fertilizers and compost. Pest control carried out by the Date Palm Agrotourism Park is by spraying chemical insecticides on the tops of date palm fronds to prevent date palm trees from being attacked by horned beetle pests.

The development of a sustainable agricultural system in date palm cultivation at the Agrotourism Date Park can be done by maximizing treatments using organic fertilizers and pest control using natural pesticides. Sustainable agricultural systems can be carried out in 2 activities, namely fertilization and pest control:

- a) Fertilization of date palm trees in Date Palm Agrotourism is done by simply giving compost fertilizer, but with different incentives, previously given every 6 months between chemical fertilizers and compost fertilizers. However, it can be done by giving compost fertilizer once every 3 months. The goal is to make date palm cultivation more natural and environmentally friendly and reduce the expenses due to the purchase of chemical fertilizers.
- b) Date palm tree pests can be controlled naturally with an ecoenzyme. Ecoenzyme is made from fermented fruit and vegetable peels mixed with white and brown sugar. One of its benefits is that it can be used as a natural pesticide for plants. The method of application is to mix coenzyme with water and then spray it on the fronds of date palms. Pest control using coenzyme is expected to be effective in controlling pests on date palm trees.

3.4.4 *Integrate destinations with exclusive package tours*

Exclusive tour packages are tour packages that are specially provided for visitors to enjoy different tours and are packaged at a premium price. So far, the tour packages provided by Kurma Park Agrotourism are pilgrimage packages, outbound, agro-science, and cooking classes. Integrating destinations with exclusive package tours can be done by building partnerships with surrounding tourist destinations, such as Purwodadi Botanical Gardens and Prigen Safari Park, for joint tour packages so that visitors will get a variety of experiences regarding natural flora tourism, natural animal tourism, and religious tourism. Collaborative

events such as joint culinary festivals or multi-destination educational packages can also support this exclusive package tour.

Of course, this exclusive package tour is supported through cooperation with tour bureaus, which organize transportation for visitors in one tour package. Cooperation with tour bureaus is important because they play an important role in helping promote tours to visitors. Implementing this exclusive package tour can minimize competition between surrounding destinations and turn into mutual benefits.

3.4.5 *Improved digital-based tourism services*

Digital-based tourism services carried out by Kurma Park Agrotourism are promoted through social media, namely Instagram and TikTok. Increasing digital-based services at Kurma Park Agrotourism is needed to expand the promotional reach of Kurma Park Agrotourism. The implications of activities that can improve digital processes are website creation and online ticket booking. The creation of the Kurma Park Agrotourism website and online ticketing can make it easier for visitors to access information and purchase tickets without having to queue at the locker. This step also increases the competitiveness of Kurma Park Agrotourism with a digital-based ticket booking service.

Another digital service improvement that Kurma Park Agrotourism can implement is payment using Qris / e-wallet. This method is more effective because there is no need to wait for a change, so the transaction process is faster. The Agrotourism only needs to prepare a barcode for payment via Qris / e-wallet and check when the payment has been completed to maintain the comfort of both parties.

4. Conclusion

The study results show that Kurma Park Agrotourism has development potential through the diversity of date palm and non-date palm plants, playgrounds, adequate facilities, strategic location, and opportunities for community empowerment. The analysis places Kurma Park Agrotourism in Quadrant II (diversification strategy), focusing on the S-T (Strength-Threat) strategy, which utilizes internal strengths to deal with external threats. From this analysis, five development strategy recommendations were obtained, including: the top-ranked strategy with a TAS score of 4.18, which is community-based tourism management, the second-ranked strategy with a TAS score of 4.08, namely diversification of date palm products and tourism concepts, the third-ranked strategy with a TAS score of 3.96, namely the implementation of a sustainable agricultural system, the fourth-ranked strategy with a TAS score of 3.67, namely the integration of destinations with exclusive tour packages, and the fifth-ranked strategy with a TAS score of 3.12, namely the improvement of digital-based tourism services. The recommendation that can be given to the managers of Kurma Park Agrotourism is to consider the results of this study as an effort to develop Kurma Park Agrotourism based on the empowerment of local communities to increase the contribution of Kurma Park Agrotourism tourists to the total number of tourists in Pasuruan Regency.

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