



## DEVELOPMENT STRATEGY OF PADUSAN STRAWBERRY PICKING AGROTOURISM, PACET DISTRICT, MOJOKERTO DISTRICT

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### Abstract

Padusan Strawberry Picking Agrotourism requires a development strategy to solve the problems faced by the COVID-19 pandemic; lack of marketing, facilities not developed, and fewer tourist attractions. This study aims to determine the overall development of agro-tourism, identify internal factors and external factors of agro-tourism, and analyze appropriate strategies in the development of Padusan Strawberry Picking Agro-tourism. The research uses the SOAR and QSPM analysis methods. The results of the research show that 1) The overall development of Padusan Strawberry Picking Agrotourism can be seen from the development of the number of visitors, attractions, accessibility, amenities, and ancillary. 2) Internal and external factors are divided into 4 groups, namely Strength and Aspiration which belong to the group of internal factors, and Opportunity and Result which belong to the group of external factors. 3) Through the stages of the IE matrix and the SOAR matrix, nine alternative strategies were obtained which were analyzed using QSPM so that a priority strategy with the highest TAS value of 6.804 was obtained, namely adding facilities to make it more complete and upgrading to be better which provides comfort for agro-tourism visitors.

**Keywords:** Development strategy, agrotourism, strawberries

### INTRODUCTION

Business in the agricultural sector has great prospects because Indonesia has a wide availability of land. This situation can be exploited to improve the national economy by combining agronomy and tourism activities which can be developed into an agro-tourism concept. Agrotourism is an important sector in the Indonesian economy because agro-tourism or agricultural tourism is an alternative way to increase income and explore the economic potential of small farmers and rural communities (Puspitasari, 2018). Agro Tourism or Agrotourism is a type of tourism that has the potential to be developed in Indonesia. Agro-tourism has a strong appeal because of the diversity of cultural wealth, agricultural commodities (including horticulture, food crops, plantations, forestry, livestock, and fisheries) as well as high-value uniqueness.

Mojokerto Regency is one of the cities in East Java which has quite high air temperatures. In this district, you can still find areas of rice fields, plantations, and forests, although they are not very large. When viewed from a soil fertility perspective, Mojokerto is a district that has fertile soil. Most of the agricultural land there can be planted with various types of plants that can survive hot and cold temperatures. Even though the Mojokerto City area has hot temperatures, several areas in the Mojokerto

Regency are in mountainous areas that have cold temperatures. Due to the differences in temperature and area, Mojokerto can produce various types of agricultural products.

Strawberry agribusiness has bright prospects in the future from the increasing market absorption. Countries with subtropical climates developed strawberry farming as a main source of income for farmers. The pattern and system for developing strawberry cultivation have been integrated with the tourism sector, namely creating a strawberry agro-tourism garden where later visitors can see firsthand the process of picking strawberries and can pick the strawberries themselves in the garden (Zumaeroh et al, 2022). Strawberries, which are rich in vitamins and have an attractive appearance, are liked by many, from children to adults. It is hoped that the presence of a strawberry garden in Pacet District will complement the existing tourism in Pacet District so that tourists feel satisfied and addicted to visiting Mojokerto again, especially the Pacet District area. The Pacet area, which is at the foot of Mount Welirang, is also very suitable for agricultural commodities in the form of vegetables and other types of plants so other agricultural products such as Pacet rice, onions, cassava, sweet potatoes, and various agricultural products have become very famous and superior, in the plains. which has a height of around 600 meters above sea level, Pacet is also suitable for strawberry plants. The strawberries planted in the Pacet District consist of various types of strawberry plants, such as Holland, Sweet cherry, and also local Bandung strawberry types. There are several strawberry plantations in Pacet, such as the Padusan Strawberry Picking Agrotourism, which has a strawberry garden located on the Hot Springs highway. With a garden area of 4,000 square meters containing around 10 10,000 polybags, tourists can pick as many strawberries as they like.

Every agrotourism has problems that must be resolved, such as in the Padusan Strawberry Picking Agrotourism, which requires a development strategy to solve the problems faced. During the Covid-19 pandemic, the government issued a law regarding PSBB (Large-Scale Social Restrictions) which resulted in agro-tourism sites being forced to temporarily close and then reopen when new normal regulations emerged but must comply with health protocols. Another problem that agrotourism has is that marketing is not done enough, so many people do not know about agrotourism, and facilities for agrotourism have not been developed, which causes less tourist attraction. Some of these problems have resulted in a decrease in the number of agrotourism visitors, but there is still an opportunity for an increase in the number of agrotourism visitors. Padusan Strawberry Picking Agrotourism needs to know its strengths and opportunities to be utilized and improved properly so that it has hopes and results in an increase in the number of visitors.

## **LITERATURE REVIEW**

### **Agrotourism**

Agrotourism is also defined as a form of tourism activity that utilizes agro-business (agribusiness) as a tourist object, to expand knowledge, experience, recreation and business relations in agriculture through agro-tourism, that highlights local culture in utilizing land, which is expected to increase farmers' income. and the surrounding community while conserving land resources, as well as maintaining local culture and technology which are generally by the conditions of their natural environment (Gita, 2020). Agrotourism is part of a tourist attraction that utilizes agricultural (agro) businesses as a tourist attraction. The goal is to expand knowledge, recreational experiences, and business relationships in the agricultural sector. Through the development of agrotourism which emphasizes local culture in using land, it is hoped that it can increase farmers' income while conserving land resources, as well as maintaining local culture and technology (indigenous knowledge) which are generally by the conditions of the natural environment (Utama and Trimurti, 2020).

### **Agrotourism Development**

The development of agrotourism is an alternative that is expected to be able to encourage the economic potential of a region, and can contribute to regional income, open up business opportunities and employment opportunities while also functioning to protect and preserve natural wealth. Sandryas (2019), believes that the development of the globalization era can be linked to agrotourism development activities by utilizing technological innovation to increase marketing, promotion and added value to production, but does not eliminate the characteristics and uniqueness of agrotourism as the local wisdom of the local community. In principle, the development of agrotourism can create jobs, because this business can utilize labor from rural communities, so that it can withstand or reduce the flow of urbanization, which is currently increasing because the economic needs of rural communities are increasing (Maulida, 2019). The process of developing agrotourism requires the formulation of development strategies to achieve a desired goal. In developing agrotourism, apart from being able to enjoy natural resources and the beauty of plantations, there are various kinds of specific attractions that are highlighted by the community so that tourists can better enjoy the beauty of agrotourism, while still maintaining the existing aesthetic values of local communities by making them in such a way that they can produce good agrotourism products. interesting. Tourist support facilities can be adapted to the needs of modern society, but do not disturb the balance of the existing ecosystem (Aprianto et al, 2018).

## **Development Strategy**

According to Yulianto et al (2020), the definition of development strategy is a comprehensive effort to improve the effectiveness and health of an organization that requires support from top management which is designed through the use of several intervention techniques by applying knowledge derived from behavioral sciences. The development strategy is a planned and sustainable effort to apply behavioral science for system development using methods of reflection and self-analysis. A development strategy is a method or strategy used by an organization or company with the aim of a planned change that requires the support of all parties, including managers and employees. It is hoped that these changes can develop and improve a company, whether it requires short, medium or short-term efforts. to deal with the changes that will occur in the future. The principle of strategy relates to issues, implementing policies, setting goals to be achieved, and determining ways or methods of using infrastructure. Strategy is related to 3 things, namely goals, means, and ways. A development strategy is urgently needed for tourism that has just started operating and has sufficient potential. The purpose of the development strategy is for visitors to feel comfortable at tourist attractions (agro-tourism) so that the number of visitors or tourists can increase. The development strategy is taken by the vision and mission of agro-tourism or agro-tourism. The development strategy can be known through internal factors or external factors from tourism (Afni, 2020).

## **METHOD**

The data analysis method used in this research is qualitative descriptive analysis to answer the first problem formulation. Qualitative descriptive data analysis is a research method that utilizes qualitative data and is described descriptively. This study uses the SOAR (Strength, Opportunity, Aspiration, Result) and QSPM (Quantitative Strategic Planning Matrix) analysis methods. The output or result of this data processing is the formulation of development strategies obtained from SOAR analysis and priority implementation strategies obtained from QSPM. Data obtained from the questionnaire is processed using the IFAS and EFAS matrices, IE matrices, SOAR and QSPM matrices to answer the second and third problem formulations.

## **RESULTS AND DISCUSSION**

Padusan Strawberry Picking Agrotourism, Pacet District, Mojokerto Regency was first built in 2018 and is a privately owned agrotourism. The reason it was first established started when Mr. Misdi visited the city of Bandung and saw the existence of strawberry picking agrotourism, which inspired him to build strawberry picking agrotourism, especially because the location where it was built was in Padusan Pacet Village, Mojokerto Regency, which is a mountainous area that has a high level of soil

fertility and good climate and weather conditions. supports the development of various types of vegetables and fruit, including strawberries. Padusan Strawberry Picking Agrotourism is open from Tuesday to Sunday from 08.00 to 16.00 and closes on Monday. With a garden area of 4000 square meters containing 10 thousand polybags, visitors can pick as many strawberries as they like. These strawberry plants are planted in small polybags so they look neat and beautiful with views of Mount Welirang and the neatly arranged swales of strawberry plantations. The entry ticket price for picking Padusan strawberries is priced at IDR 10,000 per person, visitors can pick their own strawberries provided they are not allowed to eat them directly in the garden, the price for picking strawberries is priced at IDR 10,000 per gram.

### **Development of Padusan Strawberry Picking Agrotourism**

To find out The development of Padusan Strawberry Pick Agrotourism can be seen through the data on the number of visitors and through the aspects of the concepts used to develop agro-tourism potential, including attractions, accessibility, facilities, and additional tourism components. The increasing number of tourists visiting tourist areas will indirectly have an impact on the income of people around tourist areas. The impact of tourism development is increasing linkages between the tourism industry and other industries (Ovitasari, 2019). The number of visitors to Padusan Strawberry Picking Agrotourism in 2018 – 2022 can be seen in the following table.

Table 1 Number of Agrotourism Visitors in 2018-2022

| <b>Place</b>                           | <b>Number of vVisitors</b> |             |             |             |             |
|--|----------------------------|-------------|-------------|-------------|-------------|
|  | <b>2018</b>                | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> |
| Padusan Strawberry Picking Agrotourism | 10.104                     | 7.069       | 2.521       | 2.866       | 5.727       |

Tourist attractions includes natural, cultural and artificial attractions, such as events or what are often referred to as special interests. Attractions are a significant component in attracting tourists (Sedamayanti, 2018). Attractions owned by Padusan Strawberry Picking Agrotourism so that visitors are interested in visiting agrotourism, including:

Table 2 Development of Attractions in 2018-2022

| <b>Year</b> | <b>Development of Attractions</b>   |
|-------------|---|
| 2018        | The beautiful natural scenery comes from the view of Mount Welirang, and many plants are soothing to the eyes. Visitors can pick their strawberries and then have them weighed by employees |
| 2019        | There are additional vegetable plants to beautify the Padusan Strawberry Picking Agrotourism  |

| <b>Year</b> | <b>Development of Attractions</b>  |
|-------------|--|
|             | area   |
| 2020        | There is a flower garden and photo spots which make visitors even more interested in visiting agrotourism  |
| 2021        | Padusan Strawberry Picking Agrotourism also provides events and outbound events because of the supportive location   |
| 2022        | Padusan Strawberry Picking Agrotourism also provides events and outbound events because of the supportive location. Outbound packages provided specifically for children |

Accessibility is the most important thing in tourism activities. All kinds of transportation or transportation services are important access in tourism. If an area does not have good accessibility, there will be no tourists who will influence the development of accessibility in that area. If an area has tourism potential, adequate accessibility must be provided so that the area can be visited (Mulyana et al, 2022). Factors that are important in accessibility includes: public transportation, bus terminals, vehicle fares, and travel plans to travel. Accessibility is very important for visitors to determine tourist sites. The following are developments in agrotourism accessibility:

Table 3 Accessibility Development in 2018-2022

| <b>Year</b> | <b>Accessibility Development</b>  |
|-------------|---|
| 2018        | Access roads that are easy to reach and pass by transportation such as motorbikes, cars, and buses.   |
| 2019        | The location of Pick Strawberry Agrotourism can be found through google maps and the location is close to the center of Pacet.  |
| 2020        | Some directions that help visitors to find agro-tourism locations.  |
| 2021        | Improvement of the road to agro-tourism because the road is uphill but the road is safe and nothing is damaged so it makes it easier for transportation to pass through it. |
| 2022        | In 2022, there will still be no progress in the accessibility of Padusan Strawberry Picking Agrotourism.  |

Amenities are all kinds of facilities and infrastructure needed by tourists while in tourist destinations. The facilities in question are facilities that make it easy for tourists to enjoy tourism activities (Mulyana et al, 2022). Several facilities need to be repaired and equipped, such as the lack of trash cans provided, the lack of seating provided, as well as improving the condition of the agrotourism canteen. The facilities provided by agro-tourism need to be cared for and kept clean so that visitors can

enjoy the facilities comfortably. Adequate facilities will attract and motivate someone who will visit a tourist attraction. Development of facilities owned by agro-tourism, among others:

Table 4 Facility Development in 2018-2022

| Year | Facility Development   |
|------|--|
| 2018 | Agro-tourism facilities are provided with a large parking area, canteen, toilets, prayer room, strawberry picking baskets                    |
| 2019 | Additional facilities includes a gazebo in the middle of the strawberry garden so that visitors can rest while picking strawberries.         |
| 2020 | Padusan Strawberry Picking Agrotourism provides a playground for children so that they feel more comfortable and comfortable in agrotourism. |
| 2021 | Fish ponds were built which could be fishing tours and feeding fish.   |
| 2022 | Additional facilities for agro-tourism are the construction of a swimming pool for children.   |

Ancillary must be provided by the government of a tourist destination both for tourists and for tourism actors. The additional component of tourism is in the form of institutional cooperation in managing agro-tourism and efforts to promote agro-tourism (Krisnawati, 2021). Ancillaries are also things that support tourism, such as management agencies, Tourist Information, Travel Agents and stakeholders who play a role in tourism. Additional components of tourism includes institutional cooperation to manage agro-tourism and promotional efforts for agro-tourism. Following is the ancillary development.

Table 5 Ancillary Development in 2018-2022

| Year | Ancillary Development   |
|------|---|
| 2018 | Agrotourism has a road network, electricity network, clean water network  |
| 2019 | Improved accommodation facilities   |
| 2020 | Improvement of agro-tourism management and services   |
| 2021 | Improve tourism facilities and infrastructure   |
| 2022 | Marketing currently carried out by agrotourism is via social media Instagram, but it is still not being maximized because social media is no longer active and only relies on word-of-mouth marketing through visitors so it is less effective. |

### **Identify Internal Factors and External Factors**

Internal factors are environmental factors that consist of two indicators, namely strength and aspiration of a company or organization. External factors are environmental factors which consist of two

indicators, namely opportunity and result of a company or organization. Internal Strength Factor Indicators, among others:

1. The quality of the strawberries matches the selling price
2. The facilities at the Padusan Strawberry Picking Agrotourism are adequate and well maintained
3. Road access to the Strawberry Picking Agrotourism location is easy to reach
4. The entry ticket price for Padusan Strawberry Picking Agrotourism is affordable
5. Comfort and cleanliness of the Padusan Strawberry Picking Agrotourism is maintained
6. The scenery around the Padusan Strawberry Picking Agrotourism is beautiful
7. The service provided by Strawberry Picking Agrotourism employees is good
8. The parking area for Padusan Strawberry Picking Agrotourism is wide and safe
9. There is a playground provided for children

Internal Aspiration Factor Indicators, among others:

1. It is hoped that there will be shops close to the Padusan Strawberry Picking Agrotourism
2. Additional facilities
3. The garden area and strawberry plants were expanded and added more
4. More and more creatively processed strawberry products will attract the interest of visitors
5. Active promotion on social media
6. Increase the business income of the community around the Padusan Strawberry Picking Agrotourism
7. Become a tourist destination
8. Introducing Padusan Strawberry Picking Agrotourism more widely

Indicators of External Opportunity Factors includes:

1. Introducing Padusan Strawberry Picking Agrotourism more broadly
2. Padusan Strawberry Picking Agrotourism supports tourism and a place to study
3. Increase in the number of visitors on holidays or weekends
4. Utilization of social media as a marketing tool
5. High public interest in strawberries and their processed products
6. Tourists' taste for tourism with natural views

External Factor Result Indicators, among others:

1. Become an agrotourism that is in great demand by visitors
2. Increase in the number of visitors to the Padusan Strawberry Picking Agrotourism
3. Padusan Strawberry Picking Agrotourism is able to offer entrance tickets according to available space
4. Padusan Strawberry Picking Agrotourism is able to offer quality strawberries
5. Attract visitors with a place design that follows trends

Calculation of the results from the IFAS and EFAS matrices comes from multiplying the weights and ratings, so that the results from the IFAS matrix are 3.051 while the EFAS matrix is 3.266. So in the IE matrix agrotourism is in column I, it can be stated that the development of agrotourism is strong, growing and developing (David, 2011).

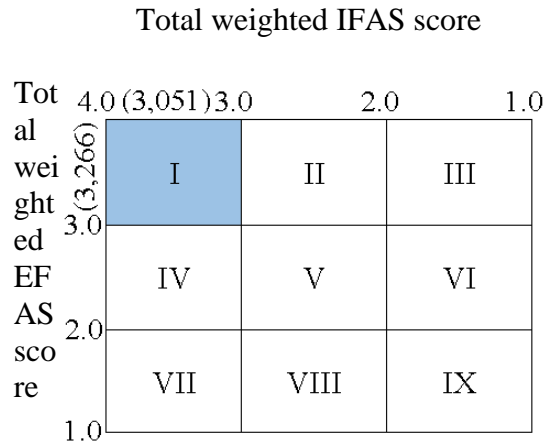


Figure 1 IE (Internal – Eksternal) Matriks

**SOAR Analysis**

SOAR analysis is an approach consisting of Strengths, Opportunities, Aspirations, and Results components. SOAR analysis is an innovative, power-based approach to creating strategic thinking and planning that engages all individuals with an interest in the strategic thinking process. The main strategy that can be suggested in the form of a SOAR matrix consists of four types of strategies, namely: SA (Strength – Aspiration), OA (Opportunity – Aspiration), OR (Opportunity – Result).

Table 6 SOAR Matrix

| SOAR Matrix       | Strenght  | Opportunity   |
|-------------------|---|---|
| <b>Aspiration</b> | <b>SA Strategy</b><br>(uses strength to realize aspirations)      | <b>OA Strategy</b><br>(takes advantage of opportunities to realizing aspirations) |
| <b>Result</b>     | <b>SR Strategy</b><br>(uses strength to achieve outcome measures) | <b>OR Strategy</b><br>(exploiting opportunities to achieve outcome measures)      |

The SOAR matrix serves to compile strategic factors that describe how the internal strengths and external opportunities faced by the company can be matched with its aspirations and measurable results.

Alternative SA (Strength – Aspiration) strategy, includes:

1. Adding facilities to be more complete and upgrading them to make them better provide comfort for agrotourism visitors
2. Increase the land area and improve the quality of strawberry plant care and provide a more beautiful view
3. Take advantage of promotions on social media by introducing Strawberry Picking Agrotourism. Padusan has quality strawberries at affordable prices and easy road access so that it can become a famous tourist destination

Alternative SR (Strength – Result) strategy, includes:

1. Provide friendly service, comfort and cleanliness so that it attracts visitors to come back
2. Provide ticket prices and selling prices for strawberries with good quality fruit

Alternative OA (Opportunity – Aspiration) strategies, includes:

1. Add processed strawberry products that can be sold at agro-tourism sites and can be used as souvenirs
2. Make Padusan Strawberry Picking Agrotourism an educational tourist spot

Alternative OR (Opportunity – Result) strategy, includes:

1. Upgrading agro-tourism sites that adapt to the trends and interests of visitors in choosing tourist attractions
2. Take advantage of the nuances of natural scenery by adding some plants and animals to attract visitors

### QSPM Analysis

In the final stage of this study, researchers used Quantitative Strategic Planning Matrix (QSPM) analysis as an analysis in choosing alternatives where determining or analyzing QSPM is by distributing a new questionnaire containing 9 alternative strategies in SOAR analysis.

Table 7 QSPM Matrix

| No. | Alternative Strategy  | TAS   | Ranking |
|-----|---|-------|---------|
| 1.  | Adding facilities to be more complete and upgrading them to be better provides comfort for agrotourism visitors | 6,804 | I       |
| 2.  | Increasing the land area and improving the quality of strawberry plant care and providing a more beautiful view | 6,680 | II      |

|    |   |       |      |
|----|---|-------|------|
| 3. | Taking advantage of promotions on social media by introducing Strawberry Picking Agrotourism, Padusan has quality strawberries at affordable prices and easy road access so that it can become a famous tourist destination | 6,325 | III  |
| 4. | Adding processed strawberry products that can be sold at agro-tourism sites and can be used as souvenirs  | 6,157 | VI   |
| 5. | Making Padusan Strawberry Picking Agrotourism an educational tourist spot   | 6,164 | V    |
| 6. | Providing friendly service, comfort and cleanliness so that it attracts visitors to come back   | 6,087 | VII  |
| 7. | Providing ticket prices and selling prices for strawberries with good quality fruit   | 6,245 | IV   |
| 8. | Upgrading agro-tourism sites that adapt to the trends and interests of visitors in choosing tourist attractions   | 5,878 | VIII |
| 9. | Take advantage of the nuances of the natural landscape by adding some plants and animals to attract visitors  | 5,843 | IX   |

The highest Total Attractiveness Score (TAS) lies in the SA1 strategy alternative with a total TAS score of 6.804, namely adding facilities to make it more complete and upgrading to be better which provides comfort for agro-tourism visitors because the facilities in agro-tourism still need to be equipped again and there is a need for improvements to several facilities which is damaged and less comfortable to use.

## CONCLUSION

1. Developments in Padusan Strawberry Picking Agrotourism can be seen from the development of the number of visitors from 2018 - 2022, attractions, accessibility, amenities and ancillaries (additional tourism components).
2. The internal and external factors in Padusan Strawberry Picking Agrotourism that can influence the development strategy are divided into 4 groups, namely Strength with a total of 9 indicators and Aspiration with a total of 8 indicators which are classified as internal factors, as well as Opportunity with a total of 6 indicators and Result with a total of 5 indicators. belonging to the group of external factors.

- Determining alternative strategies using the IE (Internal-External) matrix obtained in column I and the SOAR matrix obtained nine alternative strategies which were then analyzed using QSPM to determine alternative development strategies that are a priority for Padusan Strawberry Picking Agrotourism, namely adding more complete facilities and upgrading to a better one that provides comfort for agrotourism visitors with a TAS value of 6.804 as the highest TAS value and ranking first so that it can become a priority development strategy.

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