

INTEGRATION OF ECOTOURISM CONCEPTS INTO COMMUNITY-BASED AGROTOURISM MODELS: DEVELOPMENT STRATEGY ANALYSIS OF KEJU LASI CANDUANG, AGAM REGENCY, WEST SUMATRA

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ABSTRACT: The development of agrotourism often faces challenges in balancing economic benefits with sustainability principles. This study aims to analyze the application of ecotourism principles in the community-based agrotourism model at Keju Lasi Canduang, Agam Regency, and to formulate priority development strategies. The research method used is qualitative with a descriptive-analytical case study approach, utilizing SWOT analysis instruments, IFAS (Internal Factor Analysis Summary), and EFAS (External Factor Analysis Summary) matrices. The results indicate that Keju Lasi applies a hybrid model of agrotourism and ecotourism through a Community-Based Tourism (CBT) mechanism. Based on the strategic environmental analysis, the total internal strength score is 1.85 and the weakness score is 1.60 (a difference of +0.25), while the external opportunity score is 1.85 and the threat score is 1.68 (a difference of +0.17). The company's strategic position is in Quadrant I (Aggressive Strategy), indicating that the management has a strong internal position to maximize market opportunities. Recommended priority strategies include the development of premium interactive educational tourism packages, strengthening digital marketing to overcome accessibility constraints, and Triple Helix collaboration with the government and the community. However, given the business location in the disaster-prone zone of Mount Marapi, the formulation of a disaster contingency plan and an early warning system is an absolute operational prerequisite to ensure long-term business sustainability.

Keywords: Agrotourism, Ecotourism, Community-Based Tourism, Keju Lasi, SWOT Analysis, IFAS/EFAS.

1. INTRODUCTION

West Sumatra is undergoing a paradigm shift in its economic development strategy. With its vast natural and cultural wealth, the provincial and district governments are increasingly active in promoting the development of the tourism and creative economy sectors based on local agricultural potential. This step is being taken in response to various problems in rural areas, such as modernization, which has marginalized the agricultural sector, and urbanization, which has caused many educated young people to move to cities for work. Agam District, long known as one of the main tourist destinations in West Sumatra, with popular attractions such as Lake Maninjau and Puncak Lawang, is one example [1]. Puncak Lawang, for example, is famous as a nature tourism destination offering beautiful views of Lake Maninjau from above and has been recognized for its tourism potential at the regional level [2]. The

development of tourism in this region has also proven to have a positive impact on the economy of the surrounding community [1]. Tourism is considered a very important sector because it provides jobs or livelihoods for the community [3].

In the last decade, the direction of global tourism development has shifted significantly towards a more sustainable model. Many now realize that conventional mass tourism often fails to distribute its benefits evenly and can even have a negative impact on the environment and the socio-cultural life of communities. In contrast, sustainable tourism seeks to strike a balance between three key elements: long-term economic benefits, environmental sustainability, and socio-cultural equity [4]. Amidst this developed tourism landscape, innovative initiatives that integrate agriculture with tourism have emerged.

In this context, Keju Lasi Canduang, located in Nagari Lasi, Agam Regency, West Sumatra, emerges as a unique phenomenon. Unlike many

other tourist destinations that have been developed through government planning (a top-down approach), Keju Lasi grew out of a local community entrepreneurship initiative, or a bottom-up approach, led by a local man named Suhatri [5]. Keju Lasi was established in 2015 not with the initial goal of becoming a tourist destination, but as a strategic step in facing fundamental market challenges, namely low public interest in consuming fresh milk and the problem of dairy products spoiling easily [5]. In 2018, this business began to transition into a mozzarella cheese producer, and then developed into an integrated agrotourism destination in the 2019 –2020 period. This change in business direction was a response to market dynamics, where challenges became a driver for innovation. Through this transformation, livestock products that were initially of low economic value were successfully converted into high-value processed products and attractive tourist experiences. The uniqueness of this business model is also reflected in the philosophy of its founder, “Pulang Kampung Membangun Nagari” (Returning Home to Build the Village), which makes Lassy Dairy Farm not just a commercial enterprise, but also a social movement to empower the local community. The community, as tourism operators, must be professional and creative in creating comfortable tourism experiences for visitors [6].

Keju Lasi Canduang as an integrated agrotourism destination or agriculture-based tourism is indeed at the core of this business's operations. However, in the discourse of sustainable tourism development, there is the concept of “ecotourism,” which places a deeper philosophical emphasis on conservation, education, and community empowerment [7]. This situation creates an interesting conceptual gap to explore. Keju Lasi is de facto agrotourism, but its practices and impacts, such as local community empowerment and waste management, show potential alignment with the de jure principles of ecotourism. Therefore, this study does not aim to reclassify Keju Lasi, but rather to use ecotourism principles as an analytical framework. Ecotourism is currently an important economic activity that provides tourists with the opportunity to learn about nature and culture and understand the importance of conserving biodiversity and local culture. At the same time, ecotourism can generate income for conservation activities and economic benefits for communities living around ecotourism sites [8].

Ecotourism is broadly defined by The International Ecotourism Society (TIES) as responsible travel to natural areas that conserves the environment, supports the well-being of local communities, and involves interpretation and education [7]. Unlike mass tourism, ecotourism has three main pillars that are inseparable:

environmental conservation, economic and social empowerment of local communities, and education for tourists [9]. The implementation of sustainable ecotourism must benefit local communities while preserving the quality of the natural and cultural environment. There are three standard principles in the implementation of ecotourism, namely: (1) Tourist-friendly principle (providing quality experiences), (2) Community-friendly principle (providing benefits and involving the community), and (3) Environment-friendly principle (minimizing impact and supporting conservation) [9]. Along with tourists' awareness of the environment and issues related to environmentally-friendly development, there has been a growing recognition of the importance of sustainable tourism principles. These principles are expected to preserve the quality of the environment, preserve culture, empower local communities, and provide economic benefits to local communities [8].

In its development, the concept of Community-Based Ecotourism (CBE) emerged, placing the community as the central actor. CBE emphasizes the importance of community participation in management. A study on the sustainability status of CBE in East Java highlights that the environmental, institutional, and conservation dimensions often show a “highly sustainable” status, but the social and economic dimensions still need improvement to ensure equitable benefits for the community [10]. Agrotourism is defined as a form of tourism that uses agricultural businesses, landscapes, or activities as its main attraction [10]. Agrotourism is often combined with educational tourism, where tourists can vacation while gaining hands-on learning experiences at the location. Just like ecotourism, the sustainability of agrotourism is also measured through three main dimensions [11]. The economic dimension includes job creation and increased income for the local community. The social dimension focuses on community participation and educational value for visitors. Meanwhile, the environmental dimension emphasizes good management of natural resources and waste minimization [10]. Furthermore, agrotourism is closely related to the creative economy. Agrotourism serves as a driver of the creative economy by transforming raw agricultural products into a marketable “experience” [12].

Agrotourism, as part of ecotourism, specifically integrates the agriculture and livestock sectors with tourism activities. The “agroecotourism” model (agricultural and livestock education tourism) has been identified as an effective strategy for raising environmental awareness, adding value to agricultural and livestock products, and diversifying sources of income for farmers and livestock breeders [13]. The most common implementation framework for this model is

Community-Based Tourism (CBT), in which local communities play a major role in planning, management, and receiving economic benefits. This approach directly contributes to improving the social and economic welfare of communities in rural areas [14]. The community, as a key component of community-based tourism, plays a major role in promoting tourism, especially those who have joined the Tourism Awareness Group (Pokdarwis). Pokdarwis is a driver of tourism awareness and the seven charms of a tourist attraction. Pokdarwis is one of the community components that can play an important role and contribute significantly to the development of tourism in their area [3].

CBT is defined as a tourism approach that emphasizes ownership, management, and benefit acquisition by local communities. The CBT approach aims to improve the quality of life and income of the community, reduce poverty, and preserve local wisdom and the environment. Studies in Indonesia show that CBT, when successful, can create positive socio-economic impacts and increase awareness of cultural preservation [14]. In this study, CBT is a very important framework. Agrotourism models such as Keju Lasi can fulfill the aspect of “community welfare” in ecotourism if they apply CBT principles. Without community participation and tangible benefits for the community, agrotourism will only become a commercial venture on agricultural land, and ecotourism will only focus on nature conservation without regard for social justice. Keju Lasi, with its strong community empowerment values, has the potential to be an ideal example of how agrotourism and ecotourism can be integrated through a CBT approach.

The main objective of this study is to comprehensively analyze the operational model of

Keju Lasi Canduang integrated agrotourism, including its history, vision, production value chain, as well as its operational, social, and strategic aspects. Through a case study approach and relevant theoretical framework, this study aims to bridge the concepts of agrotourism, ecotourism, and community-based tourism (CBT), while evaluating the socio-economic and environmental impacts of Keju Lasi activities to assess the alignment of its practices with ecotourism principles. This research has academic and practical significance in providing an integrated case study analysis that illustrates how community-oriented agrotourism can be a concrete implementation of the philosophy of ecotourism. Thus, the Keju Lasi model has the potential to become a model for the development of an inclusive, competitive, and sustainable rural economy in Indonesia.

2. METHODS

This study applies a qualitative approach with a descriptive-analytical case study design to examine in depth the phenomenon of agrotourism development in Keju Lasi Canduang, Agam Regency. The case study design was chosen to explore how an agrotourism entity can operate in harmony with ecotourism principles in a real-life context, without manipulating the behavior of the subjects being studied. The research focuses on analyzing the operational model, development history, and socio-economic and environmental impacts of Keju Lasi's activities to understand the integration of agrotourism and ecotourism concepts. The research subjects include Keju Lasi management (owners and staff), partner farmers, local community members, and visitors. The data collection was carried out November 2025.

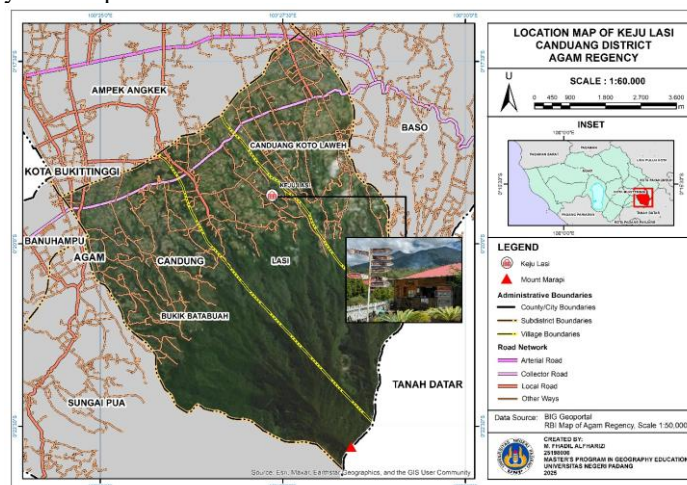


Fig 1. Location Map Of Keju Lasi, Canduang District, Agam Regency

The data collection process was carried out through two main mechanisms, namely primary data and secondary data. Primary data was obtained

through direct field observations to observe production activities, tourist interactions, and supporting facilities at the location. In addition,

semi-structured interviews were conducted in depth with key informants, including management, employees, as well as the surrounding community and partner farmers to obtain multiple perspectives and tourist visitors. Secondary data was collected through documentation studies, official reports, and scientific literature relevant to the concepts of agrotourism, ecotourism, and Community-Based Tourism (CBT) to strengthen the theoretical framework. The data analysis and conclusion drawing stages were conducted qualitatively and comparatively. The collected data was analyzed by comparing the actual operational practices of Keju Lasi with the three main pillars of ecotourism (conservation, education, and community welfare)

and the principles of CBT. Furthermore, the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis instrument was used to map the strategic position, identify internal challenges such as accessibility, and external risks such as natural disasters. Conclusions were drawn inductively by synthesizing field findings into a model of recommendations for sustainable rural tourism development that can be replicated in other agricultural areas. The data analysis methodology used in this study consists of three different stages (Fig 2).

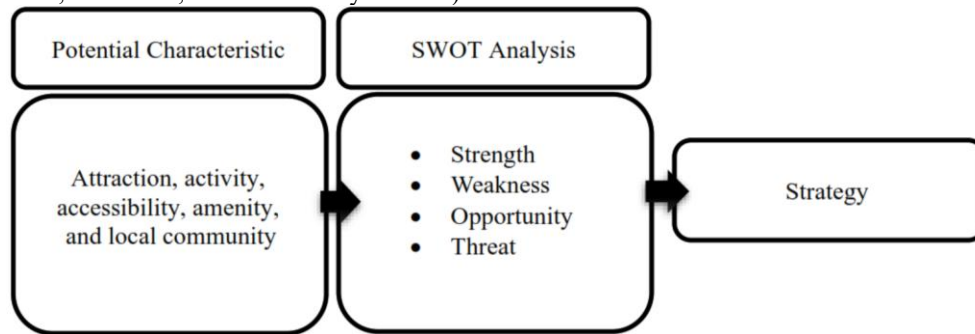


Fig 2. Conceptual Framework

SWOT Analysis

SWOT analysis is a core and widely applied strategic planning framework that helps organizations evaluate their competitive position by examining internal factors (strengths and weaknesses) and external factors (opportunities and threats). By assessing these four dimensions in a structured way, organizations can design strategies that leverage strengths to pursue opportunities, reduce or correct weaknesses, and anticipate threats that may affect performance and sustainability [15].

When using SWOT (Strengths, Weaknesses,

Opportunities, and Threats), it's best to decide on alternative strategies after first identifying the quadrant position of a development area on the space matrix. Knowing this position makes it easier to choose a strategy that fits the region's current internal and external conditions. The quadrant position can be grouped into four categories: Quadrant I calls for an aggressive strategy, Quadrant II focuses on diversification, Quadrant III uses a turnaround approach, and Quadrant IV applies a defensive strategy [16]. Figure 3 shows the placement of a development area within these four quadrants along with annotations.

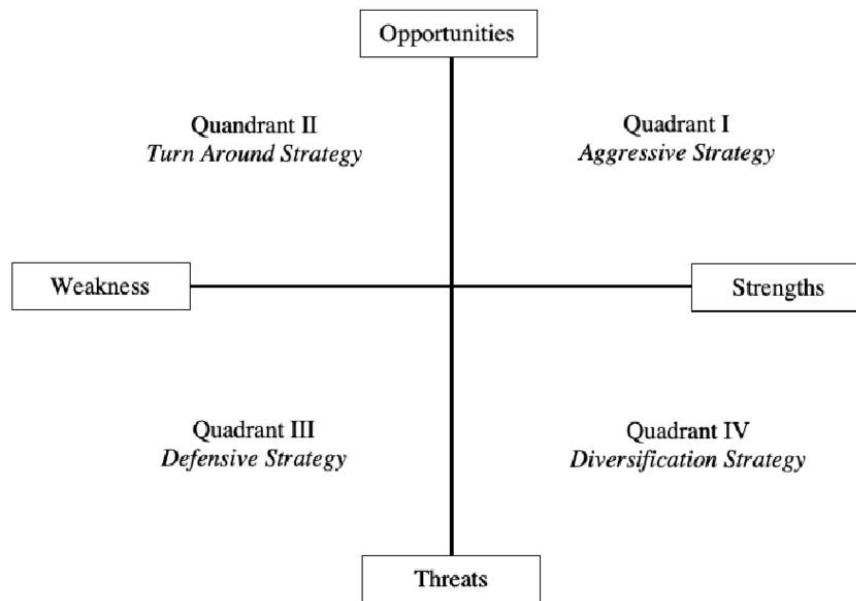


Fig 3. Quantified SWOT analysis and the strategic matriks

The specific characteristics of each quadrant dictate the strategic approach. Quadrant I represents the most advantageous position, combining internal strengths with external opportunities, which justifies an aggressive growth strategy. Quadrant II indicates that while the area possesses internal strengths, it faces external threats; therefore, a diversification strategy is required to leverage those strengths for long-term gain. Quadrant III highlights significant market opportunities that are hindered by internal weaknesses, requiring a strategy focused on minimizing internal issues to capture market share. Finally, Quadrant IV represents an unfavorable position characterized by both internal weaknesses and external threats [16].

The SWOT matrix above clearly shows how external opportunities and threats can be aligned with strengths and weaknesses. From the matrix, four alternative strategies will be developed.

1) SO Strategy

An SO (Strength–Opportunity) strategy is developed when an organization leverages its internal strengths to capitalize on external opportunities. This represents a highly favorable strategic position, because the organization can use what it does best to maximize market opportunities and drive growth [17].

2) WO Strategy

A WO (Weakness–Opportunity) strategy is designed to reduce or remedy an organization’s

internal weaknesses so it can capitalize on external opportunities. In practice, this is a cautious/conservative approach because the organization must use opportunities in the environment as leverage to correct capability gaps, improve limitations, and become better positioned for growth [18].

3) ST Strategy

An ST (Strength–Threat) strategy focuses on using the organization’s internal strengths to neutralize, prevent, or minimize the effects of external threats, thereby protecting performance and maintaining competitive stability under unfavorable conditions [19].

4) WT Strategy

A WT (Weakness–Threat) strategy seeks to reduce internal weaknesses while avoiding or limiting exposure to external threats. It is typically considered the most defensive and least desirable strategic posture, because organizations in this position often prioritize risk reduction and short-term survival over growth [19].

SWOT is based on the assumption that effective strategies can strengthen Strengths and capitalize on Opportunities, while simultaneously addressing Weaknesses and mitigating various Threats.

3. RESULTS AND DISCUSSION

3.1 Overview

The success of Keju Lasi Canduang cannot be separated from the vision of its founder, Suhatri. This business journey began in 2015 with the establishment of Lassy Dairy Farm, based on an awareness of the agroclimatic potential of Nagari Lasi at the foot of Mount Marapi for dairy farming. The initial phase faced significant market challenges, namely low consumption of fresh milk and distribution logistics difficulties. Facing this impasse, a strategic pivot was made in 2018, processing fresh milk into high value-added products with a long shelf life, namely mozzarella cheese. This step proved effective in overcoming market problems and opening up new segments. The evolution continued in the 2019-2020 period with the integration of educational tourism elements, which were initially intended for preschool and elementary school students but were accelerated by the economic pressures of the COVID-19 pandemic into a more open integrated agrotourism destination. Behind the success of this

business lies the philosophy of “Returning Home to Build the Village.” This vision is not merely a marketing slogan, but the core of the company's business strategy and identity. In practical terms, this philosophy is manifested in a commitment to empowering the local community (the majority of employees are residents of Nagari Lasi) and creating an inclusive business model through partnerships with local farmers. This authentic narrative creates strong social capital, builds community trust, and generates customer loyalty based on shared values.

The operational foundation of Lassy Dairy Farm is the management of Friesian Holstein dairy cows, which are known for their productivity. Its location at an altitude of 1,100 meters above sea level on the slopes of Mount Marapi provides ideal agroclimatic conditions with cool temperatures (20°C – 28°C). The physical resources consist of land for animal feed, 3 cattle barns, 1 production house, 1 office, and 4 employee houses. The production process is a combination of traditional methods and hygienic standards. One of the most prominent operational practices is the application of circular economy principles on an MSME scale.

Table 1. Stages of the Production Process for Mozzarella “Keju Lasi” Cheese

| Stage | Activity | Description |
|-------|------------------------------|---|
| 1 | Milking | Done manually every morning. Maintaining this traditional method preserves the quality of the milk from mechanical damage and is a visual attraction for tourists who rarely see dairy cows. |
| 2 | Filtering | Fresh milk is filtered to remove physical contaminants such as particles or impurities. This is the first critical control point to ensure food safety. |
| 3 | Heating | The milk is heated in a controlled manner to a temperature of 63-65°C, or the specific temperature for cheese. This process kills pathogens but preserves the structure of the casein protein so that it remains optimal for coagulation. |
| 4 | Coagulation & Solidification | Rennet enzymes and bacterial cultures are added to separate the curds from the whey. |
| 5 | Texture Check | The curds are stretched in hot water to form the elastic, stringy texture characteristic of mozzarella. |
| 6 | Water Reduction | The curds are pressed/steamed to reduce the remaining whey and compact the cheese. |
| 7 | Cutting & Weighing | The cheese is shaped into balls/blocks and immersed in cold water to solidify its fat and protein structure. The cheese curds are then molded, left to rest, and cut into standard sizes ready for sale. |
| 8 | Packaging | Using vacuum technology to naturally extend shelf life without chemical preservatives, supporting the claim of “healthy products.” |

Source: Processed Primary Data (2025)

Based on Table 1, the production process at Keju Lasi consists of eight sequential stages, starting with manual milking in the morning, filtering, controlled heating, coagulation, texture checking (stretching), water reduction, cutting, and vacuum packaging. Every day, this farm processes around 150 liters of cow's milk, producing around 15 kg of mozzarella cheese with a daily production

capacity of around 100 liters of pure cow's milk and 15 kg of mozzarella cheese. Cheese production is carried out three times a day, with each production run requiring 50 liters of milk to produce 5 kg of cheese. Technically, this production flow shows tight integration between milking and packaging in one location (on-site processing). Analysis at the coagulation and

solidification stages (stages 4 and 6) shows the presence of whey residue (liquid waste). Interestingly, Keju Lasi implements a zero-waste mechanism where liquid whey waste is not discarded but fermented and returned to the soil as organic liquid fertilizer for elephant grass. This grass then becomes cattle feed, closing the nutrient cycle perfectly. This reduces fertilizer costs and prevents environmental pollution.

This practice reduces environmental impact while lowering operational costs. The production process is not merely a manufacturing activity, but a key educational asset. Transparency of the process from stages 1 to 8 provides consumers with a guarantee of “natural” quality (without preservatives) while also serving as an “open kitchen” tourist attraction. The application of a circular economy in whey waste management demonstrates that Keju Lasi has gone beyond conventional business practices toward environmentally responsible agrotourism practices.

The competitive advantage of the product lies in its claim to be “the first cheese in Sumatra,” which is supported by a fundamental commitment to natural ingredients. Keju Lasi is produced without preservatives, colorings, artificial flavors, or emulsifiers. Promotion is conducted online (social media, website) and offline (the owner as a speaker), with fresh milk priced at Rp 8,000/250ml and mozzarella cheese at Rp 35,000/250g. The very short supply chain from the farm to the production facility in the same location ensures the freshness of the raw materials.

The analysis of Keju Lasi as a destination using the 3A framework (Attraction, Amenity, Accessibility, Ancillary) is shown as follows:

1) Attraction

The main attraction of Keju Lasi is multifaceted and centered on educational tourism. Visitors not only have fun, but also learn. The core attractions include transparent observation of the cheese production process, interaction with livestock (feeding cows), which is very popular with families, culinary tours at farm-to-table cafes serving fresh processed products, and natural attractions in the form of beautiful views of the slopes of Mount Marapi. To access this entire educational experience, visitors are charged a very affordable entrance fee of IDR 5,000 per person, both for adults and children. Children under the age of two are not charged an entrance fee.

2) Amenities

The availability of amenities or supporting facilities is a crucial factor in determining the quality of a tourist's experience. Keju Lasi provides a range of on-site facilities designed

to meet the basic needs and enhance the comfort of visitors. These facilities include a cafe serving processed products, a shop selling products and souvenirs, a prayer room, and public toilets. In its development, Lassy Dairy Farm continues to add recreational facilities, such as an educational park and a swimming pool, which significantly increase its appeal as a complete family vacation destination. Supporting facilities are the most important indicator in developing and increasing the number of visitors to a tourist attraction. The quality of a tourist attraction can be seen from the availability of supporting facilities, where the more complete the supporting facilities are, the more convenience and comfort they provide for visitors [6].

3) Accessibility

Accessibility is a paradoxical factor. The strategic location (about 12.5 km from Bukittinggi) is supported by a good main road network. The journey can be completed in about 27 minutes by private vehicle in normal traffic conditions. The main road network connecting Bukittinggi and Canduang is generally in good condition and even serves as an alternative route to avoid congestion at certain points, especially during the holiday season. However, challenges arise in the “last mile” to Nagari Lasi, which has steep topography and is not accessible by regular public transportation, forcing visitors to rely on private vehicles or motorcycle taxis. This limited access, although a disadvantage for certain segments of tourists, also indirectly functions as a natural mechanism for controlling carrying capacity. This relative isolation helps prevent overtourism and preserves the charm and tranquility of the countryside, which is the main attraction of the destination. However, from a business perspective, the location far from the city center and residential areas is also an obstacle because it is difficult to reach for consumers around Canduang and Bukittinggi, which has the potential to reduce local sales volume.

The development of a tourist attraction into a reliable tourist destination is determined by various tourism products that the area must have. These factors include: the existence of attractions that are unique and have special appeal that differentiate them from other areas; the existence of tourist attractions for tourists; the existence of special souvenirs from the tourist attraction area that tourists can buy and take home; and the support of adequate facilities and infrastructure [20]. Potential tourism is tourism that has attractions that can draw people to visit the

tourist spot. These attractions can be the natural surroundings of the tourist spot or the facilities and infrastructure that are available,

which can provide comfort to visitors so that they feel at home and want to stay longer at the tourist spot [21].

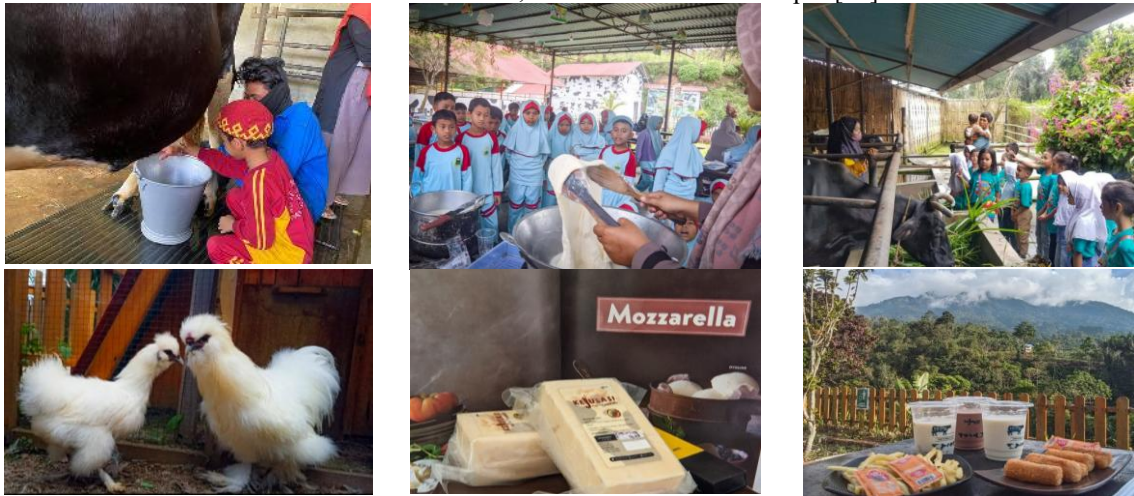


Fig 4. Attraction

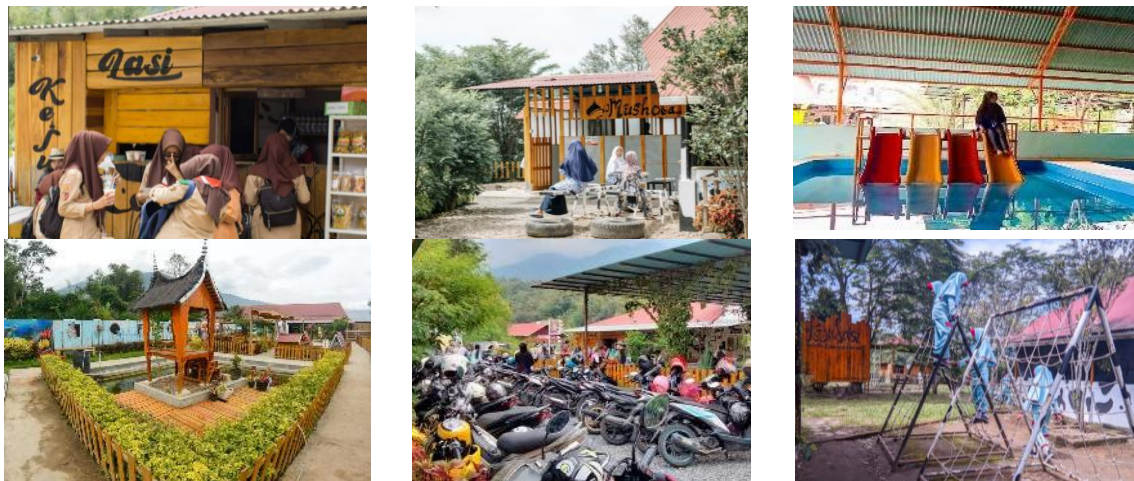


Fig 5. Amenities



Fig 6. Accessibility

The Keju Lasi agrotourism model, when analyzed using the three pillars of ecotourism (conservation, community welfare, and education), shows strong and deliberate alignment. Although

labeled as agrotourism, Keju Lasi's operational practices show substantial alignment with ecotourism principles. These findings are summarized in the alignment analysis in Table 2.

Table 2. Analysis of the Implementation of Ecotourism Principles at Keju Lasi Agrotourism

| Principles of Ecotourism | Practical Implementation at Keju Lasi Canduang | Alignment Analysis |
|---|--|---|
| Environmental Conservation (Environmentally Friendly Principle) | Utilization of whey waste (liquid cheese waste) as animal feed fertilizer | Very High. The use of whey is a clear example of the circular economy. It is not merely compliance, but an environmentally friendly innovation that is also operationally efficient. The conversion of waste into energy is at the heart of concrete ecological sustainability. |
| | Commitment to natural products (no preservatives, artificial colors, or flavors). | |
| | Biogas Installation & Methane Purification | |
| Community Welfare (Community Friendly Principle) | The farm location takes advantage of the natural cool agroclimate of the Marapi slopes. | Very high. This is the strongest pillar and the core of Keju Lasi's business model. The philosophy of community empowerment is not a CSR program, but a key business strategy that creates social capital and a resilient supply chain. This creates socio-economic resilience in the village. |
| | The founder's vision is "Returning Home to Build the Village." | |
| | Priority is given to recruiting employees from the local community of Nagari Lasi (13 people). | |
| | Specialized work structure (marketing, barn, courier) | |
| Education & Interpretation (Tourist Friendly Principle) | The "GERHANA" (Gerakan Anak Nagari Lasi) partnership program acts as an off-taker of milk and a supplier of feed from smallholder farmers. | High. Keju Lasi's business model is inherently educational. They have successfully transformed the "production process" (an industrial activity) into an "attraction" (a tourist experience). Turning the production process into informal curriculum material for visitors raises awareness about sustainable agriculture. |
| | Transparent agrotourism design (visitors can see the production process). | |
| | Open Farm concept. | |
| | Formal educational tourism program (initially for early childhood education/elementary school). | |
| | Direct interaction (feeding livestock). | |
| | Farm-to-table cafe (culinary education and product freshness). | |

Source: Processed Primary Data (2025)

The data in Table 2 identifies three pillars of ecotourism implementation in Keju Lasi. The Conservation pillar is realized through the use of whey waste and products without artificial chemicals. The Community Welfare pillar is evident in the dominance of local Nagari Lasi labor and the "GERHANA" partnership program. The Education pillar is reflected in transparent production design and direct interaction between tourists and livestock. Analysis of the community welfare pillar confirms the use of Community-Based Tourism (CBT) mechanisms. The vision of "Pulang Kampung Membangun Nagari" (Returning Home to Build the Village) is not just a slogan, but an operational strategy in which the company acts as an enabler (educator) and off-taker (market guarantor) for smallholder farmers. The involvement of 13 local workers and partnerships with smallholder farmers create a significant economic multiplier effect for the village. Meanwhile, analysis of the education pillar shows a shift in the function of production spaces, from

private industrial areas to public tourism spaces (farm-to-table).

These findings indicate that Keju Lasi is a hybrid model of agrotourism and ecotourism. Agrotourism serves as the "container" (attraction concept), while ecotourism serves as the "content" (philosophical value). The success of integrating environmental conservation (circular economy) and community empowerment (CBT) proves that MSME-scale agrotourism can act as an agent of sustainable tourism development without having to wait for top-down intervention from the government.

Currently, Keju Lasi employs 13 people, consisting of 1 owner, 1 marketing department, 3 production departments, 3 grass departments, 4 barn departments, and 1 courier. This success has also made Keju Lasi a major attraction for the newly formed Pokdarwis (Tourism Awareness Group) of Nagari Lasi. Keju Lasi has successfully attracted many visitors, and Pokdarwis has taken advantage of this opportunity to develop village tourism, such as providing homestays, local guides, and

handicraft sales. In carrying out its functions in the field of tourism, Pokdarwis faces several obstacles, both internal and external. To realize tourism based on local wisdom and community through Pokdarwis located at tourist attractions, it is necessary to provide continuous guidance to Pokdarwis. This is an effort to realize community-based tourism that begins with an awareness of the values and needs of the community as an effort to develop tourism that is more beneficial to the needs, initiatives, and opportunities of the local community (Community Based Tourism/CBT) [3]. This has resulted in a stronger and more interconnected village tourism system.

3.2 Identifying Internal and External Factors

The identification of internal and external factors was carried out based on in-depth interviews with key informants and the results of field observations. The interview results indicate that Despite its strong business model, the sustainability of Keju Lasi faces significant internal and external challenges. There are several internal and external factors in the preparation of sustainable keju lasi management strategies. To evaluate its strategic position and future challenges, a SWOT analysis was conducted, as presented in Table 3.

Table 3. SWOT Analysis Matrix for Keju Lasi Canduang

| Factor | SWOT Analysis | Description | Strategic Implications |
|------------------|---|--|--|
| Internal Factors | Strengths | Pioneer Status: The first and only mozzarella cheese producer in Sumatra, providing first-mover advantage | Has a competitive advantage that is difficult to replicate due to its strong community base and unique brand image |
| | | Integrated Value Chain: Full control from farm (raw materials) to final product and sales (café), ensuring quality and efficiency. | |
| | Unique Product Offering: Commitment to natural products without preservatives, artificial colors, or flavors provides strong differentiation in the market. | | |
| | Positive Community Impact: Strong support from the local community and image as a driver of the village economy provide a social license to operate. | | |
| Internal Factors | Weaknesses | Limited Public Accessibility: Dependence on private vehicles and location far from the city center, making it difficult for consumers to reach. | Requires a capacity building strategy without compromising artisanal quality. Access issues are a major physical constraint. |
| | | Limited Farm Land: Unable to expand livestock area and limited number of dairy cows, resulting in limited milk supply. | |
| | | Limited Production Scale: Maximum production is only 15 kg of cheese and 100 liters of milk per day, which may be difficult to meet large-scale demand. | |
| | | Production Process is Still Conventional: Use of machinery is not yet optimal and there is a dependence on human labor, resulting in long production times (± 3 hours per batch for cheese). | |
| External Factors | Opportunities | Marketing Constraints: Cheese is not yet a staple food in the local diet, so the main market is still limited to tourists and urban segments. It has also not been able to penetrate the modern market (supermarkets). | Market growth potential remains significant, particularly in the educational tourism and healthy cuisine segments. |
| | | Growing Tourism Trends: Increased interest in agrotourism, culinary tourism, educational tourism, and experience-based tourism | |
| | | Government Support: The Agam Regency government's focus on developing tourism and the creative economy as a development priority. | |
| External Factors | Opportunities | Digital Marketing: The potential to reach a wider audience and markets outside Sumatra through social media, influencer marketing, and online travel agency platforms. | |

| | | |
|---------|--|--|
| | Product Diversification: Opportunities to develop new cheese varieties (e.g., soft cheese, aged cheese) or other dairy products to expand the market. | |
| | Natural Disaster Risk: The location is at the foot of Mount Marapi, an active volcano, posing a risk of eruptions and cold lava flows | |
| Threats | Market Competition: The potential emergence of other local cheese producers as popularity and market demand increase. | The threat of natural disasters is an existential risk that requires high priority mitigation. |
| | Economic Slowdown: The tourism sector is highly vulnerable to macroeconomic shocks, such as pandemics or recessions, which can reduce purchasing power and visitor numbers | |
| | Infrastructure Issues: Potential damage to roads or bridges due to extreme weather or seismic activity, which could disrupt accessibility. | |

Source: Processed Primary Data (2025)

Table 3 maps the main internal and external factors. Strengths include first-mover status, an integrated value chain, and natural product branding. Weaknesses include difficult accessibility by public transportation and limited land availability. Opportunities arise from culinary/educational tourism trends and government support. Meanwhile, the biggest threats are the risk of Mount Marapi eruptions and market competition.

The analysis of interactions between factors reveals two main dynamics. First, the S-O (Strengths-Opportunities) strategy, where the uniqueness of the product as “the first cheese in Sumatra” has successfully captured the growing trend of experiential tourism. The main strength, which is the unique product branding (S), is perfectly suited to the opportunity presented by the food tourism trend (O). Keju Lasi is now more than just a food product; it has become a “culinary icon” that is the main reason tourists come, especially those who like to seek out new experiences [22], [23]. Second, critical tension from the W-T (Weaknesses-Threats) analysis shows that the greatest risk comes from the threat of natural disasters at Mount Marapi. The location on the slopes of Mount Marapi (1,100 meters above sea level) creates a paradox: on the one hand, it provides an ideal agroclimate for dairy cows (Strength), but on the other hand, it places physical assets in a high disaster risk zone (Threat). This is where the main weakness in the Keju Lasi management model lies.

The results of this SWOT analysis highlight the “Resource and Risk Paradox.” The sustainability of Keju Lasi depends not only on product innovation, but is also highly vulnerable to external geological factors. The strategic interpretation is that disaster mitigation is no longer optional, but rather an operational prerequisite. The main advantage of Keju Lasi, namely its location in an

ideal agroclimatic area at an altitude of 1,100 meters above sea level on the slopes of Mount Marapi, is also its biggest threat.

This location, which provides many advantages, also carries a high risk of natural disasters, such as eruptions and cold lava flows from Mount Marapi. In other words, their greatest asset is also their greatest source of vulnerability. Therefore, the future sustainability of Keju Lasi depends not only on market profits, but also on their ability to manage and reduce disaster risks in the region. In addition, the limited accessibility (weakness) that “isolates” the location can actually be interpreted positively as a natural carrying capacity control mechanism to prevent overtourism, maintain exclusivity, and preserve the beauty of the village environment. This challenge is compounded by an internal weakness, namely limited road access, which is difficult for consumers to reach.

Keju Lasi as an independent business can reach its growth limit if managed independently. To continue to grow and have a greater impact, Keju Lasi needs to connect with the wider local community and ecosystem. The establishment of Pokdarwis Nagari Lasi in 2022 is an important opportunity for this. Currently, Keju Lasi serves as the “anchor attraction” that successfully draws many visitors to the village. Through a Community-Based Tourism (CBT) approach, Pokdarwis can develop and manage various additional services, such as homestays, educational tours, or the sale of local products, so that the benefits of tourism can be felt more widely by the community.

3.3 IFAS and EFAS Matrix

The IFAS matrix is used to assess the influence of internal factors in the management of Keju Lasi Canduang integrated ecotourism. The assessment results of internal factors analysis are presented in

Table 4.

| Table 4. IFAS Matrix | | | | |
|----------------------|--|--------|--------|-------|
| Internal Factors | | | | |
| No. | Strength (S) | Weight | Rating | Score |
| 1. | Pioneer Status: The first and only mozzarella cheese producer in Sumatra, providing first-mover advantage. | 0.15 | 4.0 | 0.60 |
| 2. | Unique Product Offering: Commitment to natural products without preservatives, artificial colors, or flavors provides strong differentiation. | 0.15 | 4.0 | 0.60 |
| 3. | Positive Community Impact: Strong support from the local community and image as a driver of the village economy ("Pulang Kampung" vision). | 0.10 | 3.5 | 0.35 |
| 4. | Integrated Value Chain: Full control from farm (raw materials) to final product and sales (café), ensuring quality and efficiency. | 0.10 | 3.0 | 0.30 |
| Total | | 0.50 | | 1.85 |
| Internal Factors | | | | |
| No. | Weakness (W) | Weight | Rating | Score |
| 1. | Limited Public Accessibility: Dependence on private vehicles and location far from the city center make it difficult for general consumers to reach. | 0.10 | 4.0 | 0.40 |
| 2. | Marketing Constraints: Cheese is not yet a staple food in the local diet; market limited to tourists/urban and not yet in supermarkets. | 0.10 | 3.5 | 0.35 |
| 3. | Limited Production Scale: Maximum production is only 15 kg of cheese and 100 liters of milk per day. | 0.10 | 3.0 | 0.30 |
| 4. | Limited Farm Land: Unable to expand livestock area and limited number of dairy cows, resulting in limited milk supply. | 0.10 | 3.0 | 0.30 |
| 5. | Conventional Production Process: Use of machinery is not yet optimal and dependence on human labor results in long production times. | 0.10 | 2.5 | 0.25 |
| Total | | 0.50 | | 1.60 |
| Total SW (X) | | | | 0.25 |

Source: Processed Primary Data (2025)

The results of the IFAS matrix analysis show that there are four strengths and five weaknesses in the internal factors of Keju Lasi Canduang. The strength factor score is 1.85 and the weakness factor score is 1.60. Overall, the difference in internal factor scores (Total SW) is 0.25. The strength score is greater than the weakness score, so it can be concluded that Keju Lasi has a fairly strong internal position. The total internal score is above the industry average (assuming a threshold of 2.5 when combined), indicating that management is able to leverage internal strengths to minimize the impact of existing weaknesses.

Pioneer status and unique product offering are the greatest strengths of Keju Lasi's business activities, with scores of 0.60 each. This indicates that its position as the first mozzarella cheese producer in Sumatra committed to natural products without preservatives provides a very significant and difficult-to-imitate competitive advantage. Meanwhile, the integrated value chain is the attribute with the lowest influence in the strength factor, with a value of 0.30. This shows that although full control from farm to sale is an advantage, this aspect has not been maximized as effectively as the product's branding itself in attracting the market.

Limited public accessibility is the weakness with the strongest influence, with a value of 0.40. The location far from the city center and dependence on private vehicles are major obstacles for the general public to reach the location. Roads are a crucial element in the development process; they are an essential form of infrastructure. Roads are a key facility that must be properly provided by the relevant authorities. If road conditions are adequate, this will certainly attract tourists who wish to visit, as good road conditions create comfort [24]. In addition, the conventional production process is the weakness with the lowest value, namely 0.25. This is because although the use of manual labor slows down production, on the other hand, it becomes an educational tourist attraction for visitors who want to see the traditional cheese-making process, so the negative impact on tourism strategy is not too significant. Limited farm land, with a score of 0.30, is also an obstacle that forces the company to partner with small farmers to meet milk supply.

The influence of external factors in the management of Keju Lasi Canduang integrated ecotourism is analyzed in the EFAS matrix. The results of the external factors analysis are presented in Table 5.

Table 5. EFAS Matrix

| External Factors | | | | |
|------------------|---|--------|--------|-------|
| No. | Opportunity (O) | Weight | Rating | Score |
| 1. | Growing Tourism Trends: Increased interest in agrotourism, culinary, and educational tourism provides a perfect market fit. | 0.15 | 4.0 | 0.60 |
| 2. | Government Support: The Agam Regency government's focus on developing tourism and creative economy as a priority. | 0.15 | 4.0 | 0.60 |
| 3. | Digital Marketing: Potential to reach a wider audience outside Sumatra through social media and influencer marketing. | 0.10 | 3.5 | 0.35 |
| 4. | Product Diversification: Opportunities to develop new cheese varieties (soft/aged cheese) to expand the market. | 0.10 | 3.0 | 0.30 |
| Total | | 0.50 | | 1.85 |
| External Factors | | | | |
| No. | Threat (T) | Weight | Rating | Score |
| 1. | Natural Disaster Risk: Location at the foot of Mount Marapi poses a risk of eruptions and cold lava flows. | 0.15 | 4.0 | 0.60 |
| 2. | Infrastructure Issues: Potential damage to roads due to extreme weather or seismic activity disrupting accessibility. | 0.15 | 3.5 | 0.53 |
| 3. | Market Competition: The potential emergence of other local cheese producers as market demand increases. | 0.10 | 3.0 | 0.30 |
| 4. | Economic Slowdown: Vulnerability to macroeconomic shocks (pandemics/recessions) reducing purchasing power. | 0.10 | 2.5 | 0.25 |
| Total | | 0.50 | | 1.68 |
| Total OT (Y) | | | | 0.17 |

Source: Processed Primary Data (2025)

The results of the EFAS matrix analysis show that there are four opportunity attributes and four threat attributes in the external factors component that influence the sustainability of Keju Lasi. The total score for opportunity factors is 1.85, while the total score for threat factors is 1.68. Overall, the difference in external factor scores (Total OT) is positive at 0.17. Since the opportunity score is greater than the threat score, it can be concluded that Keju Lasi has a fairly good ability to respond to external opportunities to overcome existing threats, even though the margin of advantage is slim.

Growing tourism trends and government support are the opportunity factors with the strongest influence, each with a score of 0.60. This is in line with the recommended "Triple Helix" collaboration strategy, in which Keju Lasi takes advantage of the market's interest in agrotourism and the regional development priorities of Agam Regency for expansion. Meanwhile, product diversification has the lowest score among opportunity factors at 0.30, indicating that while developing new cheese variants is important, it is a secondary strategy compared to maximizing

tourism potential.

On the threat side, natural disaster risk is the factor with the most significant influence, with a score of 0.60. This confirms the analysis findings that the location on the slopes of Mount Marapi is both an asset and the greatest vulnerability, making disaster mitigation a non-negotiable key operational prerequisite. The threat with the lowest score is economic slowdown, with a value of 0.25, indicating that macroeconomic threats are considered more manageable than the physical risks of natural disasters, which can bring operations to a complete halt.

3.4 Management Strategy based on SWOT Analysis

Based on the IFAS and EFAS matrices, a SWOT matrix is obtained as the alternative strategy for Keju Lasi Canduang agrotourism development. The alternative strategies were chosen based on the opinion of key informants and the results of field observations (Table 6).

Table 6. SWOT Matrix

| <p style="text-align: center;">Eksternal</p> <p style="text-align: center;">Internal</p> | <p style="text-align: center;">Opportunity (O)</p> <ol style="list-style-type: none"> 1. Travel Trends: Growing interest in agrotourism, culinary tourism, and educational tourism. 2. Government Support: Agam Regency Government focuses on developing tourism and creative economy. 3. Digital Marketing: Potential for wide reach via social media & travel platforms 4. Product Diversification: Opportunities for new variants (soft cheese, aged cheese). | <p style="text-align: center;">Threats (T)</p> <ol style="list-style-type: none"> 1. Natural Disaster Risk: The location at the foot of Mount Marapi is prone to eruptions and cold lava flows. 2. Market Competition: Potential emergence of other local cheese producers 3. Economic Slowdown: The tourism sector is vulnerable to pandemics or recessions. 4. Infrastructure Issues: Road damage due to weather or seismic activity. |
|--|--|--|
| | <p style="text-align: center;">Strength (S)</p> <ol style="list-style-type: none"> 1. Pioneer Status & Unique Products: The first mozzarella producer in Sumatra with a commitment to natural products without preservatives. 2. Positive Community Impact: Strong support from local residents (the “Return to the Village” vision) and an inclusive business model with farmers. 3. Integrated Value Chain: Full control from farm to sale (cafe) guarantees quality. 4. Agroclimatic conditions: The cool location on the slopes of Mount Marapi is ideal for dairy cows. | <p style="text-align: center;">S – O Strategy (Aggressive)</p> <ol style="list-style-type: none"> 1. Interactive Tourism Development: Creating a “Cheese Maker for a Day” package and Farm-to-Table dining experience to attract tourists with special interests. 2. Product Variation Expansion: Developing derivative products such as Ricotta, Feta, or cheese cake to maximize the added value of milk. 3. Digital Promotion & Storytelling: Promoting social media content that highlights the story of “Returning Home” and the natural process of cheese making. |
| <p style="text-align: center;">Weakness (W)</p> <ol style="list-style-type: none"> 1. Limited Accessibility: Dependence on private vehicles and location far from the city center/public transportation. 2. Marketing Challenges: Cheese is not yet a local staple food, and the market is limited to tourists/city dwellers. 3. Limited Production Scale & Land: Maximum production of 15kg/day and land that is difficult to expand. 4. Conventional Process: Still relies on manual labor, which is time-consuming. | <p style="text-align: center;">W – O Strategy (Turnaround)</p> <ol style="list-style-type: none"> 1. Influencer & OTA Collaboration: Collaborate with travel bloggers and platforms (Traveloka/Klook) to address the issue of lack of accessibility information. 2. Triple Helix Cooperation: Establishing a formal MoU with the Government (Tourism Office) and Community (Pokdarwis) for service standardization and joint promotion. 3. Market Education: Using educational tours to introduce cheese consumption to local markets that are not yet familiar with it. | <p style="text-align: center;">W – T Strategy (Defensive)</p> <ol style="list-style-type: none"> 1. Disaster Contingency Plan (Top Priority): Develop evacuation SOPs, early warning systems, and safe routes in collaboration with BPBD to mitigate the risks of Marapi eruptions. 2. Operational Efficiency: Implementing zero-waste principles (such as the use of whey waste) to reduce operational costs amid economic uncertainty 26. |

Source: Processed Primary Data (2025)

After compiling and weighting internal factors (IFAS) and external factors (EFAS), strategy coordinates (X; Y) were obtained and mapped onto a SWOT diagram (Space Matrix). This mapping aims to show the position of the organization and

the most appropriate strategic direction based on a combination of strengths–weaknesses and opportunities–threats, as well as to determine the appropriate strategy quadrant (Fig. 7).

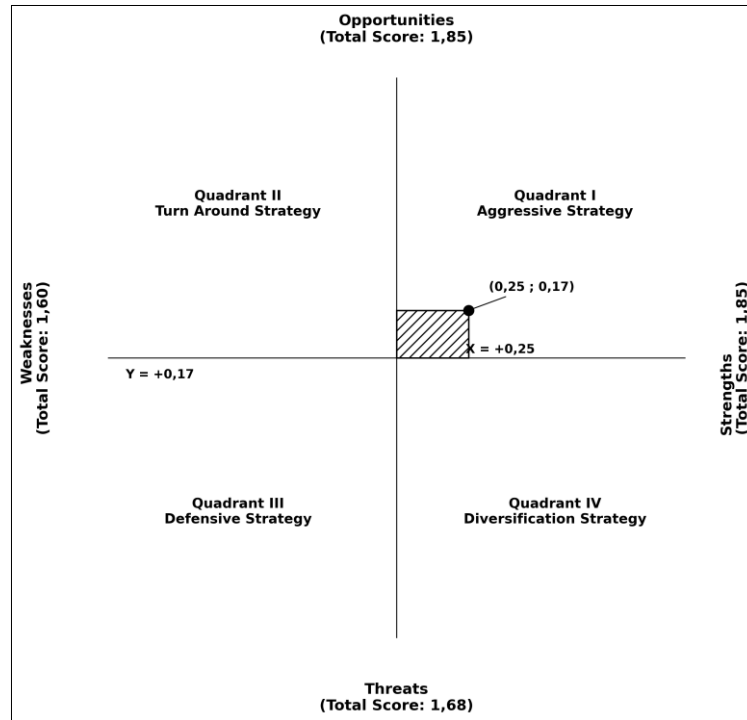


Fig 7. Quadrant Matrix of SWOT Analysis Result

Based on the results of the IFAS and EFAS matrix analysis that has been carried out, the strategic position coordinates of Keju Lasi Canduang have been obtained. The internal factor analysis produced a total strength score of 1.85 and a total weakness score of 1.60, resulting in an X-axis value of +0.25 (1.85 - 1.60). Meanwhile, the external factor analysis shows a total opportunity score of 1.85 and a total threat score of 1.68, resulting in a Y-axis value of +0.17 (1.85 - 1.68).

With coordinates (0.25; 0.17), Keju Lasi is positioned in Quadrant I (Aggressive Strategy). This position indicates a very favorable situation. The company has sufficient internal strength to take advantage of various external opportunities. Its strengths, namely its pioneer status and strong community support (positive community impact), can be maximized to capture opportunities in the niche tourism trend and local government support. The strategy that should be implemented in these conditions is to support an aggressive growth policy (Growth Oriented Strategy), such as expanding the market through digital promotion, increasing production capacity to meet tourist demand, and strengthening collaboration with the government (Triple Helix model) to mitigate disaster risks while improving accessibility.

The results of the quadrant analysis and SWOT

matrix serve as the main reference in determining priority strategies for the sustainability of Keju Lasi Canduang Agrotourism management in facing internal and external dynamics. The priority strategies for the development of Keju Lasi Canduang Agrotourism include:

- 1) Developing interactive and premium educational tour packages, such as the “Cheese Maker for a Day” program and Farm-to-Table culinary experiences. This step aims to transform the production process into a high-value tourist attraction that not only relies on dairy product sales, but also sells authentic experiences to tourists with special interests.
- 2) Maximizing digital marketing through “Pulang Kampung” storytelling. The use of social media and collaboration with influencers or travel bloggers is necessary to spread the company's unique narrative as a pioneer of natural cheese in Sumatra, while overcoming the obstacle of remote location by providing clear accessibility information on digital platforms.
- 3) Implementing the Triple Helix collaboration model. This strategy involves formal cooperation (MoU) between Keju Lasi management (private sector), Pokdarwis

Nagari Lasi (community), and the Tourism Office (government) to standardize homestay services, joint promotion, and strengthening of supporting infrastructure that cannot be handled by the managers alone.

- 4) Strengthening disaster mitigation as an operational prerequisite. Given the location in the disaster-prone zone of Mount Marapi, the preparation of a Disaster Contingency Plan, the installation of an early warning system, and joint evacuation SOP training with the Regional Disaster Management Agency (BPBD) are defensive strategies that must be implemented for the safety of visitors and the sustainability of assets. All these efforts aim to ensure the safety of visitors and workers, while maintaining the sustainability of tourism businesses in disaster-prone areas [25]. The success of a tourism strategy is measured by the implementation of good environmental utilization as a form and type of tourism itself [6].

The development of tourist attractions can run smoothly if they are managed properly. The management of tourist attractions greatly influences the development of tourism itself, because the smooth running of a tourist attraction is largely determined by how it is managed. Maintaining the sustainability of agrotourism management so that it remains competitive and has a social impact can be done by fully integrating the principles of Community-Based Tourism (CBT). This is achieved through increasing the productivity of businesses based on the principles of the circular economy (utilization of whey waste), as well as empowering local workers and partner farmers to create an economic multiplier effect for the village. Thus, Keju Lasi is not only developing as a tourist destination, but also as a model for resilient and sustainable rural economic development.

4. CONCLUSION

Based on the results of the analysis that has been conducted, it can be concluded that Keju Lasi Canduang has successfully transformed from a conventional dairy farm into an innovative and resilient integrated agrotourism model by integrating three main pillars: production, education, and culinary. This success is driven by the vision of "Returning to the Village to Build the Community," which applies the principles of Community-Based Tourism (CBT) organically, not through top-down planning, but through social entrepreneurship and product innovation. Strategically, environmental analysis places Keju Lasi in Quadrant I (Aggressive Strategy), with a

positive internal score (+0.25) and a positive external score (+0.17). This position indicates that the company has solid internal strengths, such as competitive advantages as a pioneer of natural cheese in Sumatra and a tangible socio-economic impact on the community to actively capture opportunities in special interest tourism trends and local government support.

Despite facing internal challenges in terms of accessibility and significant external threats from the risk of Mount Marapi eruptions, management is advised not to merely survive, but to expand through product diversification and the development of premium educational tourism packages. Priority strategies include strengthening digital branding to overcome location constraints and formal Triple Helix model collaboration with the government and the Tourism Awareness Group (Pokdarwis). However, given its geographical location, disaster mitigation through contingency plans must be an absolute operational prerequisite to ensure long-term business sustainability. Thus, the hybrid agrotourism-ecotourism model implemented by Keju Lasi has proven to be a replicable reference for sustainable rural economic development in Indonesia.

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