



Three Main Pillars of Agrotourism Success in Lerep Tourism Village: Farmer Groups, Pokdarwis, and BUMDes

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ABSTRACT

Lerep Tourism Village has shown significant success in developing agrotourism through the synergy of three main pillars: Farmer Groups, Tourism Awareness Groups (Pokdarwis), and Village-Owned Enterprises (BUMDes). This study aims to analyze the roles and contributions of each pillar in supporting the success of agrotourism in Lerep Tourism Village. The method used is a qualitative approach with data collection techniques through field observations, in-depth interviews with stakeholders, and literature studies. The results show that Farmer Groups play an important role in providing quality agricultural products as the main attraction of agrotourism. They implement good and sustainable agricultural practices and are active in developing processed agricultural product innovations. Pokdarwis, on the other hand, is responsible for managing and promoting Lerep Tourism Village. They organize various tourism activities and attractions, develop supporting infrastructure, and conduct marketing and destination branding. Meanwhile, BUMDes acts as an economic institution that manages village assets and potentials to support agrotourism development. BUMDes facilitates capital, develops agrotourism-related business units, and builds partnerships with external parties. The synergy between Farmer Groups, Pokdarwis, and BUMDes has created a strong and sustainable agrotourism value chain in Lerep Tourism Village. This collaboration enables optimal utilization of natural and human resources, capacity building of local communities, and more equitable distribution of economic benefits. This success is also supported by active community participation, local government support, and partnerships with the private sector and academics. This study concludes that the synergy of Farmer Groups, Pokdarwis, and BUMDes is the key to successful agrotourism development in Lerep Tourism Village. This model can serve as a reference for other villages that want to develop agrotourism potential by involving multi-stakeholder participation.

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1. INTRODUCTION

Tourism has become one of the fastest-growing economic sectors and plays a crucial role in sustainable development in various countries, including Indonesia. One increasingly popular form of tourism is agrotourism, which combines agricultural activities with tourist experiences. Agrotourism not only offers economic opportunities for local communities but also encourages the preservation of the local environment and culture while considering the sustainability aspects that may threaten the socio-economic conditions of the community, particularly the farming community, which constitutes the majority in rural areas (Nugraha et al., 2022).

However, sustainable agrotourism development requires collaboration and synergy from various stakeholders.

Agrotourism has become a trend in the global tourism industry, along with increasing public awareness of the importance of sustainability and the desire to obtain authentic tourist experiences. Indonesia, with its wealth of natural resources and cultural diversity, has great potential for developing agrotourism. Agrotourism governance is an important mechanism in rural areas for development and collaboration among stakeholders, as well as collaborative institutional management network innovation and sustainable product competitiveness (Purnawansyah et al., 2020). However, sustainable agrotourism development requires a holistic approach that involves active participation from various stakeholders (Wiwik et al., 2012), (Nyoman Sunarta, 2017).

Agrotourism has been recognized as an important business opportunity due to increasing consumer demand for leisure time and decreasing agricultural production value. Consumer demand for recreation and farmers' need to diversify income (Rayhona Anorboyeva, 2023). Rural residents do not see "agro-tourism" as a solution to their problems. Traditional practices are preferred by most of them. Instead, the desire to travel to rural areas is based on a significant trend - the desire to gain clear experiences and impressions (Perwej, 2021).

Lerep Tourism Village in Semarang Regency, Central Java, has shown success in developing agrotourism through the synergy of three main pillars: Farmer Groups, Tourism Awareness Groups (Pokdarwis), and Village-Owned Enterprises (BUMDes). Farmer Groups play a role in providing quality agricultural products as tourist attractions, Pokdarwis is responsible for managing and promoting destinations, while BUMDes manages village assets and potentials to support agrotourism development (Ridlwani & Unila, 2014), (Yenni et al., 2023), (Purnamasari, 2011). This synergy has created a strong and sustainable agrotourism value chain and provided more equitable economic benefits for the local community.

This study aims to address several key research questions. First, it seeks to examine the specific roles and contributions of Farmer Groups, Pokdarwis, and BUMDes in the success of agrotourism in Lerep Tourism Village. Second, it aims to identify the key factors that support the successful synergy of these three pillars in developing agrotourism. Third, the study investigates the coordination mechanisms, governance structures, and conflict resolution strategies implemented to ensure effective synergy among the three pillars. Fourth, it explores the economic, social, and environmental impacts of the three-pillar synergy model on the sustainability of agrotourism and the well-being of the local community in Lerep Tourism Village. Finally, the study assesses the challenges, constraints, and opportunities in replicating

similar synergy models in other tourism villages with different characteristics and contexts. By addressing these research questions, this study aims to provide a comprehensive understanding of the roles, dynamics, and impacts of the three-pillar synergy model in the successful development of agrotourism in Lerep Tourism Village, contributing to the existing literature on sustainable agrotourism and multi-stakeholder collaboration while offering practical insights for policymakers and practitioners seeking to develop similar synergy models in other tourism villages.

The novelty of this research lies in the in-depth analysis of the three-pillar synergy model (Farmer Groups, Pokdarwis, and BUMDes) in the success of agrotourism in Lerep Tourism Village. This study fills the literature gap by exploring the supporting factors for success, coordination mechanisms and governance, as well as the economic, social, and environmental impacts of this synergy model. The research findings are expected to provide theoretical and practical contributions to the development of sustainable agrotourism based on multi-stakeholder synergy in Indonesia.

Nevertheless, there are still research limitations that specifically analyze the roles and contributions of each pillar in the success of agrotourism in Lerep Tourism Village. Previous studies tend to focus on agrotourism in general (Ilkhamovna, 2024), but not many have examined multi-stakeholder synergy models such as those implemented in Lerep Tourism Village. In addition, a deeper understanding of the supporting factors for success, long-term impacts, as well as challenges and opportunities in implementing similar models in different contexts is needed.

This study aims to fill this gap by comprehensively analyzing the roles and contributions of Farmer Groups, Pokdarwis, and BUMDes in the success of agrotourism in Lerep Tourism Village. Through a qualitative approach with a case study method, this research will explore the supporting factors for success, coordination mechanisms and governance, as well as the economic, social, and environmental impacts of this synergy model. The research results are expected to provide new insights into the development of sustainable agrotourism based on multi-stakeholder synergy and serve as a reference for other tourism villages with similar characteristics.

2. RESEARCH METHOD

The research design of this study employs a qualitative approach with a case study method. Qualitative research was chosen because it allows for in-depth exploration of phenomena in real-life contexts and understanding the perspectives and experiences of participants (Creswell, J. W., & Creswell, 2018). A case study is used as a research strategy because it focuses on an in-depth investigation of a case or several cases bound by time and place (Yin, 2018). In this study, the case investigated is the success of agrotourism in Lerep Tourism Village through the synergy of three pillars: Farmer Groups, Pokdarwis, and BUMDes.

This research was conducted in Lerep Tourism Village, West Ungaran District, Semarang Regency, Central Java. This village was purposively chosen because it is one of the successful examples of agrotourism development based on multi-stakeholder synergy in Indonesia. Lerep Tourism Village has diverse agrotourism potentials, such as agriculture, coffee plantations, fruit orchards, and livestock farming, and has shown success in involving Farmer Groups, Pokdarwis, and BUMDes in agrotourism management.

The research participants in this study were selected using purposive sampling techniques, which involve selecting individuals or groups considered to have rich and relevant information for the research objectives (Patton, 2015). The main participants in this study include managers and members of Farmer Groups involved in agrotourism in Lerep Tourism Village, managers and members of Pokdarwis responsible for the management and promotion of Lerep Tourism Village, managers and administrators of BUMDes who play a role in managing village assets and potentials to support agrotourism, village government officials related to agrotourism development, and local communities involved in or affected by agrotourism activities in Lerep Tourism Village.

This research uses several data collection techniques. Participatory observation involves researchers directly participating in agrotourism activities in Lerep Tourism Village to observe interactions, behaviors, and dynamics among stakeholders (Spradley, 2016). Semi-structured in-depth interviews are conducted face-to-face with participants using flexible interview guides, allowing for in-depth exploration of participants' experiences, perceptions, and opinions related to agrotourism and multi-stakeholder synergy (Brinkmann, S., & Kvale, 2015). Focus group discussions (FGD) are facilitated by researchers with participants from Farmer Groups, Pokdarwis, and BUMDes to explore group dynamics, collective experiences, and shared perspectives on synergy in agrotourism (Krueger, R. A., & Casey, 2015). Document study involves collecting and analyzing relevant documents, such as activity reports, meeting

minutes, project proposals, and media publications related to agrotourism in Lerep Tourism Village.

3. RESULTS AND DISCUSSIONS

The success of agrotourism in Lerep Tourism Village is inseparable from the synergy of three main pillars: Farmer Groups, Pokdarwis, and BUMDes. These findings align with perspectives that emphasize the importance of multi-stakeholder collaboration in sustainable tourism development (Waligo et al., 2013), thereby supporting local socio-economic development and fostering socio-cultural growth (Wondirad et al., 2021). Each pillar has a specific role and contribution, yet they complement each other in creating a strong agrotourism value chain and delivering benefits to the local community.

Farmer Groups play a role as providers of quality agricultural products that become the main attraction of agrotourism in Lerep Tourism Village. This role is in line with the concept of agrotourism that integrates agricultural activities with tourism experiences (Flanigan et al., 2014), (Phillip et al., 2010). Through the implementation of good and sustainable agricultural practices, Farmer Groups not only contribute to the success of agrotourism but also encourage environmental preservation and natural resource conservation. These findings support the argument that agrotourism can be a tool to enhance agricultural sustainability and promote environmentally friendly practices (Barbieri, 2015), (Mastronardi et al., 2015).

Pokdarwis plays a crucial role in managing and promoting Lerep Tourism Village. As a community-based organization, Pokdarwis ensures the active participation of local communities in agrotourism development. This aligns with the principles of community-based tourism that emphasize community involvement and empowerment in tourism planning, management, and utilization (Okazaki, 2008; Tolkach & King, 2015). Pokdarwis' involvement in organizing tourism activities and attractions, developing supporting infrastructure, and conducting destination marketing and branding demonstrates the capacity of local communities to independently manage agrotourism potential. These findings reinforce the argument about the importance of community-based tourism in creating sustainable tourism that benefits local communities (Dangi & Jamal, 2016; Giampiccoli & Saayman, 2014).

BUMDes, as an economic institution that manages village assets and potentials, plays a role in facilitating agrotourism development in terms of capital and the development of related business units. This role aligns with the concept of BUMDes as an instrument of local economic empowerment and a driver of village development (Ridlwan & Unila, 2014), (Bambang, 2013). By facilitating capital and developing agrotourism business units, BUMDes creates economic

opportunities for local communities and promotes a more equitable distribution of benefits. These findings support the potential of BUMDes in optimizing village potential, improving community welfare, and strengthening the local economy (Kusuma, 2016).

In general, it is similar to other Pokdarwis in other tourist villages. The role of Pokdarwis in Lerep Tourism Village in agrotourism is as a community organization that has a shared focus on agriculture and animal husbandry. There are two farmer groups, namely the young farmers group and the women farmers group. The young farmers group focuses on main agricultural products, specifically on processed products. The women farmers group existed before the establishment of the tourist village, producing milk soap, milk candy, and nurseries. However, the development of agrotourism was not growing well enough. After Lerep Village became a tourist village, they collaborated with the women farmers group and introduced agrotourism packages and other marketable potentials to tourists.

This Farmer Business Group is called the Dukun Santoso group, partnering with the Sumber Hasil women's group and organizing educational tour packages. Lerep agrotourism is considered ecotourism, where most activities utilize yards, gardens, and the environment to encourage tourists to love the environment by planting various types of plants, such as cloves, durian, coffee, rice, cassava, and others. They also provide education on the process from nursery, planting, to product processing, such as processing cassava, butterfly pea flowers, coffee, and so on.

The hope is that the community will not directly consume garden products but process them into products to increase added value. Before becoming a tourist village, this activity was not running well due to human resource factors. However, after becoming a tourist village, synergy or collaboration occurred in helping with product design, bringing in guests, providing input, product development, and capacity building for the farmer groups, enabling them to become guides as well. Therefore, the women farmers group has become a part of Pokdarwis, as they are also the implementers of tour packages. The women farmers group, who previously only farmed, can now process their agricultural products and turn their activities into educational tours with the existence of the tourist village.

From the structural line, the tourism village is directly managed by the Gerbang Lentera BUMDes, which serves as the tourism business unit. It then involves the community as operators, selectors, and managers, making village institutions the implementers. The Rukun Santoso Pokdarwis group acts as the gateway and is appointed as the task executor, marketer, and collaborator with other parties such as farmer groups, art groups, and youth organizations. In general, they focus on agricultural and animal husbandry education.

The synergy between Farmer Groups, Pokdarwis, and BUMDes in developing agrotourism in Lerep Tourism Village reflects a collaborative approach involving various stakeholders. This collaboration enables the integration of resources, knowledge, and skills from each pillar, creating added value and competitive advantages for agrotourism in Lerep Tourism Village. These findings align with perspectives that emphasize the importance of collaboration among stakeholders in achieving sustainable tourism development goals (Waayers et al., 2014). Collaboration allows for shared vision, coordinated actions, and synergy in overcoming challenges and seizing opportunities in agrotourism development.

The roles and contributions of BUMDes, Pokdarwis, and Farmer Groups are as follows: BUMDes bridges aspects related to legality, taxation, and the overall needs of the tourism village. Pokdarwis implements the Sapta Pesona (seven charms), seeks markets, acts as marketers and frontliners who deal with guests and potential guests, and provides guiding services. Meanwhile, Farmer Groups act as suppliers of agricultural materials and provide education on agricultural products.



Figure 1. Synergy of BUMDes, Pokdarwis, and Farmer Groups in Welcoming Tourists

Supporting factors for the successful synergy of the three pillars in developing agrotourism in Lerep Tourism Village, such as active community participation, village government support, and partnerships with the private sector and academics, highlight the importance of multi-stakeholder involvement in creating a conducive environment for agrotourism development. Active community participation reflects a sense of ownership and commitment to agrotourism development, which is a crucial factor in the sustainability of community-based tourism (Carr et al., 2016), leading to strong positive impacts on economic benefits (Rasoolimanesh et al., 2015). Village government support, both in the form of supportive policies and resource allocation, creates an institutional framework conducive to agrotourism development (Yanes et al., 2019). Partnerships with the private sector and academics open up opportunities for knowledge transfer, innovation, and capacity building in agrotourism management. Agrotourism experiences effectively increase consumers' intentions to purchase local food and advance agrotourism knowledge. This also provides useful information for designing effective marketing campaigns to promote local food purchasing and

consumption and strengthen local agricultural systems (Brune et al., 2021). The importance of agrotourism development and managerial implications for owners, consultants, and policymakers related to tourism businesses in rural areas are also provided (Doh et al., 2017).

The supporting factors for the successful synergy of the three pillars include continuous coordination, such as conveying that each program has a positive impact on the economy, environmental sustainability, and social aspects. This allows each party to carry out their roles. The goals of Lerep Tourism Village are togetherness, village development, and fulfilling social and business aspects. This awareness is essential for synergy, enabling each party to perform their roles professionally.

Effective coordination mechanisms, governance, and conflict resolution in the synergy of the three pillars are crucial factors in ensuring the sustainability and long-term success of agrotourism in Lerep Tourism Village. These findings align with perspectives that emphasize the importance of collaborative governance in sustainable tourism (Keyim, 2017). Furthermore, it is important to consider how well local governments coordinate their agencies to work alongside indigenous communities (Situmorang et al., 2019).

Clear coordination mechanisms, such as regular meetings, division of roles and responsibilities, and effective communication systems, enable each pillar to contribute optimally and align their actions. Transparent and accountable governance, involving representatives from each pillar in decision-making, creates a sense of mutual trust and shared commitment in developing agrotourism. Constructive conflict resolution, through dialogue and joint problem-solving, maintains harmony and solidarity in the synergy of the three pillars.

In practice, coordination mechanisms generally involve periodic coordination meetings at least once a month, and rapid coordination every two weeks. Additionally, WhatsApp (WA) is used as a means to facilitate communication for guest preparation during tourist visits. Evaluation and technical coordination activities are also conducted to discuss how to prepare for guest needs, feedback, and input from tourists, farmer groups, and the community. This ensures the involvement of all parties, including BUMDes, Pokdarwis, and the community.

The economic, social, and environmental impacts of the three-pillar synergy model in developing agrotourism in Lerep Tourism Village demonstrate the potential of agrotourism as a tool for sustainable rural development. Economically, agrotourism provides opportunities for livelihood diversification, increased income, and job creation for local communities (Addinsall et al., 2017), (Lupi et al., 2017). This contributes to poverty alleviation and the improvement of village community welfare. Community involvement in agrotourism development enhances pride in local identity and encourages intergenerational knowledge transfer. Environmentally,

sustainably managed agrotourism through the synergy of the three pillars contributes to natural resource conservation, biodiversity preservation, and increased environmental awareness (Utama, 2015).

The economic impacts of the three-pillar synergy in Lerep Tourism Village include: (1) Additional income for farmer group members, Pokdarwis, and BUMDes. Each party has a share in their respective organizations. Indirectly, they benefit economically from agriculture and agricultural education tourism. (2) It provides additional income because the more guests, the more economic impact on Lerep Village. (3) Women farmer groups, Pokdarwis, and BUMDes are community groups that directly experience the impact, while some community members experience indirect impacts. (4) As the number of guests increases, innovation also increases.

The social impact is reflected in the slogan of Lerep Village, which is that through the three-pillar synergy program, Pokdarwis, BUMDes, and the community become more harmonious and united, realizing that economic development in the village is crucial, and the role of the community is important. This synergy brings good things to everyone, improving social functions in the community. A notable success in 2023 was when Lerep Village won first place in a tourism education event held by the Agriculture Office of Semarang Regency. In 2024, the Provincial Environment Agency also named the Sumber Hasil farmer group as the winner of the "Wana Lestari 2024" competition. Collaborating with farmer groups from the tourism sector has added value and motivation for farming businesses to progress and develop further. This builds trust in collaboration with various parties to develop Lerep Village from various development aspects.

The environmental impact involves reforestation of mountain slopes, which is responsible for the beauty, greenery, and other aspects related to climate change. Therefore, the direction of tourism development must be pro-environmental sustainability. As a result, agrotourism becomes the primary focus or key tourism activity in Lerep Village.

Nevertheless, this study identifies several challenges and obstacles in implementing the three-pillar synergy model in agrotourism development in Lerep Tourism Village. These challenges include limited human resources, inadequate infrastructure, and dependence on external support. Limited human resources, both in terms of quantity and quality, can hinder optimal agrotourism development. Inadequate infrastructure, such as road access, accommodation facilities, and other supporting facilities, can affect the quality of the tourist experience and the competitiveness of the destination. Dependence on external support, both

from the government and other partners, can create vulnerability if such support is not sustainable (Kawuryan et al., 2022) (Zapata et al., 2011).

Challenges and opportunities are identified, with the challenges being coordination difficulties, such as between institutions related to programs that intersect with the economy and human resource improvement. It is also sometimes challenging to find guests or capture the market. The opportunity lies in educational institutions allowing many outdoor classroom activities, providing an opportunity for tourism villages to offer education, especially about agrotourism.

Despite these challenges, the three-pillar synergy model in agrotourism development in Lerep Tourism Village offers promising opportunities. These opportunities include expanding the agrotourism market, developing innovative products and services, and replicating the synergy model in other tourism villages. With tourism trends increasingly favoring authentic and sustainable experiences, agrotourism based on the three-pillar synergy can attract a wider market interest. Social interactions among agrotourists influence tourist satisfaction and revisit intentions to agrotourism attractions (Choo & Petrick, 2014). The development of innovative products and services (tourism experiences), such as agricultural education tours, processed agricultural products, and community-based accommodations, can enhance the competitiveness and sustainability of agrotourism (Dongoh Joo, 2019). The success of the three-pillar synergy model in Lerep Tourism Village also opens up opportunities for replication in other tourism villages with similar characteristics, potentially expanding the positive impact of agrotourism at regional and national levels.

The theoretical implications of this study include contributions to the literature on agrotourism, sustainable tourism, and rural development. The research findings enrich the understanding of the roles and dynamics of multi-stakeholder synergy in agrotourism development and expand knowledge about the factors influencing the success and sustainability of community-based agrotourism. This study also provides empirical support for theories emphasizing the importance of collaboration, community participation, and governance in sustainable tourism. The practical implications of this research include recommendations for developing multi-stakeholder synergy-based agrotourism in Indonesia. The research findings can serve as a reference for other tourism villages in adopting and adapting the three-pillar synergy model according to their local contexts. Practical recommendations also include the need for human resource capacity building, adequate infrastructure development, and strengthening strategic partnerships with various stakeholders.

This study has several limitations that need to be acknowledged. First, the research focuses on a single case study, namely Lerep Tourism Village, so the generalization of findings may be limited. Future research can explore multi-stakeholder synergy models in agrotourism development in different contexts to strengthen the external validity of the findings. Second, this study employs a qualitative approach, which may have limitations in terms of statistical generalization. Future research can use quantitative or mixed methods to more measurably assess the economic, social, and environmental impacts of the synergy model. Third, this study only considers the perspectives of internal stakeholders, namely Farmer Groups, Pokdarwis, and BUMDes. Future research can include the perspectives of external stakeholders, such as tourists, local governments, and private partners, to gain a more comprehensive understanding of the dynamics of multi-stakeholder synergy-based agrotourism development.

4. CONCLUSION

This study reveals the successful development of agrotourism in Lerep Tourism Village through the synergy of three main pillars: Farmer Groups, Pokdarwis, and BUMDes. Each pillar has a specific role that complements each other in creating a strong and sustainable agrotourism value chain. Farmer Groups provide quality agricultural products, Pokdarwis manages and promotes the destination, while BUMDes facilitates capital and develops business units related to agrotourism.

This synergy is supported by active community participation, village government support, partnerships with the private sector and academics, as well as effective coordination mechanisms, governance, and conflict resolution. This synergy model has positive economic, social, and environmental impacts on the local community, although it also faces challenges such as limited human resources and infrastructure.

This research contributes to the literature on agrotourism, sustainable tourism, and rural development, and provides practical recommendations for developing multi-stakeholder synergy-based agrotourism in Indonesia. These findings can serve as a reference for other tourism villages in adopting and adapting the synergy model according to their local context.

Despite its limitations, this study paves the way for further exploration of the dynamics of multi-stakeholder synergy in sustainable tourism and rural development. The three-pillar synergy model in Lerep Tourism Village can serve as an inspiration and reference for community-based agrotourism development in Indonesia, while still considering adaptation to the local context of each tourism village. This research affirms the importance of multi-stakeholder collaboration, community participation, effective governance, and orientation

towards sustainability in developing agrotourism that benefits local communities and the environment.

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