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ALAMAT

Politeknik Internasional Bali

Jalan Pantai Nyanyi, Tanah Lot, Desa Beraban, Kec. Kediri,

Kabupaten Tabanan, 82121, Bali – Indonesia

Telepon : +62 36-880099, +62 87861363532, +62 87855890880

Website : www.pib.ac.id

Email : info@pib.ac.id

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KATA SAMBUTAN

Om Swastiastu,

Puji syukur kami panjatkan kehadapan Tuhan Yang Maha Esa (*Ida Sang Hyang Widhi Wasa*) karena atas berkatnya dan melalui upaya yang sungguh-sungguh dari redaksi maka Jurnal INSPIRE: Journal of Culinary, Hospitality, Digital & Creative Arts and Event Volume 3 Nomor 2, Desember 2025 dapat diterbitkan sesuai dengan rencana. Saya selaku Direktur Politeknik Internasional Bali (PIB) menyambut baik terbitnya jurnal Penelitian ini, sebagai pelaksanaan salah satu bagian dari Tri Dharma Perguruan Tinggi yaitu penelitian.

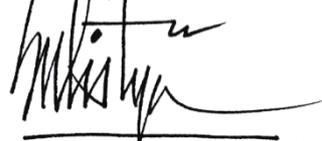
Sebagai perguruan tinggi swasta sudah merupakan suatu keharusan memiliki jurnal ilmiah, untuk wadah mempublikasikan hasil-hasil penelitian dan atau pemikiran-pemikiran ilmiah dari para sivitas akademiknya, dalam rangka ikut menyebarkan ilmu pengetahuan tersebut kepada masyarakat luas. Kajian-kajian ilmiah ini nantinya dapat dimanfaatkan oleh kalangan mahasiswa, dosen maupun pihak lain dalam rangka mengembangkan pemikiran dan memajukan dunia pendidikan dan kepariwisataan.

Melalui kesempatan ini saya sangat berharap kepada para Dosen di PIB dapat melaksanakan salah satu *dharma* (kewajiban) dalam fungsi Tri Dharma Perguruan Tinggi sesuai dengan yang disyaratkan oleh UU No. 12 Tahun 2005 dan UU No. 14 Tahun 2005. Semua hasil kegiatan pengabdian sivitas akademika akan dimuat ke dalam jurnal ilmiah ini secara berkesinambungan, secara periodik, dan akan terus ditingkatkan sampai menjadi Jurnal Ilmiah yang terakreditasi oleh Dikti.

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Om Shanti Shanti Shanti Om

Tabanan, 24 Desember 2025
Politeknik Internasional Bali
Direktur,



Prof. Dr. Ir. Anastasia Sulistyawati, B.A.E., M.S., M.M., M.Mis., D.Th., Ph.D., D.Ag

Breadfruit Flour Innovation in Making Celor Noodles

Febe Thalia Dwiputri Hutabarat, Ni Ketut Veri Kusumaningrum, Billy Tanius
D3 Seni Kuliner, Politeknik Internasional Bali
febehtb@gmail.com

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Abstract

This research entitled "Breadfruit Flour Innovation in Making Celor Noodles" aims to evaluate the use of breadfruit flour as a substitute for wheat flour in making yellow noodles for celor noodle dishes, a traditional culinary dish from Palembang, South Sumatra. The main focus of this research is on aspects of color, aroma, taste and consumer acceptance of celor noodles using breadfruit flour. This research aims to develop a more sustainable and healthier alternative to conventional noodles commonly used in traditional Indonesian culinary delights. The methodology used included developing a celor noodle recipe with breadfruit flour, followed by a hedonic test to evaluate sensory quality and consumer acceptance. Test results show that celor noodles made from breadfruit flour have color, aroma and taste that comply with quality standards, and are well received by consumers. The average score of the hedonic test reflects positive acceptance of the resulting celor noodles, indicating that breadfruit flour can be a viable alternative to wheat flour.

Keywords: Innovation, Breadfruit Flour, Celor Noodles

Abstrak

Penelitian ini berjudul "Inovasi Tepung Sukun pada Pembuatan Mi Celor" bertujuan untuk mengevaluasi penggunaan tepung sukun sebagai pengganti tepung terigu dalam pembuatan mi kuning untuk hidangan mi celor, sebuah kuliner tradisional dari Palembang, Sumatera Selatan. Fokus utama dari penelitian ini adalah pada aspek warna, aroma, rasa, dan penerimaan konsumen terhadap mi celor yang menggunakan tepung sukun. Penelitian ini bertujuan untuk mengembangkan alternatif yang lebih berkelanjutan dan sehat dibandingkan dengan mi konvensional yang biasa digunakan dalam kuliner tradisional Indonesia. Metodologi yang digunakan meliputi pengembangan resep mi celor dengan tepung sukun, diikuti dengan uji hedonik untuk mengevaluasi kualitas sensorik dan penerimaan konsumen. Hasil uji menunjukkan bahwa mi celor berbahan tepung sukun memiliki warna, aroma, dan rasa yang sesuai dengan standar kualitas, serta diterima dengan baik oleh konsumen. Skor rata-rata dari uji hedonik mencerminkan penerimaan positif terhadap mi celor yang dihasilkan, menunjukkan bahwa tepung sukun dapat menjadi alternatif yang layak untuk tepung terigu.

Kata kunci: Inovasi, Tepung Sukun, Mi Celor

1. PENDAHULUAN

Industri kuliner selalu dipengaruhi oleh tren dan perkembangan teknologi, dengan inovasi menjadi faktor utama dalam menciptakan pengalaman unik bagi konsumen. Inovasi

dalam makanan tidak hanya meningkatkan kualitas tetapi juga dapat menciptakan produk yang lebih sehat dan berkelanjutan. Penelitian sebelumnya menunjukkan bahwa restoran yang mengadopsi inovasi cenderung lebih sukses dalam memenuhi kebutuhan konsumen modern (Johnson et al., 2017). Dalam konteks ini, penggunaan tepung sukun sebagai bahan pengganti tepung terigu dalam pembuatan mi celor adalah inovasi yang menarik, karena tepung sukun kaya akan serat, vitamin, dan mineral yang mendukung pola makan sehat.

Tepung sukun, yang terbuat dari umbi sukun yang dikeringkan dan digiling halus, menawarkan sejumlah manfaat kesehatan. Selain bebas gluten, tepung sukun mengandung serat yang tinggi, yang membantu pencernaan dan mengurangi risiko penyakit jantung (Yusuf et al., 2018). Selain itu, senyawa antioksidan dalam tepung sukun juga dapat melindungi tubuh dari kerusakan oksidatif (Tan et al., 2020). Oleh karena itu, tepung sukun menjadi alternatif yang menarik bagi mereka yang mencari bahan makanan sehat dan bebas gluten.

Mi celor adalah hidangan tradisional khas Palembang yang terkenal dengan kuah gurih dan mi kenyalnya. Meskipun mi celor umumnya menggunakan tepung terigu, penggunaan tepung sukun dalam resep ini menawarkan potensi untuk meningkatkan nilai gizi dan memperkenalkan inovasi pada kuliner tradisional. Penelitian ini bertujuan untuk mengeksplorasi penggunaan tepung sukun dalam pembuatan mi celor, dengan fokus pada tantangan teknis dalam adaptasi resep serta potensi manfaat kesehatan yang diberikan oleh tepung sukun.

Penelitian ini diharapkan dapat memberikan kontribusi dalam pengembangan produk pangan yang lebih sehat dan berkelanjutan. Dengan memanfaatkan bahan lokal yang kaya nutrisi seperti tepung sukun, penelitian ini mendukung upaya pelestarian kuliner tradisional Indonesia sekaligus memberikan alternatif yang lebih bergizi dan ramah lingkungan dalam industri kuliner.

2. LITERATURE REVIEW

Penelitian pertama yaitu penelitian yang ditulis oleh Ayu, P. (2023) dengan judul “Kualitas Kue Putri Ayu Berbahan Dasar Tepung Sukun.” Penelitian ini membahas mengenai pembuatan kue putri ayu dengan menggunakan tepung sukun sebagai bahan dasar. Tujuan penelitian ini dilakukan untuk mengetahui kualitas rasa, tekstur, aroma, warna kue putri ayu berbahan dasar tepung sukun. Penelitian ini bersifat kuantitatif karena hasil yang didapatkan berbentuk angka dan data yang didapatkan langsung dari sumbernya, dicatat, diamati kemudian diolah untuk menjawab permasalahan. Simpulan dari penelitian ini adalah, produk 100% dengan bahan dasar tepung sukun memiliki kualitas, rasa, aroma, dan kemasan yang lebih enak, menarik dan lebih banyak diminati oleh konsumen meskipun Kue Putri Ayu berbahan dasar tepung sukun pertama kali mereka temui dan mencoba rasanya. Penelitian ini memiliki persamaan yaitu menggunakan metode kuantitatif, dan perbedaannya terletak pada jenis produk yang akan dihasilkan yaitu kue putri ayu.

Penelitian kedua yaitu penelitian yang ditulis oleh Putra, I. K. A. (2023) dengan judul “Bolu Kukus Berbahan Tambahan Tepung Sukun dan Tepung Terigu.” Penelitian ini membahas mengenai pembuatan kue bolu kukus dengan menggunakan tepung sukun dan tepung terigu sebagai bahan tambahan. Tujuan dari penelitian kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu adalah untuk mengetahui kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu dari segi rasa, aroma, tekstur dan warna, kemudian untuk mengetahui daya tahan serta menganalisis seberapa besar biaya yang diperlukan dalam pembuatan kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu. Pendekatan penelitian yang digunakan adalah penelitian eksperimen, penelitian ini dilakukan dengan

membuat kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu. Hasil penelitian ini berupa kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu adalah enak dari segi rasa, beraroma wangi, tekstur yang lembut serta memiliki penampilan yang menarik. Dari hasil uji daya tahan kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu, mampu bertahan 3 hari. Dari hasil analisis biaya dalam pembuatan kue bolu kukus berbahan tambahan tepung sukun dan tepung terigu membutuhkan biaya Rp3.000 – per bungkus.

Penelitian ketiga yaitu penelitian yang ditulis oleh Sudiarta, I. N. (2023) dengan judul “Pemanfaatan Tepung Sukun Sebagai Pengganti Tepung Terigu dalam Pembuatan *Farfalle*.” Penelitian ini membahas mengenai pembuatan *pasta farfalle* yang berbentuk kupu-kupu dengan menggunakan tepung sukun sebagai bahan utama pengganti tepung terigu. Tujuan dari penelitian *pasta farfalle* dengan menggunakan tepung sukun adalah, untuk menginovasi produk baru serta mengurangi penggunaan tepung terigu dan menggunakan bahan dasar tepung sukun sebagai bahan alternatif dalam pembuatan *farfalle*. Hasil penelitian pemanfaatan tepung sukun sebagai bahan dasar dalam pembuatan *farfalle*, bahwa tepung sukun bisa menjadi alternatif bahan utama dalam pembuatan *pasta farfalle* karena memiliki kualitas rasa, warna, tekstur, dan aroma yang tidak kalah dari *farfalle* pada umumnya serta uji daya tahan *farfalle* menggunakan tepung sukun bisa bertahan hingga 7 hari.

3. METODE

Metode penelitian R&D (Research and Development) adalah suatu pendekatan penelitian yang bertujuan untuk mengembangkan produk, proses, atau teknologi baru melalui serangkaian langkah yang sistematis dan terstruktur. Penelitian ini biasanya dilakukan dalam bidang ilmu pengetahuan dan teknologi, serta berfokus pada inovasi dan perbaikan produk atau proses yang sudah ada. Data yang digunakan pada penelitian ini adalah kualitatif, kuantitatif. Sumber data primer dan sekunder. Data primer yang ada dikumpulkan secara langsung di lapangan, data ini diperoleh dari hasil penyebaran kuisioner kepada panelis.

Berikut ini adalah langkah-langkah dalam penelitian tepung sukun sebagai bahan baku mi celor:

1. Potensi dan masalah penelitian inovasi tepung sukun sebagai bahan baku mi celor dapat dilakukan didasari dari adanya potensi dan masalah. Potensi adalah sesuatu yang mempunyai kesempatan untuk dikembangkan. Masalah adalah sesuatu yang harus diselesaikan (dipecahkan) dengan solusi.
2. Pengumpulan data yang telah dilakukan oleh penulis menggunakan metode *research and development*. Setelah timbulnya potensi dan masalah, dilakukanlah pengumpulan data serta informasi yang kiranya dapat dijadikan sebagai bahan untuk memecahkan masalah.
3. Pada tahap pengembangan Format Produk Awal, peneliti akan mulai mengembangkan bentuk produk awal yang telah dirancang dan bersifat sementara. Produk yang dibuat haruslah lengkap dan sebaik mungkin, dengan bantuan dari pakar yang memahami bidang tersebut.
4. Tahap uji coba produk akan dilakukan setelah menu yang ada dieksperimenkan hingga mendapatkan formula yang tepat. Produk diuji cobakan kepada kelompok terbatas.
5. Dalam tahap revisi produk, penulis akan memperbaiki atau melakukan revisi produk bilamana ada kelemahan serta saran pada produk yang telah diuji cobakan.

6. Setelah produk telah diperbaiki sesuai dengan keinginan penguji maka produk akan diuji cobakan kedalam skala yang lebih besar.
7. Tahap yang terakhir ada revisi produk akhir, setelah dilakukan uji coba dalam skala luas produk akan direvisi berdasarkan saran dari uji coba tersebut.

4. HASIL DAN PEMBAHASAN

A. Proses Pembuatan Mi Celor Berbahan Baku Tepung Sukun

Inovasi ini bermaksud untuk menciptakan suatu produk pangan yang dapat di konsumsi oleh penderita bebas gluten dan unik serta baru untuk para konsumen. Setelah dilakukannya riset dan juga percobaan dalam segi memasak, penelitian ini akhirnya menghasilkan satu resep yaitu mi celor berbahan baku Tepung Sukun. Mi Celor berbahan baku Tepung Sukun mempunyai rasa gurih dan sedikit manis, tekstur yang tidak terlalu kenyal membuat mi celor berbahan dasar Tepung Sukun ini mempunyai ciri khas tersendiri ketika di padukan dengan kuah mi celor.

Tabel 1. Resep Mie Celor

Resep Mi Celor			Cara Membuat
Bahan	Jumlah	Unit	
Tepung Sukun	120	gr	Mi Kuning 1. Campurkan bahan kering (tepung sukun, tapioka, beras dan garam) 2. Gabungkan bahan cair (telur, air, minyak) 3. Campurkan adonan tepung dan cairan secara bertahap dan aduk sampai menyatu dengan rata. 4. Sisihkan adonan. Dan tunggu sampai 30 menit, pipihkan adonan di mesin pasta dan bentuk menyesuaikan ukuran. 5. Didihkan air dan rebus selama 1 menit lalu angkat dan pindahkan ke air dingin
Tepung Tapioka	50	gr	
Tepung Beras	30	gr	
Telur	3	pcs	
Garam	7	gr	
Air	120	ml	
Minyak	10	ml	
Kuah Mi Celor			
Bawang Merah	35	gr	
Bawang Putih	20	gr	
Cabai Merang Keriting	25	gr	
Bubuk Jahe	3	gr	
Kemiri	20	gr	
Ebi	8	gr	
Santan	50	ml	Kuah Mi Celor 1. Blender bawang merah, bawang putih, kemiri, cabai, ebi, minyak, dan air. 2. <i>Sautee</i> yang sudah di blender sampai coklat dengan daun jeruk, setelah coklat masukkan air kaldu udang dan santan cair dan beri garam dan lada. Aduk sampai rata 3. <i>Plating</i> mi beserta kuahnya dan beri <i>side dish</i>
Daun Jeruk	4	pcs	
Kecap Asin	5	ml	
Garam	10	gr	
Lada	5	gr	
Maizena	15	gr	
Air	1000	ml	
Udang Segar	200	gr	
Seledri	10	gr	
Bawang Goreng	15	gr	
Tauge	15	gr	
Telur	2	pcs	
Minyak	25	ml	

(Sumber : Olah Data Penulis, 2025)

Tahapan proses pembuatan mi celor berbahan baku tepung sukun, sebagai berikut:

1. Campurkan Bahan Kering

Pada tahap awal proses pembuatan mi celor berbahan baku tepung sukun, kita akan memulai dengan mencampurkan bahan-bahan kering. Bahan-bahan kering yang

digunakan meliputi tepung sukun, tepung tapioka, tepung beras, dan garam. Tepung sukun adalah bahan utama yang memberikan tekstur unik dan kandungan serat yang tinggi pada mi celor. Tepung sukun diperoleh dari buah sukun yang dikeringkan dan digiling menjadi tepung halus. Tepung ini kaya akan nutrisi seperti karbohidrat kompleks dan serat, yang membuat mi celor menjadi lebih sehat dibandingkan mi tradisional yang hanya menggunakan tepung terigu. Tepung tapioka berfungsi sebagai pengikat dalam adonan mi celor. Tepung ini berasal dari singkong dan memiliki karakteristik yang dapat membantu menciptakan tekstur kenyal pada mi. Tepung tapioka juga memberikan stabilitas pada struktur adonan, memastikan mi tidak mudah hancur saat dimasak. Tepung beras digunakan untuk menambah kepadatan adonan dan memberikan tekstur lembut pada mi celor. Tepung ini memiliki sifat menyerap air dan membantu dalam pembentukan struktur yang baik pada mi. Tepung beras juga memberikan rasa netral yang cocok dikombinasikan dengan bahan lainnya. Garam ditambahkan untuk meningkatkan cita rasa dan menyeimbangkan rasa dari bahan-bahan lainnya. Garam juga membantu dalam pengembangan gluten saat adonan diolah, memberikan elastisitas pada mi. Untuk mencampurkan bahan-bahan kering ini, gunakan mangkuk besar dan aduk hingga semua bahan tercampur merata. Pastikan tidak ada gumpalan yang terbentuk, dan semua bahan kering benar-benar homogen.

2. Campurkan Bahan Cair

Langkah selanjutnya adalah menggabungkan bahan-bahan cair. Bahan cair yang digunakan dalam resep ini meliputi telur, air, dan minyak. Setiap bahan memiliki peran penting dalam membentuk tekstur dan rasa akhir dari mi celor. Telur berfungsi sebagai pengikat alami dalam adonan mi celor. Kandungan protein dalam telur membantu mengikat bahan-bahan kering dan cair menjadi satu kesatuan yang kohesif. Selain itu, telur juga memberikan kelembutan dan kekayaan rasa pada produk akhir. Telur juga membantu dalam memberikan warna kuning alami pada mi. Air adalah komponen utama yang digunakan untuk menghidrasi bahan kering dan membantu dalam proses pembentukan adonan. Jumlah air yang tepat sangat penting untuk mencapai konsistensi yang diinginkan. Terlalu banyak air akan membuat adonan terlalu encer, sedangkan terlalu sedikit air akan membuatnya sulit dibentuk. Minyak digunakan untuk memberikan kelembutan dan kelembapan pada mi celor. Minyak juga membantu dalam proses pemasakan, menjaga agar mi tidak lengket satu sama lain. Jenis minyak yang digunakan bisa bervariasi, seperti minyak sayur, minyak kelapa, atau minyak zaitun, tergantung pada preferensi rasa dan kandungan nutrisi yang diinginkan. Campurkan telur, air, dan minyak dalam wadah terpisah, kemudian aduk hingga tercampur rata. Pastikan semua bahan cair benar-benar terdistribusi dengan baik sebelum dicampurkan dengan bahan kering.

3. Campurkan Adonan Tepung dan Adonan Cair

Setelah bahan kering dan bahan cair siap, langkah berikutnya adalah mencampurkan kedua komponen ini secara bertahap. Proses ini harus dilakukan dengan hati-hati untuk memastikan bahwa semua bahan tercampur dengan baik tanpa ada yang menggumpal atau tidak tercampur sempurna. Mulailah dengan menambahkan sebagian kecil bahan cair ke dalam campuran bahan kering. Aduk perlahan dengan spatula atau sendok kayu, pastikan setiap penambahan cairan tercampur dengan baik sebelum menambahkan lebih banyak cairan. Lanjutkan proses ini hingga semua bahan cair telah ditambahkan dan adonan terbentuk. Konsistensi adonan yang diinginkan adalah yang

cukup kental namun tetap bisa diaduk dengan mudah. Adonan harus homogen, tidak terlalu encer atau terlalu padat. Jika adonan terlalu encer, tambahkan sedikit tepung sukun atau tepung beras untuk mengentalkannya. Jika terlalu padat, tambahkan sedikit air hingga mencapai konsistensi yang diinginkan.



Gambar. 1 Pencampuran adonan basah dan kering
(Sumber : Dokumentasi Penulis, 2025)

4. **Resting Adonan**

Setelah adonan terbentuk, penting untuk mendinginkan adonan selama 30 menit. Proses ini memungkinkan bahan-bahan untuk menyatu dan menghidrasi secara merata, sehingga adonan menjadi lebih mudah diolah dan menghasilkan tekstur yang lebih baik. Tutupi mangkuk adonan dengan kain bersih atau plastik *wrap* untuk mencegah adonan mengering. Biarkan adonan istirahat pada suhu ruang. Selama waktu istirahat ini, gluten dalam tepung beras dan tapioka akan berinteraksi, memberikan struktur yang lebih baik pada adonan. Selagi menunggu adonan, siapkan mesin pasta. Mesin pasta akan digunakan untuk memipihkan adonan dan membentuknya sesuai ukuran yang diinginkan. Pastikan mesin pasta bersih dan diatur pada ketebalan yang sesuai untuk mi celor.



Gambar 2. Contoh gambar adonan
(Sumber : Dokumentasi Penulis, 2025)

5. **Pipihkan dan Bentuk Adonan**

Setelah adonan diistirahatkan selama 30 menit, langkah selanjutnya adalah memipihkan adonan menggunakan mesin pasta. Proses ini membutuhkan ketelitian untuk memastikan adonan memiliki ketebalan yang seragam. Ambil sebagian kecil adonan dan letakkan di mesin pasta. Mulailah dengan ketebalan terbesar, kemudian secara bertahap kurangi ketebalan hingga mencapai ukuran yang diinginkan. Ulangi proses ini hingga seluruh adonan telah dipipihkan. Setelah adonan dipipihkan, potong adonan sesuai bentuk dan ukuran yang diinginkan untuk mi celor. Bentuk yang umum adalah helai panjang seperti mi pada umumnya, namun Anda dapat bereksperimen dengan bentuk lainnya sesuai selera.



Gambar 3. Proses Pencetakan
(Sumber : Dokumentasi Penulis, 2025)

6. Rebus Adonan

Langkah terakhir adalah merebus adonan yang telah dibentuk. Proses perebusan membantu menguatkan struktur adonan dan menghilangkan rasa mentah dari tepung. Siapkan panci besar dan isi dengan air. Didihkan air hingga mencapai suhu yang tinggi, tetapi tidak sampai mendidih keras. Menjaga suhu air pada titik didih yang stabil penting untuk memastikan adonan matang dengan merata. Masukkan potongan adonan ke dalam air mendidih secara perlahan. Rebus selama sekitar 1 menit atau hingga adonan mengapung ke permukaan. Proses ini memastikan adonan matang tanpa terlalu lunak. Setelah direbus, angkat adonan dan segera pindahkan ke dalam mangkuk berisi air dingin. Proses ini dikenal sebagai "*shocking*" dan membantu menghentikan proses memasak serta menjaga tekstur adonan tetap kenyal. Biarkan adonan dalam air dingin selama beberapa menit, kemudian tiriskan dan keringkan dengan kain bersih atau tisu. Dengan mengikuti langkah-langkah di atas secara hati-hati, Anda akan mendapatkan mi celor berbahan baku tepung sukun yang sehat dan lezat. Setiap langkah memiliki peran penting dalam memastikan produk akhir memiliki tekstur, rasa, dan nilai gizi yang optimal. Proses ini tidak hanya mengubah bahan baku yang unik menjadi produk yang bermanfaat, tetapi juga menciptakan makanan yang sesuai dengan gaya hidup sehat dan ramah lingkungan.



Gambar 4. Hasil Mi Celor Tepung Sukun yang sudah direbus
(Sumber : Dokumentasi Penulis, 2025)

Untuk proses pembuatan kuah mi celor :

1. Blender Bahan-Bahan Bumbu Kuah Mi Celor

Proses dalam pembuatan kuah mi celor adalah menghaluskan bahan-bahan dengan blender. Bahan-bahan yang digunakan adalah bawang merah, bawang putih, kemiri, cabai, ebi, minyak, dan air.

2. Tumis Bumbu Halus

Panaskan wajan dengan sedikit minyak, masukkan bumbu halus yang telah di blender. Tumis hingga coklat dan tambahkan daun jeruk sampai harum. Tambahkan air kaldu

udang yang memberikan rasa umami dan memperkuat rasa seafood pada kuah mi celor. Kemudian, tambahkan santan cair dan aduk hingga merata untuk konsistensi kuah yang lebih ringan. Tambahkan garam dan lada, aduk hingga semua bahan tercampur rata dan kuah mencapai konsistensi yang diinginkan.

3. Penyajian Mi Celor

Setelah kuah mi celor siap, sajikan mi dengan kuah dan side dish sesuai selera. Rebus mi celor hingga matang, tiriskan, dan letakkan dalam mangkuk. Tuangkan kuah mi celor hingga merata, memastikan mi terendam dalam kuah yang kaya rasa. Tambahkan *side dish* seperti:

- a) Telur rebus potong untuk tambahan protein dan tekstur lembut.
- b) Tauge segar untuk rasa renyah dan segar.
- c) Daun bawang untuk aroma segar dan rasa ringan.
- d) Bawang goreng untuk rasa gurih dan renyah.
- e) Udang goreng untuk tambahan rasa seafood yang kaya dan tekstur renyah.



Gambar 5. Hasil Mi Celor Tepung Sukun
(Sumber : Dokumentasi Penulis, 2025)

B. Hasil Uji Organoleptik Mi Celor melalui Uji Hedonik (Uji Tingkat Kesukaan)

Dalam Penelitian ini dilakukan penelitian uji hedonik terhadap 1 (satu) resep mi celor yang dilakukan pada saat food testing. Menu yang diuji cobakan adalah: Mi celor berbahan baku tepung sukun. Terdapat 3 (Tiga) panelis ahli dan 17 (Tujuh Belas) panelis umum yang mengisi kuesioner uji hedonik yang dilakukan pada tanggal 26 Mei 2023. Berikut adalah ulasan dari kuesioner uji hedonik yang telah diisi oleh peserta penelis mulai dari ahli sampai pada panelis umum saat *food testing*.

No	Nama	P/L	Kesesuaian Menu	Uji Sensori				
				T	W	R	A	K
1	Chef Billy Tanius	L	4	4	4	4	4	4
2	Chef Heru Pramudia	L	5	4	4	4	5	5
3	Chef Sandy	L	5	4	5	4	5	5
4	Pak Agus	L	4	3	3	4	3	4
5	Karel	L	5	5	5	5	5	5
6	Epin	P	5	5	4	5	4	5
7	Irmawati Ginting	P	5	5	5	5	5	5
8	Kezia	P	5	4	5	4	4	5
9	Ardan	L	5	4	4	5	4	5
10	Doris	L	5	5	5	5	5	5
11	Kimberly	P	4	4	4	5	4	4
12	Luisa	P	4	4	4	4	4	4

13	Averian	L	4	4	4	5	4	4
14	Javin	L	4	4	4	4	4	4
15	Asep	L	5	4	4	5	5	5
16	Adit	L	5	4	5	5	4	5
17	Darren	L	5	5	4	4	4	5
18	Regin	L	5	4	4	3	5	5
19	Reva	P	5	5	5	5	5	5
20	Matthew	P	4	4	4	4	4	4
Total :			93	85	86	89	87	93
Rata-Rata :			4,65	4,25	4,3	4,45	4,35	4,65
Rerata Nilai			4,44					
*Keterangan angka 1= Sangat Tidak Suka 2= Tidak Suka 3= Cukup Suka 4= Suka 5= Sangat Suka								
Kesimpulan: Nilai rata-rata produk yaitu 4,15 dari 5. Maka Snack Bar Berbahan baku ampas tahu sangat disukai oleh panelis								

Gambar 6. Hasil Uji Organolektik
(Sumber : Olah Data Penulis, 2025)

Berdasarkan uji hedonik yang dilakukan saat *food testing* pada tanggal 24 Juni 2024 yang dilakukan di *Kitchen PIB*, diperoleh hasil penilaian rata-rata dari Tiga panelis ahli dan Tujuh Belas panelis umum terhadap Mi Celor berbahan baku tepung sukun, diperoleh skor nilai sebesar 4,4.

5. KESIMPULAN

Berdasarkan hasil penelitian melalui observasi dan eksperimen secara umum, peneliti menemukan 1 resep inovasi tepung sukun menjadi produk mi celor. Proses pengolahan tepung sukun menjadi mi kuning pada mi celor hampir sama seperti pembuatan mi kuning pada umumnya, perbedaannya hanya terletak pada bahan baku yang digunakan yaitu tepung sukun dan jumlah air yang digunakan dikarenakan daya serap tepung sukun berbeda dengan tepung terigu. Berdasarkan uji hedonik yang dilakukan saat *food testing* pada tanggal 24 Juni 2024 yang dilakukan di *Kitchen PIB*, diperoleh hasil penilaian rata-rata dari Tiga panelis ahli dan tujuh belas panelis umum terhadap mi celor berbahan baku tepung sukun, diperoleh skor nilai sebesar 4,44 untuk penilaian tekstur, warna, aroma, rasa dan secara keseluruhan mi celor berbahan dasar tepung sukun. Penelitian tentang inovasi tepung sukun pada mi celor ini dinyatakan berhasil karena cukup disukai oleh panelis-panelis yang didasarkan oleh data uji hedonik yang telah dilakukan pada saat *food tasting* di *kitchen Politeknik Internasional Bali*. Penelitian ini menghasilkan sebuah produk mi celor yang mempunyai ciri khas tanpa menghilangkan rasa asli mi celor itu sendiri. Mi Celor yang dihasilkan adalah mi celor yang unik yaitu mempunyai rasa pada mi yang lebih manis dibandingkan mi celor pada umumnya. Perpaduan mi kuning berbahan dasar tepung sukun dengan kuah mi celor yang gurih dan sedikit pedas menghasilkan hidangan yang lezat. Mi celor pada penelitian ini tidak mengandung gluten sehingga aman untuk dikonsumsi oleh orang yang alergi gluten. Penggunaan tepung sukun membuat mi celor memiliki tekstur yang lebih lembut dan tidak terlalu kenyal.

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Pragmatik dalam Bisnis Digital: Analisis Implikatur pada Review Konsumen Fashion di Shopee

Luh Mega Safitri

Program Studi Bisnis Digital, Politeknik Internasional Bali

luhmegasafitri@gmail.com

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Abstrak

Penelitian ini berfokus pada analisis pragmatik dalam konteks bisnis digital dengan mengkaji implikatur percakapan yang muncul dalam ulasan konsumen produk fashion di platform *e-commerce* Shopee. Latar belakang penelitian ini didasarkan pada fenomena meningkatnya peran ulasan konsumen sebagai bentuk komunikasi digital yang berpengaruh signifikan terhadap reputasi penjual dan keputusan pembelian konsumen. Dengan menggunakan kerangka teori implikatur Grice (1975) serta kajian pragmatik modern, penelitian ini bertujuan untuk mengidentifikasi bentuk, fungsi, dan makna implikatur dalam ulasan konsumen, serta menelaah relevansinya terhadap strategi komunikasi bisnis digital. Data penelitian terdiri atas 50 ulasan konsumen yang dipilih melalui *purposive sampling*. Analisis kualitatif menunjukkan bahwa terdapat berbagai bentuk implikatur, baik *generalized* maupun *particularized*, yang tercermin dalam pelanggaran maksim kuantitas, kualitas, relevansi, dan cara. Dari sisi fungsi pragmatik, ditemukan enam fungsi utama, yakni kritik/keluhan, pujian/apresiasi, saran/rekomendasi, mitigasi, persuasi, serta humor/sindiran, dengan dominasi pada fungsi kritik. Temuan penelitian menegaskan bahwa implikatur tidak hanya berfungsi sebagai alat komunikasi tersirat, tetapi juga memiliki implikasi strategis bagi bisnis digital, khususnya dalam membangun kepercayaan konsumen dan memengaruhi keputusan pembelian. Penelitian ini memberikan kontribusi kebaruan dalam mengaitkan analisis pragmatik dengan praktik komunikasi bisnis digital, sekaligus menawarkan wawasan aplikatif bagi pengembangan strategi pemasaran berbasis ulasan konsumen.

Kata Kunci: pragmatik, implikatur, ulasan konsumen, Shopee, bisnis digital

Abstract

This study focuses on pragmatic analysis in the context of digital business by examining conversational implicatures found in consumer reviews of fashion products on the e-commerce platform Shopee. The background of this research lies in the increasing role of consumer reviews as a form of digital communication that significantly influences seller reputation and consumer purchase decisions. Drawing on Grice's (1975) theory of implicature and subsequent developments in pragmatic studies, this research aims to identify the forms, functions, and meanings of implicature in consumer reviews, as well as to analyze their relevance to digital business communication strategies. The data consist of 50 consumer reviews selected through purposive sampling. A qualitative analysis reveals the presence of both generalized and particularized implicatures, manifested through violations of the maxims of quantity, quality, relevance, and manner. In terms of pragmatic functions, six categories were identified-criticism/ complaint, praise/ appreciation, suggestion/ recommendation, mitigation, persuasion, and humor/ irony with criticism being the most

dominant. The findings highlight that implicature not only serves as an indirect communication tool but also carries strategic implications for digital business, particularly in building consumer trust and influencing purchasing decisions. This study contributes novelty by bridging pragmatic analysis with digital business practices while offering practical insights for the development of consumer review-based marketing strategies.

Keywords: *pragmatics, implicature, consumer reviews, Shopee, digital business*

1. PENDAHULUAN

Perkembangan teknologi digital telah mendorong transformasi pola interaksi sosial dan ekonomi, termasuk dalam sektor perdagangan elektronik (*e-commerce*). Salah satu platform yang mengalami pertumbuhan signifikan di Asia Tenggara adalah Shopee, yang tidak hanya menjadi sarana transaksi jual beli, tetapi juga arena komunikasi pragmatis antara penjual dan pembeli. Dalam konteks ini, ulasan konsumen berperan penting sebagai bentuk komunikasi yang memengaruhi reputasi produk, kredibilitas penjual, dan keputusan pembelian (Ortega dkk., 2020). Pada kategori fashion, ulasan memiliki kekhasan tersendiri karena menekankan aspek subjektif seperti gaya, estetika, kenyamanan, dan kualitas material, sehingga sering kali sarat dengan makna implisit yang tidak selalu diungkapkan secara langsung (Tse dan Zhang, 2021).

Kajian pragmatik, khususnya mengenai implikatur percakapan, memberikan kerangka analisis yang kuat untuk memahami makna tersirat dalam ulasan konsumen. Beberapa penelitian terdahulu lebih banyak menyoroti tindak tutur atau kesantunan dalam ulasan daring (Nurhayati, 2020; Aisyah, 2021). Penelitian lain berfokus pada sentimen ulasan dan pengaruhnya terhadap kepercayaan konsumen (Fileri dkk., 2018; Guo dkk., 2021). Akan tetapi, studi yang secara spesifik mengkaji implikatur dalam ulasan konsumen fashion di *e-commerce* masih sangat terbatas. Padahal, analisis implikatur penting untuk menggali makna tersembunyi yang berpotensi membentuk persepsi calon pembeli, misalnya ketika konsumen mengekspresikan kepuasan atau kekecewaan dengan cara tidak langsung (Pradana, 2022).

Beberapa penelitian juga menunjukkan bahwa ulasan konsumen tidak hanya menyampaikan informasi faktual tentang produk, tetapi juga mengandung strategi komunikasi tertentu yang dapat memengaruhi persepsi audiens (Cheung dkk., 2009; Pan dan Zhang, 2011). Akan tetapi, hingga saat ini masih terdapat kesenjangan penelitian (*research gap*), yakni belum adanya kajian mendalam mengenai implikatur percakapan pada ulasan fashion di Shopee. Sebagian besar penelitian terdahulu lebih menekankan pada analisis kuantitatif sentimen atau analisis wacana umum, tanpa mengaitkannya secara langsung dengan dimensi pragmatik (Zhang dkk., 2016; Nurhayati, 2020).

Oleh karena itu, penelitian ini menawarkan kebaruan (*novelty*) dengan menganalisis implikatur percakapan pada review konsumen fashion di Shopee secara khusus. Dengan pendekatan pragmatik, penelitian ini diharapkan dapat mengungkap cara konsumen menyampaikan evaluasi produk melalui makna tersirat, sekaligus memberikan kontribusi interdisipliner yang menghubungkan linguistik dengan praktik bisnis digital. Urgensi penelitian ini terletak pada dua hal: pertama, dari sisi akademis, penelitian memperkaya kajian pragmatik dalam ranah komunikasi digital; kedua, dari sisi praktis, hasil penelitian dapat membantu penjual dan pengelola platform memahami persepsi konsumen secara lebih mendalam untuk merumuskan strategi pelayanan dan pemasaran yang lebih efektif.

Ulasan konsumen merupakan salah satu faktor paling berpengaruh dalam membentuk *brand image*, meningkatkan kepercayaan konsumen, dan mengarahkan keputusan pembelian (Fileri dkk., 2018; Guo dkk., 2021). Dengan memahami implikatur dalam ulasan, penjual dan

manajer *e-commerce* dapat lebih teliti dalam memahami pesan implisit dari konsumen, memperbaiki strategi komunikasi pemasaran, serta membangun sistem pelayanan yang lebih responsif. Selain memberikan kontribusi teoretis dalam memperkaya kajian pragmatik, hasil penelitian ini juga memiliki relevansi aplikatif yang signifikan, khususnya dalam mendukung peningkatan daya saing bisnis digital pada era ekonomi yang semakin bergantung pada ulasan konsumen. Berdasarkan urgensi penelitian di atas, maka tujuan penelitian ini yakni:

- a) Untuk mengidentifikasi bentuk, fungsi, dan makna implikatur percakapan yang muncul dalam review konsumen fashion di Shopee.
- b) Untuk menganalisis sejauh mana implikatur dalam review konsumen fashion di Shopee berimplikasi terhadap strategi komunikasi bisnis digital, khususnya dalam membangun kepercayaan dan memengaruhi keputusan pembelian konsumen.

2. LITERATURE REVIEW

1. Pragmatik dan Implikatur

Pragmatik sebagai cabang linguistik berfokus pada kajian bahasa dalam hubungannya dengan konteks penggunaan. Salah satu teori yang paling berpengaruh dalam pragmatik adalah teori implikatur percakapan yang dikemukakan oleh H. Paul Grice (1975). Implikatur merujuk pada makna tersirat yang muncul dalam komunikasi, yang tidak selalu diungkapkan secara eksplisit tetapi dapat dipahami melalui konteks dan prinsip kerja sama percakapan. Grice membedakan antara implikatur konvensional dan implikatur percakapan. Implikatur percakapan lebih relevan dalam analisis komunikasi sehari-hari, termasuk dalam ulasan konsumen daring.

Grice juga memperkenalkan konsep *Cooperative Principle* (prinsip kerja sama) yang menyatakan bahwa peserta percakapan cenderung bekerja sama agar komunikasi berjalan efektif. Prinsip ini dijabarkan melalui empat maksim percakapan, yaitu (1) maksim kuantitas (*quantity*), yakni menyampaikan informasi secukupnya, tidak kurang dan tidak berlebihan; (2) maksim kualitas (*quality*), yaitu menyampaikan sesuatu yang benar dan dapat dipertanggungjawabkan; (3) maksim relevansi (*relevance*), yaitu berbicara sesuai topik dan relevan dengan konteks pembicaraan; serta (4) maksim cara (*manner*), yakni menyampaikan pesan dengan jelas, teratur, dan tidak berbelit-belit.

Dalam praktiknya, penutur sering kali melanggar atau melanggar maksim ini, bukan karena tidak kooperatif, tetapi justru untuk menghasilkan makna tersirat atau implikatur percakapan. Misalnya, ketika seorang konsumen menulis ulasan “Warnanya tidak seperti di foto, tapi masih bisa dipakai”, secara eksplisit konsumen menyampaikan fakta (mengikuti maksim kualitas), namun secara implisit konsumen mengimplikasikan kekecewaan sekaligus toleransi. Hal ini sejalan dengan pandangan Thomas (1995) bahwa implikatur terbentuk ketika penutur (pendengar) menafsirkan makna tambahan yang tidak dinyatakan secara langsung.

Berdasarkan teori Grice, implikatur percakapan dapat dibedakan menjadi dua bentuk utama. Pertama, implikatur percakapan umum (*generalized conversational implicature*), yaitu makna tersirat yang umumnya dapat dipahami tanpa konteks khusus. Kedua, implikatur percakapan khusus (*particularized conversational implicature*), yaitu makna tersirat yang hanya bisa dipahami dengan mempertimbangkan konteks tertentu. Selain bentuknya, implikatur juga memiliki fungsi pragmatis. Grice (1975) dan Yule (1996) menunjukkan bahwa implikatur dapat berfungsi untuk: (1) menyampaikan kritik secara tidak langsung agar terdengar lebih sopan; (2) memberikan pujian atau apresiasi secara implisit; (3) menyarankan atau menegur tanpa konfrontasi langsung; serta (4) memberikan informasi tambahan yang lebih halus daripada pernyataan eksplisit. Fungsi ini sangat relevan dalam konteks ulasan konsumen di *e-*

commerce, karena konsumen sering kali menggunakan bahasa implisit untuk menjaga kesantunan, menghindari konflik, atau sekadar mengekspresikan pengalaman pribadi dengan cara yang lebih halus.

2. Ulasan Konsumen dalam Bisnis Digital

Dalam konteks bisnis digital, ulasan konsumen atau *online consumer reviews* telah menjadi salah satu faktor paling berpengaruh dalam proses pengambilan keputusan pembelian (Cheung dkk., 2009). Ulasan tidak hanya berfungsi sebagai sarana berbagi pengalaman, tetapi juga membangun kredibilitas dan reputasi produk maupun penjual (Fileri dkk., 2018). Beberapa penelitian menunjukkan bahwa ulasan negatif memiliki dampak yang lebih kuat dibandingkan ulasan positif dalam memengaruhi kepercayaan konsumen (Ortega dkk., 2020). Hal ini karena ulasan negatif sering kali mengandung implikatur evaluatif yang memberikan informasi lebih mendetail mengenai kekurangan produk atau layanan. Sebaliknya, ulasan positif biasanya memperkuat citra merek melalui pujian atau rekomendasi implisit (Pan dan Zhang, 2011). Dalam sektor fashion, ulasan konsumen cenderung lebih subjektif karena didasarkan pada faktor gaya, kenyamanan, dan estetika, yang tidak selalu mudah diukur secara objektif (Tse dan Zhang, 2021). Hal ini menjadikan implikatur dalam ulasan fashion lebih kaya untuk dianalisis, karena konsumen sering menggunakan bahasa tidak langsung dalam mengekspresikan kepuasan atau kekecewaan.

Penelitian pragmatik dalam ranah *e-commerce* masih relatif terbatas dibandingkan dengan studi berbasis analisis sentimen atau *big data*. Misalnya, Nurhayati (2020) meneliti tindak tutur dalam ulasan konsumen di Tokopedia, sementara Aisyah (2021) mengkaji strategi kesantunan dalam ulasan Shopee. Kedua penelitian tersebut menyoroti aspek pragmatik, tetapi belum menyentuh dimensi implikatur secara spesifik. Studi Pradana (2022) mencoba menganalisis wacana ulasan konsumen digital, tetapi lebih berfokus pada aspek leksikal dan wacana secara umum. Sementara itu, Zhang dkk. (2016) menekankan pada analisis sentimen dalam ulasan produk daring, dengan menyoroti kelebihan pendekatan kuantitatif namun tanpa mempertimbangkan makna implisit dalam bahasa konsumen.

Berdasarkan telaah literatur yang telah dipaparkan, dapat diidentifikasi bahwa penelitian mengenai pragmatik dalam ranah bisnis digital masih relatif terbatas, terutama yang secara khusus mengkaji implikatur percakapan pada ulasan konsumen di platform *e-commerce*. Sebagian besar studi sebelumnya lebih menitikberatkan pada analisis tindak tutur, strategi kesantunan, atau pendekatan kuantitatif melalui analisis sentimen (Nurhayati, 2020; Aisyah, 2021; Zhang dkk., 2016). Meskipun kajian-kajian tersebut memberikan kontribusi penting, aspek makna tersirat yang dibentuk melalui pelanggaran maupun pemenuhan prinsip kerja sama Grice masih belum dikaji secara mendalam. Kesenjangan penelitian terlihat dari minimnya kajian yang secara eksplisit mengkaji implikatur percakapan dalam ulasan konsumen fashion di Shopee. Padahal, fashion merupakan kategori produk dengan tingkat persaingan tinggi, sehingga persepsi konsumen terhadap detail warna, ukuran dan bahan sering disampaikan secara implisit.

Kekosongan ini menegaskan adanya celah penelitian yang signifikan, khususnya pada kategori fashion di Shopee, sehingga ulasan konsumen sering kali memuat evaluasi implisit terkait kualitas produk, kesesuaian, maupun kepuasan. Dengan demikian, penelitian ini menawarkan kontribusi orisinal berupa penerapan teori implikatur percakapan untuk mengidentifikasi bentuk, fungsi, dan makna implisit dalam ulasan konsumen fashion. Secara teoretis, penelitian ini memperkaya literasi kajian pragmatik dalam konteks komunikasi digital, sementara secara praktis, hasil penelitian dapat dimanfaatkan untuk memahami

preferensi konsumen secara lebih mendalam dan menyusun strategi komunikasi bisnis yang lebih responsif dalam persaingan *e-commerce*.

3. METODE

Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan berlandaskan teori implikatur percakapan yang dikemukakan oleh Grice (1975). Pendekatan ini dipilih karena sesuai dengan tujuan penelitian, yakni untuk mendeskripsikan secara rinci fenomena kebahasaan yang muncul dalam ulasan konsumen tanpa mengutamakan aspek kuantitatif, melainkan pemaknaan yang mendalam terhadap bentuk, fungsi, dan makna implikatur. Sumber data penelitian adalah ulasan konsumen pada produk *fashion* di platform Shopee Indonesia, karena kategori ini sangat kompetitif dan sering menampilkan ekspresi evaluatif yang kaya akan makna implisit.

Data penelitian berupa kutipan ulasan yang berpotensi mengandung implikatur, baik dalam bentuk implikatur umum maupun khusus. Sampel ditentukan dengan teknik *purposive sampling* berdasarkan kriteria tertentu, yakni ulasan ditulis dalam Bahasa Indonesia, memiliki panjang minimal dua kalimat untuk menjaga konteks, serta dipublikasikan pada periode 2024–2025 agar relevan dengan dinamika bisnis digital terkini. Dari populasi ulasan yang sangat luas, dipilih 50 ulasan dari konsumen yang dinilai cukup representatif untuk dianalisis. Proses pengumpulan data dilakukan dengan metode dokumentasi, yakni mengakses langsung halaman produk fashion di Shopee dan mengunduh ulasan konsumen sesuai kriteria, kemudian menyusunnya ke dalam korpus penelitian dengan pemberian kode data (U1-U50).

Analisis data dilakukan melalui beberapa tahap, yaitu mengidentifikasi adanya pelanggaran atau pemenuhan maksim Grice, mengklasifikasikan bentuk implikatur percakapan (*generalized* atau *particularized*), menelaah fungsi pragmatiknya (misalnya sebagai kritik, pujian, saran, persuasi, humor, atau mitigasi), serta menginterpretasikan makna implisit berdasarkan konteks komunikasi konsumen dan penjual. Keabsahan data dijaga dengan triangulasi teori, yaitu membandingkan hasil analisis dengan teori pragmatik lain (Levinson, 1983; Thomas, 1995; Yule, 1996), serta melalui *peer debriefing* dengan rekan sejawat untuk meminimalkan bias penafsiran. Dengan metode ini, penelitian diharapkan mampu memberikan gambaran komprehensif mengenai implikatur dalam ulasan konsumen fashion di Shopee, sekaligus menegaskan kontribusi penelitian terhadap pengembangan teori pragmatik dan penerapannya dalam strategi komunikasi bisnis digital.

4. HASIL DAN PEMBAHASAN

1. Bentuk, Fungsi dan Makna Implikatur Percakapan

Analisis awal penelitian ini diarahkan pada identifikasi pelanggaran maksim percakapan yang terjadi dalam ulasan konsumen. Hasil penelitian menunjukkan bahwa dari 50 data ulasan konsumen, pelanggaran maksim yang paling sering terjadi adalah maksim kualitas, kuantitas dan cara. Hal ini menunjukkan bahwa konsumen kerap menyampaikan informasi secara tidak lengkap atau berlebihan dan mengandung ekspresi yang bersifat hiperbolis, subjektif, atau bahkan sindiran yang tidak sepenuhnya dapat diverifikasi kebenarannya. Temuan ini sejalan dengan pandangan Grice (1975) bahwa implikatur percakapan muncul justru ketika maksim dilanggar, sehingga pembaca ulasan harus menafsirkan makna yang tersirat. Pelanggaran maksim dipandang sebagai indikator penting munculnya implikatur, karena makna tersirat sering muncul ketika prinsip kerja sama Grice tidak sepenuhnya dipatuhi. Distribusi pelanggaran maksim yang teridentifikasi dari 50 data ulasan konsumen disajikan pada table berikut:

Table 4.1 Distribusi Pelanggaran Maksim

Maksim Grice	Jumlah Kasus	Persentase (%)
Kuantitas	14	28%
Kualitas	14	28%
Relevansi	10	20%
Cara	12	24%
Total	50	100%

(Sumber: Olah Data Penulis, 2025)

Pada data U15, kalimat “Harga murah, nggak usah berharap lebih” menunjukkan adanya pelanggaran maksim kuantitas karena informasi yang diberikan tidak sepenuhnya jelas dan cenderung kurang memadai. Kalimat ini melanggar maksim kuantitas, karena informasi yang diberikan lebih sedikit daripada yang dibutuhkan. Konsumen tidak secara langsung menjelaskan aspek apa dari produk yang tidak memuaskan (misalnya bahan tipis, warna tidak sesuai, atau jahitan kurang rapi), melainkan hanya memberi isyarat dengan frasa “nggak usah berharap lebih”. Makna implisit (implikatur) yang muncul adalah kualitas produk rendah dan tidak sesuai standar tinggi, meskipun konsumen tidak menyatakannya secara eksplisit.

Salah satu bentuk pelanggaran maksim kualitas dalam ulasan konsumen Shopee dapat dilihat pada data U28 pernyataan “Bajunya tipis banget kayak tisu, benar-benar menipu fotonya”. Secara literal, perbandingan kain dengan tisu merupakan bentuk hiperbola yang tidak mencerminkan fakta sebenarnya, sehingga melanggar prinsip kebenaran yang ditekankan oleh Grice (1975). Namun, dari sudut pandang pragmatik, pernyataan tersebut mengandung implikatur evaluatif, yaitu ekspresi kekecewaan konsumen terhadap kualitas produk yang jauh dari ekspektasi. Ungkapan “menipu fotonya” juga tidak dapat diverifikasi secara objektif, tetapi berfungsi untuk memperkuat kritik bahwa produk tidak sesuai dengan representasi visual yang ditampilkan penjual. Dengan demikian, pelanggaran maksim kualitas di sini memiliki fungsi pragmatik sebagai kritik sekaligus peringatan kepada calon pembeli lain. Hal ini menunjukkan bahwa konsumen dalam ruang digital tidak sekadar menyampaikan informasi faktual, melainkan juga membangun narasi evaluatif melalui implikatur, yang pada akhirnya dapat memengaruhi persepsi publik terhadap kredibilitas produk dan penjual.

Berdasarkan prinsip kerja sama Grice (1975), data U4 “Pengirimannya cepat, cuma ukurannya agak kebesaran” dapat dikategorikan sebagai pelanggaran maksim cara, sebab penutur menyampaikan informasi secara tidak langsung dengan struktur yang ambigu. Ulasan ini melanggar maksim cara, karena penyampaian kritik disampaikan secara tidak langsung melalui bentuk mitigatif. Konsumen tidak menuliskan secara eksplisit “produknya kebesaran dan mengecewakan”, melainkan membungkus kritik dengan pujian terlebih dahulu (“pengirimannya cepat”). Implikatur yang timbul adalah konsumen tidak sepenuhnya puas, terutama terkait ukuran produk, tetapi berusaha menjaga kesantunan komunikasi dengan mengurangi ketegasan kritik.

Selain itu, penelitian ini menemukan bahwa bentuk implikatur yang dominan adalah *particularized conversational implicature* (64%). Hal ini menandakan bahwa makna yang ditangkap pembaca sangat bergantung pada konteks spesifik ulasan. Temuan ini menguatkan pernyataan Yule (1996) bahwa *particularized implicature* memerlukan konteks situasional agar dapat ditafsirkan secara tepat. Perbedaan antara *generalized conversational implicature* dan *particularized conversational implicature* menjadi penting untuk menelaah sejauh mana makna implisit yang dihasilkan bersifat universal atau justru sangat bergantung pada konteks

situasional. Ringkasan distribusi bentuk implikatur yang diperoleh dari analisis data tersaji dalam table berikut:

Table 4.2 Distribusi Bentuk Implikatur

Bentuk Implikatur	Jumlah Kasus	Persentase (%)
<i>Generalized Conversational Implicature</i>	18	36%
<i>Particularized Conversational Implicature</i>	32	64%
Total	50	100%

(Sumber: Olah Data Penulis, 2025)

Bentuk implikatur dalam ulasan konsumen dapat diklasifikasikan ke dalam dua kategori utama, yakni *generalized* dan *particularized conversational implicature*. Analisis berikut memberikan gambaran mengenai bagaimana kedua bentuk implikatur tersebut terwujud dalam data penelitian.

Pada data U5, kalimat “Bagus, sesuai harga” merupakan contoh dari *generalized conversational implicature*. Ucapan ini secara tersurat mengekspresikan kepuasan konsumen, namun implikatur yang muncul dapat dipahami secara umum tanpa membutuhkan konteks tambahan, yakni bahwa kualitas produk hanya setara dengan harga yang dibayarkan. Pernyataan tersebut menyiratkan adanya pembatasan nilai positif, sebab meskipun produk dianggap “bagus”, penilaian itu bersyarat pada faktor harga yang relatif rendah. Dengan demikian, implikatur dalam data ini menunjukkan bahwa konsumen mengakui produk layak digunakan, tetapi tidak melebihi ekspektasi. Fenomena ini mendukung pandangan Grice (1975) bahwa makna implisit dapat terbentuk meskipun maksim percakapan, dalam hal ini maksim kuantitas, tidak sepenuhnya dipenuhi.

Berbeda dengan data sebelumnya, pada data U3 ditemukan kalimat “Kalau mau bahan yang tebal, jangan pilih ini deh” yang merepresentasikan *particularized conversational implicature*. Ulasan ini tidak secara eksplisit menyatakan bahwa produk memiliki bahan tipis, namun makna tersebut dapat dipahami ketika pembaca mengaitkannya dengan konteks situasional, yakni ekspektasi konsumen terhadap kualitas bahan pakaian. Implikatur dalam kalimat ini bersifat kontekstual karena pembaca harus mengetahui latar bahwa produk yang dimaksud adalah pakaian dengan standar kualitas tertentu. Dengan demikian, makna implisit tidak dapat ditangkap secara universal, melainkan bergantung pada pengetahuan tambahan. Hal ini sesuai dengan teori Grice (1975) yang menegaskan bahwa implikatur bersifat partikular apabila pemahamannya membutuhkan informasi konteks di luar makna literal kalimat.

Dari sisi fungsi pragmatik, kritik menjadi fungsi yang paling dominan (30%), diikuti oleh pujian (20%). Hal ini memperlihatkan bahwa konsumen cenderung menggunakan ulasan sebagai sarana untuk mengekspresikan ketidakpuasan, namun tidak jarang mereka menyampaikannya pujian. Strategi bahasa semacam ini relevan dengan teori kesantunan Brown & Levinson (1987), di mana kritik sering kali disampaikan dengan cara mitigatif untuk menjaga muka (*face saving*). Dalam konteks bisnis digital, temuan ini penting karena menunjukkan bahwa ulasan konsumen tidak hanya berfungsi sebagai penilaian produk, tetapi juga sebagai strategi komunikasi yang memengaruhi persepsi calon pembeli terhadap reputasi penjual. Identifikasi fungsi implikatur bertujuan untuk menelaah bagaimana konsumen memanfaatkan implikatur sebagai strategi komunikasi dalam menyampaikan evaluasi terhadap produk, baik berupa kritik, apresiasi, saran, persuasi, humor maupun upaya mitigasi. Distribusi fungsi pragmatik implikatur dari keseluruhan data penelitian ditampilkan pada tabel berikut;

Table 4.3 Fungsi Pragmatik Implikatur

No	Fungsi Implikatur	Jumlah	Persentase
1	Kritik/Keluhan	15	30%
2	Pujian/Apresiasi	10	20%
3	Saran/Rekomendasi	8	16%
4	Mitigasi	7	14%
5	Persuasi	5	10%
6	Humor/Sindiran	5	10%
Total		50	100%

(Sumber: Olah Data Penulis, 2025)

Berdasarkan hasil analisis, implikatur yang terkandung dalam ulasan konsumen terbagi ke dalam empat fungsi utama: kritik/keluhan, pujian/apresiasi, saran/rekomendasi, mitigasi, persuasi dan humor/sindiran. Berikut dipaparkan contoh data dan penjelasan yang merepresentasikan masing-masing fungsi tersebut.

a) Fungsi Kritik/Keluhan

Pada data U12, ulasan “Sekali cuci langsung melar, padahal fotonya kelihatan tebal” menunjukkan fungsi kritik yang sarat implikatur. Secara literal, penutur hanya menceritakan pengalaman mencuci produk, tetapi implikatur yang muncul adalah tuduhan bahwa penjual menampilkan foto yang menyesatkan. Kritik ini tidak diucapkan secara eksplisit, melainkan tersirat melalui perbandingan antara kenyataan produk dan gambar promosi. Hal ini menyalahi maksim kualitas karena konsumen menekankan ketidaksesuaian fakta. Kritik implikatur ini lebih tajam karena mengandung makna tersirat berupa kekecewaan mendalam dan kecurigaan terhadap kredibilitas penjual.

b) Fungsi Pujian/Apresiasi

Data U23 berisi kalimat “Dipakai ke kantor, banyak yang kira harganya mahal”. Ucapan ini merepresentasikan pujian yang implikatur utamanya adalah bahwa kualitas produk sebenarnya lebih tinggi daripada harga yang dibayarkan. Secara literal, penutur hanya menyampaikan reaksi orang lain, namun makna implisitnya ialah produk dinilai bernilai lebih dari harga pasar. Di sini, pujian tidak diberikan secara langsung kepada penjual, melainkan melalui konstruksi pengalaman sosial yang memperkuat citra positif produk. Implikatur ini muncul karena adanya pelanggaran maksim relevansi: penutur tidak langsung menyebut produk “berkualitas”, tetapi mengimplikasinya melalui reaksi pihak ketiga.

c) Fungsi Saran/Rekomendasi

Pada data U36 ditemukan kalimat “Kalau sering dipakai di luar ruangan, mending cari warna lain biar nggak cepat kusam”. Kalimat ini berfungsi sebagai saran, tetapi implikatur yang tersirat adalah bahwa warna produk yang dibeli konsumen tidak tahan lama atau mudah pudar. Dengan demikian, saran yang diberikan kepada calon pembeli lain juga menjadi kritik implisit terhadap kualitas produk. Bentuk ini menyalahi maksim kuantitas karena penutur tidak menjelaskan alasan detail tentang sifat warna produk, hanya memberi arahan alternatif. Fungsi saran di sini sekaligus menyiratkan evaluasi negatif yang disampaikan dengan cara tidak langsung.

d) Fungsi Mitigasi

Data U41 menunjukkan kalimat “Bahannya agak tipis, tapi modelnya bagus kok” yang merepresentasikan fungsi mitigasi. Kritik terhadap bahan tipis dilembutkan dengan pujian pada

desain produk. Implikatur ini memperlihatkan strategi kesopanan konsumen untuk menjaga hubungan baik dengan penjual, sehingga kritik tidak terasa terlalu negatif. Fungsi mitigasi ini sesuai dengan konsep strategi kesantunan dalam pragmatik, di mana konsumen menyeimbangkan evaluasi negatif dengan ekspresi apresiasi.

e) Fungsi Persuasi

Pada data U29, ulasan “Beli dua lebih untung, soalnya bahannya adem banget dipakai” menunjukkan adanya fungsi pragmatik berupa persuasi. Secara literal, penutur hanya menyatakan kenyamanan produk ketika digunakan, namun implikatur yang muncul adalah ajakan tersirat agar calon konsumen lain membeli lebih dari satu produk. Makna implisit ini lahir melalui pelanggaran maksim kuantitas, sebab penutur tidak menjelaskan secara objektif keuntungan membeli dua produk, tetapi justru menyiratkannya melalui testimoni personal. Dengan demikian, fungsi persuasi dalam ulasan ini memperlihatkan bagaimana konsumen menggunakan pengalaman pribadi sebagai bentuk promosi tidak langsung, yang berpotensi memengaruhi calon pembeli lain untuk melakukan tindakan konsumtif.

f) Fungsi Humor/Sindiran

Berbeda halnya dengan data U44, ulasan “Kancingnya kayaknya kuat... kuat untuk copot sendiri pas dipakai” merepresentasikan fungsi pragmatik berupa humor sekaligus sindiran. Pada tataran literal, penutur tampak memberi pujian dengan menyebut kancing “kuat”, namun makna implisit yang dihasilkan justru kebalikannya, yakni kritik bahwa kancing mudah lepas dan kualitas produk buruk. Implikatur dalam ulasan ini dibangun melalui ironi, yaitu penggunaan ekspresi positif yang mengandung makna negatif, sehingga melanggar maksim kualitas. Strategi bahasa semacam ini memungkinkan konsumen menyampaikan kritik secara kreatif tanpa menggunakan bahasa kasar, serta memberikan efek retorik yang lebih kuat bagi pembaca lain. Dengan demikian, fungsi humor/sindiran berperan tidak hanya sebagai ekspresi evaluatif, tetapi juga sebagai cara menarik perhatian calon konsumen melalui gaya penyampaian yang unik.

Hasil penelitian terhadap 50 ulasan konsumen fashion di Shopee menunjukkan bahwa fungsi implikatur yang paling dominan adalah kritik/keluhan (30%), disusul pujian/apresiasi (20%), sedangkan persuasi (10%) dan humor/sindiran (10%) relatif lebih sedikit. Temuan ini sejalan dengan pandangan Grice (1975) bahwa implikatur muncul ketika penutur melakukan pelanggaran atau penyimpangan terhadap maksim percakapan, khususnya maksim kualitas, kuantitas dan manner, untuk menyampaikan makna tersirat. Kritik yang disampaikan melalui implikatur menunjukkan bahwa konsumen tidak sekadar menilai produk secara literal, tetapi juga menggunakan strategi komunikasi pragmatis untuk menyampaikan ketidakpuasan secara lebih halus atau persuasif.

Dominasi kritik dalam ulasan konsumen mendukung teori negativity bias (Baumeister, dkk, 2001) yang menyatakan bahwa pesan negatif cenderung lebih banyak diproduksi dan lebih berpengaruh dalam komunikasi sosial. Namun, temuan penelitian ini juga memperlihatkan dimensi baru, yakni munculnya fungsi persuasi dan humor/sindiran yang jarang ditelaah dalam kajian pragmatik ulasan *e-commerce* sebelumnya. Persuasi berfungsi sebagai ajakan implisit bagi konsumen lain untuk membeli produk, sedangkan humor/sindiran digunakan untuk menyampaikan kritik secara retorik dan menarik perhatian pembaca lain.

Dengan demikian, penelitian ini memberikan kontribusi teoritis sekaligus praktis. Secara teoritis, penelitian ini memperluas pemahaman mengenai fungsi pragmatis implikatur dalam ranah digital, yang tidak hanya terbatas pada kritik, pujian, saran, dan mitigasi seperti yang banyak ditemukan dalam studi terdahulu (Levinson, 1983; Thomas, 1995), tetapi juga melibatkan fungsi persuasi dan humor/sindiran. Secara praktis, temuan ini menunjukkan bagaimana strategi bahasa konsumen dapat memengaruhi citra produk dan keputusan

pembelian, sehingga penting bagi pelaku bisnis digital untuk memahami implikatur konsumen dalam rangka meningkatkan daya saing di era ekonomi berbasis ulasan.

4.2 Dampak Implikatur terhadap Strategi Komunikasi Bisnis Digital

Analisis terhadap implikatur dalam ulasan konsumen fashion di Shopee memperlihatkan bahwa keberadaan makna tersirat tidak hanya berfungsi sebagai bentuk ekspresi linguistik, tetapi juga memiliki dampak yang signifikan terhadap strategi komunikasi dalam bisnis digital, khususnya dalam membangun kepercayaan dan memengaruhi keputusan pembelian konsumen. Kritik implisit yang banyak muncul, misalnya, dapat dipahami sebagai mekanisme evaluatif yang berfungsi memperingatkan calon pembeli lain mengenai kelemahan produk, sekaligus mendorong penjual untuk meningkatkan kualitas. Fenomena ini selaras dengan konsep *electronic word of mouth (e-WOM)* (Hennig-Thurau, dkk, 2004), di mana ulasan negatif, bahkan ketika disampaikan secara implisit, memiliki kekuatan besar dalam memengaruhi persepsi konsumen karena dianggap lebih jujur dan tidak bias.

Sebaliknya, ulasan yang berimplikatur positif, baik dalam bentuk pujian, saran, maupun persuasi, berfungsi memperkuat citra merek dan menumbuhkan kepercayaan karena berasal dari pengalaman nyata konsumen. Implikatur persuasi, meskipun jumlahnya relatif lebih kecil, memberi efek yang signifikan, sebab konsumen lain lebih cenderung mempercayai ajakan tersirat dari sesama pengguna dibanding promosi formal dari penjual. Hal ini sesuai dengan teori komunikasi pemasaran digital (Kotler, dkk, 2017), yang menekankan pergeseran pola komunikasi dari *brand-driven communication* menuju *consumer-driven communication*, sehingga konsumen menjadi aktor kunci dalam menyebarkan pesan pemasaran melalui ulasan mereka.

Menariknya, fungsi humor atau sindiran dalam implikatur ulasan juga menunjukkan dimensi komunikasi yang khas. Sindiran berfungsi sebagai kritik retorik yang lebih kreatif, yang meskipun bernuansa negatif, justru seringkali lebih menarik perhatian pembaca lain dan memperkuat kredibilitas ulasan karena dianggap otentik. Hal ini mendukung teori pragmatik Grice (1975) mengenai pelanggaran maksim, di mana penyampaian pesan tidak langsung dapat menghasilkan efek komunikatif yang lebih kuat daripada pernyataan eksplisit.

Dengan demikian, implikatur dalam ulasan konsumen fashion di Shopee dapat dipandang sebagai salah satu bentuk strategi komunikasi horizontal antar pengguna yang lebih dipercaya dibandingkan promosi vertikal dari pihak penjual. Implikatur tidak hanya merepresentasikan persepsi dan sikap konsumen, tetapi juga membentuk jaringan makna sosial yang menentukan reputasi produk maupun toko. Temuan ini memperlihatkan kontribusi baru dalam kajian pragmatik digital, yakni bahwa implikatur berperan ganda: di satu sisi sebagai perangkat linguistik untuk menyampaikan makna tersirat, dan di sisi lain sebagai instrumen strategis yang memengaruhi kepercayaan dan *decision making* dalam ekosistem bisnis digital. Oleh karena itu, pemahaman mendalam terhadap implikatur ulasan konsumen menjadi penting tidak hanya bagi studi bahasa, tetapi juga bagi praktik komunikasi pemasaran digital yang berbasis pada kepercayaan dan partisipasi konsumen.

5. KESIMPULAN

Berdasarkan hasil analisis terhadap ulasan konsumen fashion di Shopee, dapat disimpulkan bahwa implikatur percakapan memegang peran penting dalam membentuk dinamika komunikasi di ranah bisnis digital. Dari segi bentuk, ditemukan adanya variasi implikatur percakapan baik yang bersifat *generalized* maupun *particularized*, yang muncul melalui pelanggaran terhadap maksim Grice, khususnya maksim kualitas, kuantitas, relevansi

dan cara. Variasi bentuk tersebut selanjutnya menghadirkan beragam fungsi pragmatis yang merefleksikan cara konsumen mengekspresikan evaluasi mereka terhadap produk. Analisis distribusi menunjukkan bahwa fungsi kritik/keluhan mendominasi ulasan, disusul oleh pujian, saran, mitigasi, persuasi, serta humor/sindiran. Hal ini memperlihatkan bahwa ulasan konsumen tidak sekadar menyampaikan informasi faktual, tetapi juga mengandung strategi komunikasi implisit yang memperkuat pesan evaluatif konsumen.

Dari sisi kontribusi terhadap strategi komunikasi bisnis digital, penelitian ini menunjukkan bahwa implikatur berperan signifikan dalam membangun kepercayaan dan memengaruhi keputusan pembelian konsumen. Kritik implisit berfungsi sebagai mekanisme kontrol sosial dalam ekosistem *e-commerce*, sementara pujian, saran, dan persuasi menjadi modal simbolik yang dapat memperkuat citra merek. Humor atau sindiran bahkan memperlihatkan cara kreatif konsumen dalam menyampaikan penilaian, sehingga ulasan mereka tidak hanya bernilai informatif, tetapi juga retoris dan persuasif. Dengan demikian, penelitian ini menegaskan bahwa implikatur dalam ulasan konsumen tidak hanya relevan bagi kajian pragmatik, tetapi juga memberikan kontribusi nyata bagi studi komunikasi pemasaran digital, khususnya dalam memahami pola interaksi horizontal antar konsumen yang lebih dipercaya dibandingkan promosi formal dari penjual.

Temuan penelitian ini mengandung implikasi teoretis dan praktis. Secara teoretis, hasil penelitian memperluas pemahaman tentang fungsi implikatur yang selama ini lebih banyak difokuskan pada kritik, pujian, saran, dan mitigasi, dengan menambahkan dimensi persuasi serta humor/sindiran yang jarang disorot dalam kajian pragmatik digital. Secara praktis, penelitian ini memberikan gambaran kepada pelaku bisnis digital tentang pentingnya memperhatikan makna implisit dalam ulasan konsumen sebagai sumber informasi yang berharga untuk perbaikan produk, peningkatan layanan, dan pengelolaan reputasi. Oleh karena itu, penjual di platform *e-commerce* disarankan untuk merespons ulasan konsumen secara strategis, baik yang bersifat positif maupun negatif, dan membangun relasi jangka panjang yang berbasis pada kepercayaan. Selain itu, penelitian ini membuka ruang bagi pengembangan studi lebih lanjut. Penelitian selanjutnya dapat memperluas cakupan dengan membandingkan implikatur ulasan di berbagai kategori produk atau lintas platform *e-commerce*, serta mengombinasikan pendekatan pragmatik dengan analisis sentimen berbasis teknologi kecerdasan buatan untuk menghasilkan pemetaan yang lebih komprehensif mengenai pola komunikasi konsumen di ranah digital.

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The Development of Nature and Culture-Themed Accommodation in Jatiluwih: Opportunities and Challenges

**I Kadek Kesawa Putra Udayana^{1*}, Rimalinda Lukitasari²,
Dinar Sukma Pramesti³, Vivi⁴**

Hospitality Management, Politeknik Internasional Bali^{1*24}
Tourism Planning and Development, Politeknik Internasional Bali³
Udayanakesawa@gmail.com

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Abstract

Jatiluwih, located in Tabanan Regency, Bali, is renowned for its terraced rice fields and the traditional subak irrigation system, which has been inscribed as a UNESCO World Cultural Heritage since 2012. This uniqueness makes Jatiluwih a strategic site for the development of nature- and culture-themed accommodation aligned with the principles of sustainable tourism. This article aims to analyze the opportunities and challenges of such development. A qualitative descriptive method was employed, using interview and literature analysis. The findings reveal considerable opportunities in terms of natural and cultural appeal, stable international tourist demand, and community empowerment potential. However, challenges remain in the form of infrastructure limitations, cultural commodification risks, environmental degradation, and stringent regulations. The study concludes that multi-stakeholder collaboration involving government, investors, and local communities is crucial to ensure that accommodation development in Jatiluwih not only drives economic benefits but also safeguards cultural authenticity and environmental sustainability.

Keywords : Jatiluwih, subak, accommodation, culture, sustainable tourism

Abstrak

Jatiluwih yang terletak di Kabupaten Tabanan, Bali, dikenal dengan lanskap sawah terasering dan sistem irigasi tradisional subak yang telah ditetapkan sebagai Warisan Budaya Dunia oleh UNESCO sejak tahun 2012. Keunikan ini menjadikan Jatiluwih sebagai lokasi strategis untuk pengembangan akomodasi bertema alam dan budaya yang selaras dengan prinsip pariwisata berkelanjutan. Artikel ini bertujuan untuk menganalisis peluang dan tantangan dari pengembangan tersebut. Metode yang digunakan adalah deskriptif kualitatif melalui wawancara dan analisis literatur. Hasil penelitian menunjukkan adanya peluang besar dari daya tarik alam dan budaya, permintaan wisatawan mancanegara yang relatif stabil, serta potensi pemberdayaan masyarakat lokal. Namun demikian, tantangan masih dihadapi, antara lain keterbatasan infrastruktur, risiko komodifikasi budaya, degradasi lingkungan, serta regulasi yang ketat. Studi ini menyimpulkan bahwa kolaborasi multipihak yang melibatkan pemerintah, investor, dan masyarakat lokal sangat penting untuk memastikan bahwa pengembangan akomodasi di Jatiluwih tidak hanya memberikan manfaat ekonomi, tetapi juga menjaga keaslian budaya dan keberlanjutan lingkungan.

Kata kunci: Jatiluwih, subak, akomodasi, budaya, pariwisata berkelanjutan

1. INTRODUCTION

Tourism is one of the fastest-growing industries worldwide and has become a vital contributor to regional and national economies. In Bali, tourism plays a dominant role not only in generating income but also in shaping local development strategies. However, the rapid growth of the accommodation sector often creates tension between modernization and the preservation of local culture and environment (Wulandari, 2024). Several studies have highlighted that when accommodation development neglects cultural authenticity, it risks creating disharmony within communities and diminishing the destination's identity (Mahendra, 2024; Palar et al., 2024). Jatiluwih, located in Tabanan Regency, represents a distinctive case within Bali's tourism landscape. The village is globally recognized for its terraced rice fields and the *subak* irrigation system, which UNESCO inscribed as a World Cultural Heritage in 2012. The *subak* system is not merely an agricultural technique but also a cultural institution that embodies the *Tri Hita Karana* philosophy, reflecting harmony between human beings, nature, and spirituality. This cultural depth and natural beauty have established Jatiluwih as a site with significant potential for eco-cultural tourism development. The global tourism industry is also experiencing a paradigm shift. Visitors increasingly seek authentic, sustainable, and meaningful experiences that connect them with both nature and culture. Reports by UNWTO (2022) confirm the rising demand for eco-tourism and cultural tourism, where destinations offering immersive and environmentally conscious travel experiences are favored. In this regard, Jatiluwih is well positioned to meet such expectations, especially through the development of nature and culture-themed accommodation.

Nevertheless, opportunities in Jatiluwih are accompanied by critical challenges. While the area offers strong international market potential and unique cultural assets, it also faces limitations in infrastructure, risks of cultural commodification, and concerns over environmental sustainability. Moreover, regulatory frameworks governing heritage sites add further complexity to development initiatives. Against this background, this article aims to analyze the opportunities and challenges in developing nature and culture-based accommodation in Jatiluwih. Relevant academic literature to provide an integrated understanding of how eco-cultural accommodation can be strategically developed while preserving the integrity of Jatiluwih's heritage landscape. At present, Jatiluwih is not only recognized as a nature- and culture-based tourism destination but is also experiencing an increase in domestic tourist arrivals. This trend has become more evident in the post-pandemic period, where local visitors increasingly value destinations that provide tranquility, green landscapes, and authentic experiences.

The increasing number of visitors to Jatiluwih has generated various implications, particularly rising pressure on rice fields and growing demand for accommodation that aligns with local cultural characteristics. This situation requires that the planning and development of accommodation in Jatiluwih be carried out with careful consideration of economic, social, and ecological balance. However, these ideal requirements have not yet been fully reflected in the current condition of accommodation development in the area. Despite its global recognition as a UNESCO World Cultural Heritage Site, accommodation development in Jatiluwih area remains limited and uneven. Currently, there are only seven available accommodations, one glamping site, and six villas (Daya Tarik Wisata Jatiluwih, 2024). This number is significantly uneven to the visitor numbers in Jatiluwih, which can be seen as an opportunity. At the same time, there are also a demand for accommodation that is sensitive to the area's ecological conditions and cultural identity (interview, 2025). These circumstances make accommodation

development a strategic issue in Jatiluwih, as it directly influences land-use patterns, community livelihoods, visitor experiences, and heritage conservation. Accordingly, this study positions accommodation as a strategic entry point to examine how tourism development can be guided to support sustainability rather than undermine the existing cultural landscape.

Table 1. Jatiluwih Tourist Data International and Domestic

Tourist Visit Data Operational Management of Jatiluwih Tourist Attraction Year 2024					
Month	Foreign Tourists – Adults	Foreign Tourists – Children	Domestic Tourists – Adults	Domestic Tourists – Children	Total Visitors
January	12,596	346	9,952	546	23,440
February	12,518	254	5,917	311	19,000
March	14,853	291	6,537	434	22,115
April	21,832	970	9,243	750	32,795
May	29,395	601	9,977	410	40,383
June	24,702	520	9,737	399	35,358
July	29,288	2,303	7,708	383	39,682
August	49,296	3,849	9,437	270	62,852
September	38,278	486	7,772	254	46,790
October	31,977	673	12,320	592	45,562
November	20,841	607	10,275	265	31,988
December	10,552	337	7,696	253	18,838
Total	296,128	11,237	106,571	4,867	418,803
Average (Monthly)					34,900

(Source: Jatiluwih Destination Management Organization, 2024)

2. LITERATURE REVIEW

Accommodation development in tourism is no longer seen merely as providing lodging but as part of a broader experiential offering. Yoeti (2008) emphasizes that accommodation itself can become a tourism attraction when integrated with natural beauty and cultural identity, thereby reinforcing the distinctiveness of a destination. In the context of Bali, the fusion of accommodation with traditional cultural elements has been a key factor in maintaining destination competitiveness while also meeting visitor expectations for authenticity. In line with this, the concept of sustainable tourism has become increasingly prominent. *Ecolodges* represent a form of sustainable accommodation that ensures community participation, minimizes environmental impacts, and integrates cultural traditions into daily operations (Muda, 2025; Surya Diarta & I Gde, 2022). This model reflects the growing awareness among both tourists and operators that accommodation must align with sustainability principles, including responsible resource use and social inclusion. At the same time, challenges related to cultural heritage tourism continue to emerge. In the case of Bali, rapid tourism development has often undermined cultural authenticity, leading to weak destination management and risks of cultural commodification (Mahendra, 2024). Similarly, some studies found that many modern accommodations have neglected traditional Balinese architectural styles, resulting in cultural disharmony with local communities (Putra et al., 2025; Winarko & Putri, 2025). These findings underline the importance of embedding cultural sensitivity into accommodation development.

In addition to community-based tourism and sustainability perspectives, the 4A theory of tourism development, Attraction, Accessibility, Amenities, and Ancillary Services (Butler, 1980) offers a useful framework for evaluating accommodation in destinations such as Jatiluwih. The synergy of these four elements can also benefit the marketing goals achievement (Yoeti, 2013). Attraction refers to the core pull factor of a destination. In Jatiluwih, the terraced rice fields, the Subak irrigation system, and the cultural philosophy of *Tri Hita Karana* represent strong natural and cultural attractions that differentiate it from mass tourism areas in Bali. Accessibility highlights the ease of reaching the destination. While Jatiluwih is accessible by road from Denpasar and Ubud, challenges remain in terms of limited public transportation and narrow village roads, which can affect visitor flow and comfort. Amenities include facilities such as accommodation, restaurants, and supporting infrastructure. At present, Jatiluwih has relatively few accommodation units, most of which are small-scale and family-run. This condition creates both a challenge and an opportunity: while limited capacity constrains visitor stays, it also opens potential for developing eco-friendly and culturally sensitive accommodations. Ancillary services encompass supporting elements such as tour operators, local guides, cultural event organizers, and tourism associations. In Jatiluwih, the presence of community cooperatives and farmer groups provides a foundation for ancillary services that are strongly rooted in local traditions. Applying the 4A framework to Jatiluwih underscores the need for a balanced development approach. While its attractions are world-class and highly authentic, improving accessibility, enhancing amenities, and strengthening ancillary services are crucial to ensure sustainable and competitive accommodation development.

For Jatiluwih specifically, the existing literature underscores the need for balance between economic benefits, environmental stewardship, and cultural preservation. Its UNESCO-recognized *subak* landscape embodies the *Tri Hita Karana* philosophy of harmony among people, nature, and spirituality, making it a living heritage site rather than a mere tourism commodity (Widana & Sunarta, 2025). Therefore, literature strongly suggests that accommodation development in Jatiluwih must follow an eco-cultural approach that safeguards authenticity while meeting the rising global demand for sustainable tourism experiences. Recent studies also highlight the importance of community-based tourism as a strategy to ensure long-term sustainability. In the context of Jatiluwih, homestay models managed by local residents have proven effective in providing added value without sacrificing cultural authenticity. The research shows that tourists often prefer accommodation that offers new experience dan local culture, such as living with local families (Lily Dianasari et al., 2020). Consequently, the literature emphasizes that the integration of community-based tourism, traditional architecture, and environmentally friendly practices is essential to achieving sustainable accommodation development in Jatiluwih.

3. METHODOLOGY

This study uses a qualitative descriptive approach with a literature-based method. Analysis focuses on identifying opportunities and challenges across six dimensions: market, technical, socio-cultural, environmental, legal, and managerial. In addition to literature analysis, current conditions in Jatiluwih indicate the need for direct observation and in-depth interviews with local communities. Many farmers and landowners hold diverse perspectives regarding accommodation development. Some view it as an opportunity for economic improvement, while others express concern about the potential loss of cultural identity if development becomes uncontrolled. Therefore, triangulating data from literature, field

observation, and qualitative interviews is a crucial approach to achieving a comprehensive understanding of the dynamics surrounding eco-cultural accommodation in Jatiluwih.

4. RESULTS AND DISCUSSIONS

The development of nature- and culture-themed accommodation in Jatiluwih presents both significant opportunities and notable challenges. A critical analysis of these factors provides insight into how accommodation initiatives can succeed while ensuring cultural and environmental preservation.

A. Opportunities

One of the strongest opportunities lies in Jatiluwih's distinctive natural and cultural landscape. The terraced rice fields and subak system embody not only agricultural productivity but also a philosophy of harmony (Tri Hita Karana) that resonates with the principles of sustainable tourism. Such authenticity differentiates Jatiluwih from mass tourism destinations in Bali, offering visitors experiences that combine environmental beauty with cultural depth. Activities such as trekking, cycling, yoga, traditional cooking classes, and rituals like melukat add value to accommodation packages, transforming them into immersive cultural experiences. The market potential also reinforces these opportunities. Based on the interview with the Jatiluwih destination management organization shows that around 80% of Jatiluwih's visitors are international tourists, predominantly from Europe, Australia, and North America. These markets are particularly receptive to eco-cultural experiences, aligning with global tourism trends. The reports show that eco-tourism and cultural tourism are among the fastest-growing niches, with travelers increasingly seeking destinations that emphasize sustainability and authenticity (Future Market Insight, 2025; Pandey, 2025). Given that Jatiluwih currently has only 25-40 accommodation units, the market remains underdeveloped, providing substantial space for investment and innovation. Another key opportunity lies in community empowerment and socio-economic benefits.

Nature and culture themed accommodation has the potential to generate local employment, strengthen SMEs, and create partnerships with local farmers and artisans. This ensures that economic benefits are distributed more widely and equitably. Studies in similar contexts reveals that community involvement in accommodation development significantly enhances both visitor satisfaction and local livelihoods (Nurrohmah et al., 2024). For Jatiluwih, incorporating community-based models such as homestays and cooperative ecolodges can create inclusive growth while strengthening cultural ownership. Finally, there is potential to position Jatiluwih as a model of eco-friendly accommodation in heritage landscapes. By adopting green technologies such as wastewater treatment systems, solar energy, and composting, accommodations can reduce environmental impacts while enhancing their appeal to eco-conscious travelers. This also aligns with UNESCO's heritage protection guidelines, which stress sustainable management as a prerequisite for safeguarding cultural landscapes.

Jatiluwih possesses a strong competitive advantage in the global sustainable tourism landscape. Its terraced rice fields, inscribed as a UNESCO World Heritage site, represent not only agricultural productivity but also a living cultural heritage that embodies the Tri Hita Karana philosophy. This unique identity provides opportunities for accommodation development that goes beyond lodging services to offer immersive cultural and ecological experiences. Current visitor behavior shows a growing interest in joining agricultural activities, observing religious rituals, and participating in community-based tourism programs.

Accommodation that integrates these experiences into its packages will enjoy higher appeal and added value.



Figure 1. Jatiluwih Rice Padi Terrace
(Source: Author Documentation, 2025)

Moreover, post-pandemic tourism trends such as wellness tourism and slow tourism have become highly relevant for Jatiluwih. Travelers are increasingly drawn to destinations where they can stay longer and engage in holistic activities such as yoga retreats, meditation in the rice terraces, and herbal healing therapies. This provides room for product diversification, including eco-lodges, boutique villas, and community-based homestays offering wellness-focused programs. Such initiatives would position Jatiluwih as an international destination for physical, emotional, and spiritual rejuvenation. Economically, the development of nature- and culture-themed accommodation strengthens local value chains. Agricultural products, handicrafts, and traditional culinary practices can be integrated into the accommodation experience through farm-to-table dining, workshops, and cultural exchange. This ensures that the economic impact is more evenly distributed, with local farmers, artisans, and small businesses becoming direct beneficiaries rather than passive bystanders. In this sense, accommodation growth has the potential to act as a driver of rural development and inclusive prosperity.

B. Challenges

Despite these opportunities, accommodation development in Jatiluwih faces several interrelated challenges. The first is management and service standards. Many existing accommodations are small-scale, family-run establishments that rely on traditional management practices. While this ensures local authenticity, it also creates gaps in service quality, marketing, and financial sustainability compared to international benchmarks. Without targeted capacity building, Jatiluwih risks being perceived as lacking professionalism in its hospitality offerings. The second major challenge concerns infrastructure and accessibility. While the main road to Jatiluwih is adequate, public transport remains limited and village roads are narrow. This limits accessibility for larger groups and creates logistical constraints for developing higher-capacity accommodations. Infrastructure shortcomings also extend to digital connectivity and utilities, both of which are critical for modern travelers. A third challenge involves the risk of cultural commodification. Previous studies demonstrate how

accommodations that ignore traditional Balinese architectural and cultural values can disrupt community harmony (Putra et al., 2025; Winarko & Putri, 2025).

In Jatiluwih, excessive commercialization could transform authentic rituals and practices into staged performances, undermining their spiritual significance. Such commodification not only damages cultural integrity but can also erode the very authenticity that attracts visitors in the first place. Environmental sustainability also presents a significant challenge. Accommodation development, if poorly managed, can lead to soil erosion, water pollution, and degradation of the terraced rice fields all of which directly threaten the UNESCO-recognized cultural landscape (UNESCO, 2016). This tension is particularly critical, as Jatiluwih's World Heritage status requires strict adherence to conservation principles. Accommodations that fail to implement waste management or eco-friendly practices risk harming the environment and violating UNESCO's preservation standards. One of the most urgent is infrastructure pressure. The main access road to Jatiluwih is often congested, especially during peak seasons, and public transportation remains inadequate. The lack of efficient mobility solutions may hinder the destination's reputation as a serene and eco-friendly site. In addition, digital infrastructure is still limited in several parts of the village, making it less attractive to modern travelers who expect stable internet connectivity for both leisure and work.

Another significant challenge is the socio-cultural shift among the younger generation. Many young villagers prefer to work in the tourism sector rather than continue farming. While tourism provides higher short-term income, this trend threatens the continuity of the Subak system as fewer people are willing to maintain traditional agricultural practices. Coupled with the demand for new accommodation facilities, there is a growing risk of land-use conversion, which could reduce the very rice fields that form the backbone of Jatiluwih's global identity. The risk of cultural commodification is equally concerning. Rituals and traditions risk being turned into staged performances for tourists, diminishing their spiritual and communal value. For instance, ceremonies such as melukat or collective farming activities may lose authenticity if excessively commercialized. This would not only harm the community's cultural integrity but also weaken the destination's appeal for visitors seeking genuine cultural encounters.

Environmental sustainability represents another critical challenge. Accommodation development that disregards environmental limits could lead to erosion, water pollution, and damage to the rice terrace ecosystem. Current observations already indicate pressure on some agricultural lands due to construction. If such practices persist, Jatiluwih may face the same problems seen in other parts of Bali, where unchecked development has undermined the very assets that attracted visitors in the first place. Finally, regulatory and policy frameworks pose additional complexities. Development in Jatiluwih must comply not only with Indonesian national laws such as the Tourism Law (No. 10/2009) and Cultural Heritage Law (No. 11/2010) but also with UNESCO's management guidelines for cultural landscapes. While these regulations are necessary to protect heritage, they can also restrict flexibility for investors and developers. Navigating this regulatory environment requires close collaboration between government authorities, investors, and local communities to ensure both compliance and sustainability.

C. Integrated Analysis

Taken together, these opportunities and challenges highlight the delicate balance required in developing accommodation in Jatiluwih. The area's unique cultural and natural assets position it strongly within global eco-cultural tourism trends, while the underdeveloped market offers significant investment opportunities. However, without careful planning, Jatiluwih risks replicating the problems of other Balinese destinations, where uncontrolled development led to

cultural commodification and environmental degradation. To avoid this, a multi-stakeholder approach is essential. Government authorities must establish policies that encourage sustainable investment, provide infrastructure support, and enforce heritage protection. Investors should adopt eco-friendly and culturally sensitive business models, ensuring long-term viability. Local communities must be central to the development process, both to preserve authenticity and to ensure equitable distribution of benefits. With these strategies, Jatiluwih has the potential to emerge as a global model for eco-cultural accommodation in heritage landscapes.

Balancing these opportunities and challenges requires a multi-stakeholder collaborative strategy. Local government must enforce land-use regulations that protect productive rice fields, while providing infrastructure improvements that align with eco-tourism principles. Investors should commit to green practices, including renewable energy, waste management systems, and architecture inspired by traditional Balinese aesthetics. At the same time, local communities and Subak organizations must play central roles in decision-making, ensuring that development is not only economically viable but also culturally sensitive and environmentally sustainable. With these integrated approaches, Jatiluwih can move beyond being a popular attraction and establish itself as a global model of eco-cultural accommodation development in heritage landscapes. This will allow the destination to capture growing international demand for authenticity and sustainability, while safeguarding its identity for future generations.

Table 2. Aspect, Opportunities, Challenges Table

Aspect	Opportunities	Challenges
Nature & Culture	UNESCO heritage <i>subak</i> , cultural immersion (trekking, yoga, cooking, rituals)	Cultural commodification, erosion of authenticity
Market Demand	80% international visitors, rising eco- and cultural tourism demand	Competition with other Bali destinations, global tourism fluctuations
Socio-Economic	Community employment, SME growth, local farmer partnerships	Unequal benefit distribution among community groups
Infrastructure	Adequate main roads, access to electricity and water	Narrow rural roads, lack of public transport
Environment	Potential for green technologies (waste management, renewable energy)	Risk of soil erosion, water pollution, degradation of <i>subak</i> landscapes
Regulation	Government support, UNESCO heritage status as added value	Strict national and international regulations
Management	Growing demand for eco-lodges and themed stays	Limited local capacity, service quality gaps

(Source : Data Processed, 2025)

5. CONCLUSION

The development of nature- and culture-themed accommodation in Jatiluwih presents significant opportunities due to its UNESCO-recognized subak landscape, strong international market demand, and alignment with global sustainable tourism trends. However, challenges related to management capacity, infrastructure limitations, risks of cultural commodification, environmental threats, and strict regulatory frameworks remain. Sustainable development in Jatiluwih requires multi-stakeholder collaboration, embedding the Tri Hita Karana philosophy

to ensure that accommodation development not only drives economic returns but also preserves cultural authenticity and environmental integrity. The development of nature- and culture-themed accommodation in Jatiluwih demonstrates a dual reality: tremendous opportunities coupled with significant challenges. On the one hand, the UNESCO-recognized Subak system, the breathtaking rice terraces, and the spiritual depth of Tri Hita Karana philosophy position Jatiluwih as a destination with unique global appeal. Tourism trends increasingly favor authentic, meaningful, and sustainable experiences, giving Jatiluwih a strong competitive edge in both domestic and international markets.

On the other hand, pressing challenges demand urgent attention. Infrastructure limitations, socio-cultural shifts, land-use conversion risks, environmental degradation, and cultural commodification are all critical threats that could undermine the sustainability of the destination. Without comprehensive and well-coordinated interventions, Jatiluwih risks following the path of other overdeveloped regions in Bali, where rapid growth led to the erosion of cultural and ecological assets. The central conclusion of this study is that holistic and collaborative governance is required. The government must design clear zoning policies and strengthen conservation frameworks; investors should adopt eco-friendly, culturally respectful business models; and the local community must remain the principal custodian of cultural and natural heritage. Additionally, educating visitors about the values of Tri Hita Karana and the importance of the Subak system will enhance mutual respect and encourage responsible tourism practices. If these strategies are effectively implemented, Jatiluwih has the potential to evolve into more than just a tourist destination. It can become a living heritage destination a place where economic benefits, cultural authenticity, and ecological integrity coexist in harmony. Such a model would not only sustain Jatiluwih's local community but also serve as an international benchmark for sustainable tourism development in cultural landscapes.

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Desain dan Implementasi Sistem Manajemen Magang Untuk Meningkatkan Produktivitas di PT. Djitu Solusi Digital, Bali

Merald Naylulliza ^{1*}, Nelsye Lumanauw ², I Wayan Adi Pratama ³

Convention and Event Management Study Program, Politeknik Internasional Bali^{1*23}

mnaylulliza@gmail.com

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Abstrak

Dalam upaya meningkatkan produktivitas bagi staf HRD, mentor, dan peserta magang di PT Djitu Solusi Digital Bali, penelitian tugas akhir ini berfokus pada perancangan dan implementasi sistem manajemen magang berbasis digital. Menggunakan pendekatan metode campuran dengan instrumen data awal berupa observasi kualitatif melalui observasi partisipan, wawancara, dan dokumentasi. Setelah melalui proses pengumpulan data awal, dilakukan proses analisis, 4 prioritas masalah, meliputi kurangnya efektivitas proses pelaporan dan evaluasi, rendahnya disiplin waktu, tidak adanya berkas peran acuan, serta rendahnya kejelasan dan aksesibilitas peraturan. Proses implementasi, menggunakan pendekatan kuantitatif untuk mengukur kinerja sistem dengan menggunakan kuesioner dan dokumentasi pasca implementasi. Hasil yang diperoleh setelah proses implementasi dalam kurun waktu satu minggu adalah sistem ini berhasil menyatukan proses manajemen magang secara terpusat, konstruktif, dan komprehensif, serta memberikan dampak positif bagi pihak terkait. Sistem manajemen magang berbasis spreadsheet dinilai berhasil mengatasi prioritas masalah yang dihadapi, didukung oleh fitur-fitur yang mudah digunakan dan dipahami. Hal ini diperkuat dengan hasil rata-rata tingkat kepuasan sebesar 3,98 pada skala 5 terhadap peningkatan produktivitas di PT Djitu Solusi Digital Bali.

Kata Kunci: Sistem Manajemen Magang, Digital Spreadsheet, Produktivitas.

Abstract

In an effort to increase productivity for HRD staff, mentors, and interns at PT Djitu Solusi Digital Bali, this final project research focuses on the design and implementation of a digital-based internship management system. Using a mixed methods approach with initial data instruments of qualitative observation through participant observation, interviews and documentation. After going through the initial data collection process, the analysis process was carried out, 4 priority problem, including the lack of effectiveness of the reporting and evaluation process, low time discipline, the absence of reference role files, and low clarity and accessibility of regulations. The implementation process, using a quantitative approach to measure system performance by using questionnaires and post-implementation documentation. The results obtained after the implementation process within a period of one week were that this system succeeded in uniting the internship management process in a centralized, constructive, and comprehensive manner, and had a positive impact on related parties. The spreadsheet-based internship management system was considered successful in overcoming the priority problems faced, supported by features easy to use and understand. This is reinforced by the results an average satisfaction level of 3.98 on a scale of 5 for increasing productivity at PT Djitu Solusi Digital Bali

Keywords: Internship Management System, Digital Spreadsheet, Productivity.

1. PENDAHULUAN

The digital marketing industry in Bali has experienced rapid growth in recent years, driven by the surge in social media users following the COVID-19 pandemic. Research conducted by SIRCLO and Katadata Insight Center (KIC) showed that the pandemic prompted 17.5% of offline consumers to start shopping online (Rosadi, 2021). The Bali provincial government is paying close attention to digitalization, as it has proven to accelerate Bali's economic recovery. This digitalization plan will be further intensified and expanded across all sectors (Bali, 2022). This encourages businesses to adapt to the dynamics of the rapidly evolving digital market.

However, many MSMEs lack a thorough understanding or experience knowledge gaps in implementing digital marketing strategies using social media applications. Edy Misero, Secretary General of the Indonesian Micro, Small, and Medium Enterprises (MSMEs) Association, revealed that according to data from the pandemic, of the 64 million MSMEs, only 15-20 percent are digitally literate (Gabriel Angelica, 2022). This gap has led to the emergence of various digital agencies offering a comprehensive range of professional services. PT. Djitu Solusi Digital is one such content-focused digital agency that has significantly facilitated MSMEs' transition into the digital marketing era.

PT. Djitu Solusi Digital, established in 2017, is a key player in the digital marketing industry in Bali. As a one-stop solution provider, PT. Djitu Solusi Digital assists numerous businesses, including micro, small, and medium enterprises (MSMEs) in the tourism, culinary, and service sectors, including investment, restaurants, coffee shops, accommodation, and transportation providers. PT. Djitu Solusi Digital assists businesses in developing their businesses through digital platforms, ranging from social media management and digital advertising to website development, to branding and commercial photography.

Internship management is a method for developing human resources within a company, particularly in enhancing skills, intelligence, attitudes, and behaviors in their respective fields (Sisca Septiani, 2024). The benefits of implementing this approach include increased work efficiency, the ability to objectively measure existing skills, increased self-confidence and motivation, enhanced knowledge and skills, and assisting trainees in adapting to the company's culture and environment.

However, in practice, the internship mentoring process at PT. Djitu Solusi Digital still faces challenges. Initial observations by the author concluded that one of the main challenges is the lack of industry standardization for assessing and evaluating intern performance. Furthermore, there is a lack of a centralized platform for coordinating and providing necessary internship materials, and the lack of a real-time monitoring system for interns. These challenges have the potential to hinder the development of intern competencies and reduce the quality of the resulting human resources.

Given the crucial role of Djitu Solusi Digital in several industries in Bali, PT. Djitu Solusi Digital, as a service provider, has a responsibility to prepare competent human resources in this field. An effective internship program can be a way to achieve these goals. Therefore, this study aims to design and implement an integrated digital-based internship management information system. This system is expected to help improve the efficiency of the internship mentoring process at PT. Djitu Solusi Digital, from planning, implementation, to evaluation.

With this background, the author proposed a project improvement solution, titled "Design and Implementation of a Digital-Based Internship Management System to Increase Productivity at PT. Djitu Solusi Digital, Bali."

2. LITERATURE REVIEW

2.1 Internship Management System

An internship management system is a structured effort to facilitate the development of interns work readiness through coordinated planning, task assignment, supervision, and performance evaluation. According to (Sisca Septiani, 2024), an effective internship system helps students develop both hard and soft skills by offering consistent mentoring and performance feedback. A well-designed internship management system can improve a company's internal operations, particularly in the creative and service sectors.

Lack of structure in internship programs often leads to confusion, miscommunication, and inefficiency among interns, mentors, and HR staff (Yanti, 2022). To address this, a centralized management system should provide modules for orientation, task monitoring, skill evaluation, and regular feedback. These functions can reduce subjectivity and increase mutual accountability during the internship.

In the context of PT Djitu Solusi Digital Bali, prior to this research, the internship system lacked a standardized method for documentation and performance evaluation. Interns were expected to adapt to a fast-paced work pace without consistent guidance, which often resulted in errors and misaligned expectations. Mentors and HR teams also struggled to monitor intern progress due to the lack of a unified data platform.

With a clear workflow and aligned goals, interns are more likely to make meaningful contributions, while the company can develop potential employees who are already familiar with organizational standards.

2.2 Productivity in Internship Programs

Productivity in an internship program can be measured by how efficiently interns complete their daily responsibilities while developing the competencies expected in a professional work environment. According to (Khusnia, 2021) Productivity is the ratio of the results achieved (output) to the resources or inputs used. This study, based on observations and interviews with PT. Djitu Solusi Digital Bali, found that identified productivity issues included ineffective reporting and evaluation processes, persistent attendance discipline, a lack of reference roles, and low clarity and accessibility of regulations.

The lack of standardized reporting mechanism and unclear evaluation criteria made it difficult for mentors and HR staff to objectively assess internal performance. Interns also reported confusion about task expectations, often relying on instruction from colleagues rather than formal documentation or orientation materials.

To address these challenges, implementing a structure system is crucial. A centralized digital platform helps interns understand their daily objectives, encourages consistent reporting, and allows for direct monitoring by mentors. This structure contributes to improve time management, accountability, and overall productivity within the internship environment.

2.3 Spreadsheets-Based Digital Tools

Spreadsheet-based tools are widely chosen for workspace management due to their simplicity, customizability, and ease of access. In this study, a spreadsheet platform served as the basis for designing a centralized internship management system at PT Djitu Solusi Digital Bali. This selection was based on internal considerations, including ease of use, user-friendliness, and the opportunity to customize features without requiring complex technical infrastructure.

The designed system includes several key modules, such as daily reports, attendance records, performance monitoring, and regulatory references—all integrated within a single

Google Sheets document. This setup allows HR staff and mentors to directly monitor internal activities and provide regular feedback. For interns, the spreadsheet serves as a task guide and performance display, helping them stay organized and accountable.

Based on implementation results, this spreadsheet-based system successfully addressed previous issues such as lack of progress tracking, unclear work instructions, and the lack of standardized evaluation tools. Its practicality and adaptability make it an ideal solution for internship environments at small to medium-sized digital agencies.

3. METODOLOGY

This study uses a mixed approach, combining qualitative and quantitative techniques to gain a comprehensive understanding of the problems in the existing internship management system and to assess how effective the solutions that have been implemented are. According to Sappaile (in Ovan, 2020), an instrument is a tool that meets academic requirements so that it can be used as a tool to measure an object or collect data on a variable.

Data collection techniques are the methods used to gather the information needed in a research study (Zainuddin Iba, 2023). In this study, the following data collection techniques were used to obtain accurate and objective data: participant observation, in-depth interviews, Likert-scale questionnaires, and documentation. The following is a description of the data collection techniques used:

3.1 Qualitative Methods

In the initial phase, qualitative methods were used to explore issues encountered during the internship at PT Djitu Solusi Digital Bali. Data collection involved participant observation, in-depth interviews, and documentation review. Observations were conducted through direct involvement in the internship process, identifying ineffective daily reporting practices, inconsistent evaluations, and a lack of access to regulations.

In-depth interviews were conducted with three stakeholder groups: HR representatives, mentors, and interns. This aimed to gain concrete insights into the challenges of internal performance monitoring, mentoring, and evaluation. The interviews also revealed a lack of resources and orientation guides for interns.

3.2 Root Cause Analysis

The qualitative data obtained was analyzed using the Root Cause Analysis (RCA) method. Two main tools were used in this analysis:

- a. Fishbone (Ishikawa) Diagram: to visually map the possible causes behind core issues.
- b. 5 Whys Analysis: to explore the underlying reasons behind recurring problems by repeatedly asking "why" until the root cause is identified in detail.

This analysis highlighted four key issues: (1) Ineffective daily reporting, (2) Poor time management, (3) Lack of access to reference documents, and (4) Lack of centralized regulation.

3.3 Quantitative Methods

During the implementation phase, quantitative data was collected using a Likert-scale questionnaire to assess stakeholder satisfaction after the new spreadsheet-based system was implemented. The questionnaires were distributed to interns, mentors, and HR personnel involved in the digital system trial period, both pre-implementation and post-implementation.

The goal was to measure how the new system impacted aspects such as productivity, time management, communication, and clarity of evaluations. The results were then analyzed

descriptively to determine the effectiveness of the implemented system.

3.4 System Implementation

Based on these findings, a centralized, spreadsheet-based management system was developed. The system was designed using Google Sheets, which allows for real-time data entry and access. Key features of the system include:

- Welcome Page is the first page of a domain (Viktor Handrianus Pranatawijaya a, 2018). introduces the system and provides a basic user guide.
- Internal Profile Section a short description that describes a person's identity (Ilham, 2024). Contain department information, start - end dates, and mentor names.
- Daily Reporting Sheet is a documentation that records activities and production results on each working day (Wely Teguh Setyawan, 2025). Collect structured tasks with daily and weekly evaluation column.
- Skills Score Dashboard is a is the process of collecting and processing information to measure the achievement of learning outcomes (Supriadi, 2020) displays visuals of performance and progress trends
- Regulatory Archive is an activity to easily find back centralizes (BKIS, 2019) like a company rules, schedules, and evaluation criteria

The system was implemented and tested during a one-week trial period involving current interns, with the active participation of mentors and HR staff.

4. FINDINGS AND DISCUSSION

The initial stage of the research involved collecting qualitative data through participant observation and in-depth interviews with three stakeholder groups: interns, mentors, and HR staff at PT Djitu Solusi Digital Bali, aimed at exploring the internship system. The data obtained will be analyzed using a fishbone diagram to identify priority issues in the internship system.

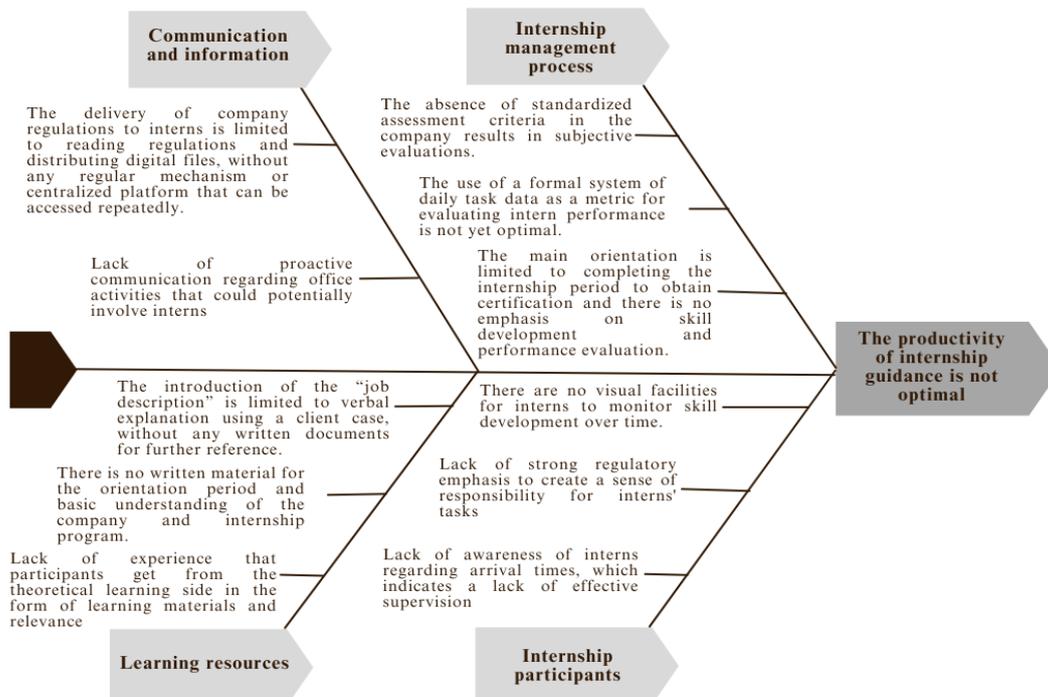


Figure 1. Fish Bone Diagram Analysis
(Source : Author Data, 2025)

Based on the problems identified in the fishbone diagram and continued with the use of 5 why analysis in determining priority problems, the root of the problem in the internship management system at PT Djitu Solusi Digital has been discovered. The following are the problem points that trigger the factors that hinder the internship system:

1. Daily reporting was not recorded properly.
2. Attendance discipline was low.
3. No reference documents were available.
4. Regulations were not accessible or centralized.

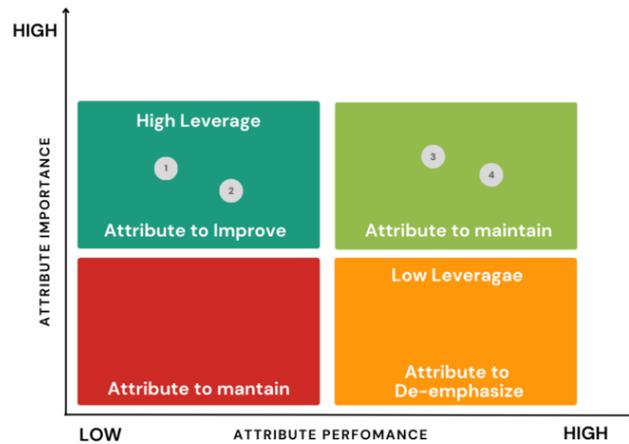


Figure 2. Performance Importance Matrix
(Sumber : Author Data, 2025)

After carefully identifying the priority issues, we quickly developed a comprehensive conceptual framework to address the root causes. This framework was developed by integrating the qualitative findings from our in-depth research with a rigorous Root Cause Analysis. This approach enabled us to precisely align each problem-solving plan with our desired outcomes.

The primary goal of designing this framework was to significantly improve productivity and accountability within the ongoing internship program. Therefore, this conceptual framework not only serves as a solid strategic guide for the entire project but also serves as the primary benchmark against which we will objectively measure and evaluate the overall success of this research.

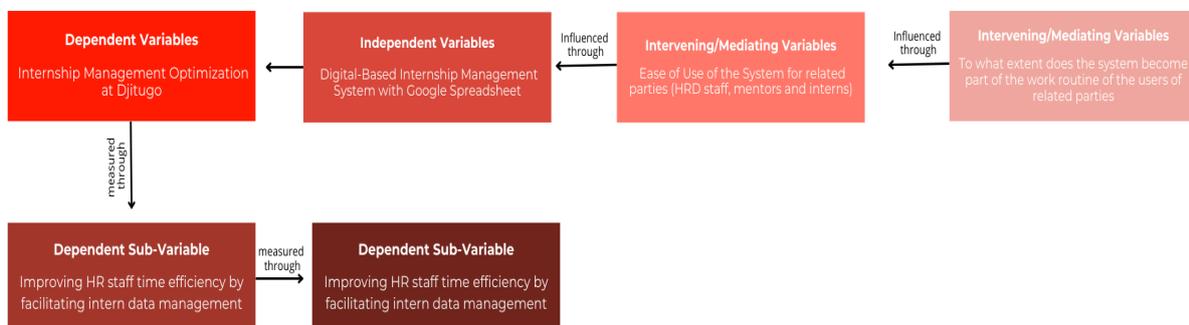


Figure 3. Framework Chart
(Source : Author Data, 2025)

Once the conceptual framework has been thoroughly developed, the next crucial step is designing the project implementation procedures. These procedures are crucial because they

serve as detailed and comprehensive guidelines. These guidelines will ensure the implementation of the proposed system runs effectively and according to plan, thereby improving the overall quality of the internship system.

For a clear visualization, the following flowchart details the stages of the system implementation process. This diagram outlines the steps to be followed, from initial preparation to full implementation, ensuring that every aspect of the implementation process is carried out systematically and measurably to achieve the stated objectives.

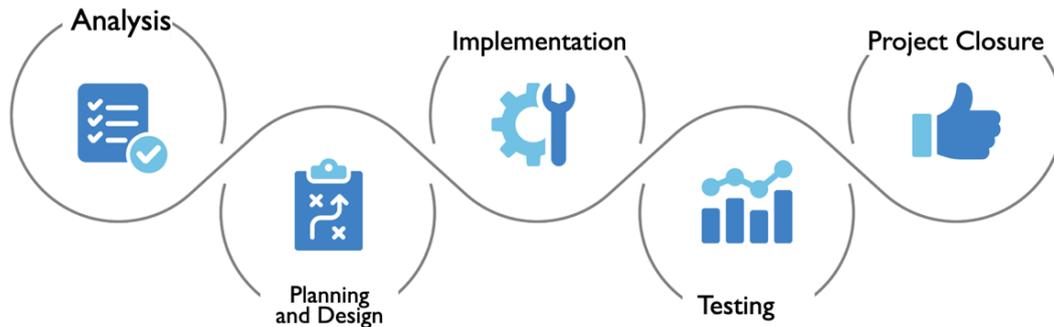


Figure 4. Project Management Cycle
(Source : Author Data, 2025)

The system we developed utilizes the project management cycle as its framework, facilitating effective progress tracking throughout the implementation process. To test its effectiveness, the system will be piloted for a full week, directly involving HR interns and existing mentors. This testing phase is crucial to ensure the system functions optimally in a real-world environment.

In implementing a centralized digital internship management system, this study uses a spreadsheet as the primary platform, with several considerations, namely ease of use and affordable costs. The arrangement of features is made based on the needs that require improvement at certain points as a solution to solving priority problems found. The following are some features of the spreadsheet-based internship management system:

a. 'Welcome' Feature

This feature is the opener of the system which contains several files including: introduction module as a reference for the role of interns, guide book system as a guidebook in using the system, and interaction regulation file as a form of upgrade from the previous regulation file.

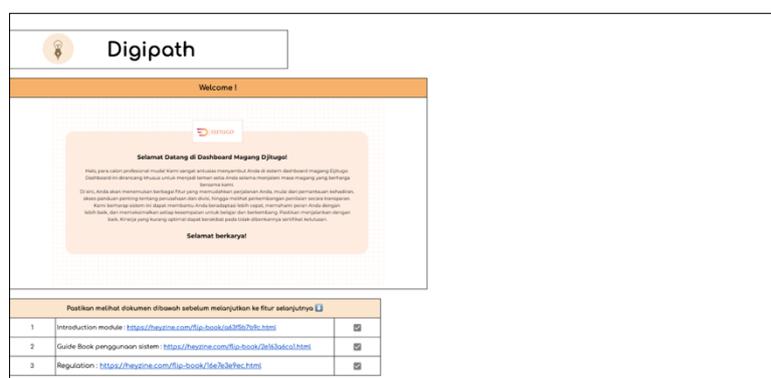


Figure 5. Halaman 'Welcome'
(Source : Author Data, 2025)

b. 'Participant Profile' Features

This feature is a place to fill in participant personal data by containing the internship participant's personal data, with basic personal data in general.

Digipath

Silahkan melengkapi profil

Profil Peserta

Nama : Meralid naylulliza

Alamat email : mnaylulliza@gmail.com

Nomor Telepon : 081236095422

Asal Sekolah / Kampus : PIB College

Jurusan / Program studi : Pengelolaan konvensi dan peristiwa

Periode magang : 08 Juli - 08 Januari 2024

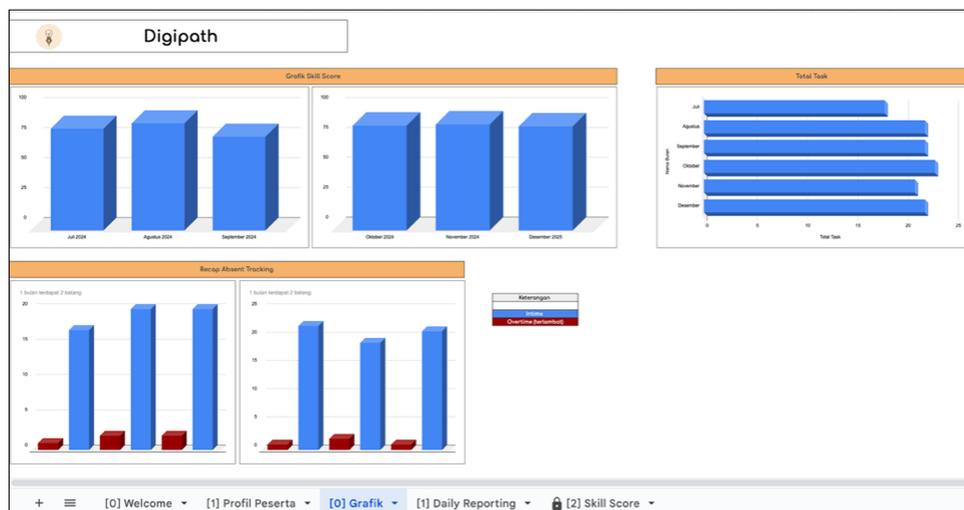
Pengalaman kerja / organisasi :
- Internship di AVB Media Asia selama 6 bulan sebagai sosial media spesialis

Your Picture

Figure 6. Halaman 'Profil Peserta'
(Source : Author Data, 2025)

c. 'Graphic' Features

This feature provides a visualization of the overall performance of interns, automatically plotted based on data entered in the daily reporting and skill score features. Several columns explain the visuals presented, including skill score graphs, total tasks, and absence tracking recaps.



Gambar 7. Halaman 'Grafik'
(Source : Author Data, 2025)

d. 'Daily Reporting' Features

This feature is a place for interns to submit daily reports on the tasks they have completed within a one-day work period.

Table 1. Summary of Internship Management System Implementation Achievements
 Based On Priority Issues

No.	Aspect	Pre-Impl Score	Post-Impl Score	Information
1.	Effectiveness of reporting and evaluation	3,75	4	There was an increase of + 0.25
2.	Time discipline	3	3,5	There was an increase of + 0.5
3.	Availability of reference roles	3,3	4	There was an increase in value of + 0.7
4.	Clarity and accessibility of regulations	3	4	There was an increase in value of + 1

(Source : Author Data, 2025)

Table 2. Measuring System Success Based on Data

No.	Data Discussion Aspects	Score	Information
1.	System Functionality Testing	3,6	The average score ranged from agree to neutral, indicating that the system was operating without significant obstacles.
2.	Analysis of the operational efficiency of system use	4,3	The average score ranged from agree to strongly agree, indicating that the system helps improve the operational efficiency of internship management.
3.	Evaluation of the experience and productivity of using the system	4,24	The average score for agreement tended to strongly agree, indicating that the increased productivity and user experience of the system positively impacted relevant parties.

(Source : Author Data, 2025)

The data presented in the table clearly illustrates a significant increase in productivity after one week of system implementation. This improvement was particularly evident in the handling of previously identified priority issues, demonstrating the system's effectiveness in addressing core issues. This implementation has provided tangible and positive benefits for all stakeholders involved in the internship program.

Specifically, the Human Resources (HR) department now finds it incredibly easy to search for intern data, a process that was previously time-consuming. Furthermore, they have easy access to interactive regulations, streamlining compliance and management. For mentors, the system facilitates a more structured, constructive evaluation process based on the interns' actual performance. Furthermore, the interns themselves also benefit from the readily accessible reference files and the regular receipt of constructive evaluations, which are crucial for their professional development.

Assess the success of project, a satisfaction questionnaire was distributed to three stakeholder groups. The results showed an average satisfaction score of 3,98 out of 5. All group interns, mentors, and HRD expressed agreement that the system helped improve clarity, discipline, and ease of monitoring. The HRD department particularly appreciated the ability to centralize reports and evaluate performance more transparently.

5. KESIMPULAN

Based on the research and implementation of a spreadsheet-based internship management system conducted at PT Djitu Solusi Digital, it can be concluded that this system is able to

address previously identified priority issues. Identified issues include the effectiveness of task reporting, time discipline, availability of references, and clarity of regulations, which were successfully addressed through a more structured and digitized system. The results of the system trial showed that key features such as 'Welcome', 'Participant Profile', 'Graphs' and 'Skill Score' can be used well. Based on questionnaire data, HRD was assisted in conveying regulations, mentors were assisted in providing objective feedback, and interns experienced easy file access and more targeted feedback.

The average satisfaction result of related parties was 3.98 on a scale of 5, meaning a positive response to the system. Overall, this system is considered successful in achieving the research objectives and providing a simple and efficient solution to improve the quality of internship management at PT. Djitu Solusi Digital.

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Vegetarian Rawon Featuring Jelly Based ‘Kikil’ as an Innovation in Traditional Indonesian Cuisine

Ni Luh Kartini^{1*}, Iwan Surjawan², Dedra Naurahhuda Sholihah³

Culinary Arts Study Program, PIB College^{1*23}

niluhkartini21@gmail.com

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Abstract

Plant based foods, particularly plant based meat analogues (PBMA), have gained increasing attention as solutions to sustainability, health, and ethical challenges within global food systems. However, most PBMA innovations remain focused on generic meat substitutes and are rarely integrated into traditional culinary contexts. This study aims to develop and evaluate a vegetarian rawon using jelly based “kikil” as a sustainable innovation in Indonesian traditional cuisine. This research employed a Research and Development (R&D) approach using the ADDIE development model and was conducted in the practice laboratory of Politeknik Internasional Bali. Data were collected through observation, literature review, and sensory evaluation using a hedonic test. A total of 30 untrained panelists participated in the sensory assessment, evaluating taste, color, aroma, texture, and innovation attributes. The results indicate that the vegetarian rawon with jelly based kikil achieved good sensory acceptance, with mean hedonic scores ranging from “liked” to “highly liked”. Aroma and innovation received the highest scores, while taste and texture demonstrated acceptable performance as functional substitutes for conventional kikil. These findings suggest that plant based jelly can effectively replace gelatinous animal connective tissue in traditional dishes without compromising core sensory identity. This study contributes to the development of locally grounded PBMA by proposing a dish-based and function-driven substitution approach, while highlighting the potential of Indonesian traditional cuisine as a platform for sustainable, innovative, and market-relevant plant based food development.

Keywords: vegetarian rawon, plant based meat analogues, plant based jelly, kikil, traditional culinary innovation

Abstrak

Pangan berbasis nabati, khususnya plant based meat analogues (PBMA), semakin mendapat perhatian sebagai solusi terhadap tantangan keberlanjutan, kesehatan, dan etika dalam sistem pangan global. Namun, sebagian besar inovasi PBMA masih berfokus pada pengganti daging generik dan jarang diintegrasikan ke dalam konteks kuliner tradisional. Penelitian ini bertujuan untuk mengembangkan dan

mengevaluasi rawon vegetarian menggunakan “kikil” berbasis jelly sebagai inovasi berkelanjutan dalam kuliner tradisional Indonesia. Penelitian ini menggunakan pendekatan *Research and Development (R&D)* dengan model pengembangan *ADDIE* dan dilaksanakan di laboratorium praktik Politeknik Internasional Bali. Pengumpulan data dilakukan melalui observasi, studi literatur, dan evaluasi sensori menggunakan uji hedonik. Sebanyak 30 panelis tidak terlatih berpartisipasi dalam penilaian sensori dengan mengevaluasi atribut rasa, warna, aroma, tekstur, dan inovasi. Hasil penelitian menunjukkan bahwa rawon vegetarian dengan kikil berbasis jelly memperoleh tingkat penerimaan sensori yang baik, dengan nilai rata-rata hedonik berkisar dari “suka” hingga “sangat suka”. Atribut aroma dan inovasi memperoleh skor tertinggi, sementara rasa dan tekstur menunjukkan kinerja yang dapat diterima sebagai substitusi fungsional kikil konvensional. Temuan ini menunjukkan bahwa jelly berbasis nabati dapat secara efektif menggantikan jaringan ikat hewani bertekstur gelatin dalam hidangan tradisional tanpa mengurangi identitas sensori utama. Penelitian ini berkontribusi pada pengembangan *PBMA* yang berakar lokal dengan mengusulkan pendekatan substitusi berbasis hidangan dan fungsi, serta menyoroti potensi kuliner tradisional Indonesia sebagai platform pengembangan pangan nabati yang berkelanjutan, inovatif, dan relevan secara pasar.

Kata kunci: *rawon vegetarian, plant based meat analogues, jelly berbasis nabati, kikil, inovasi kuliner tradisional*

1. INTRODUCTION

In recent years, increasing public awareness of healthy lifestyles, environmental sustainability, and animal welfare has driven a substantial rise in the consumption of plant-based food products. This trend is reflected in the steady growth of the global plant-based food market, which reached approximately USD 28.6 billion in retail sales in 2024, encompassing plant-based meat, dairy alternatives, and frozen desserts (Good Food Institute, 2025). The Asia–Pacific region has experienced particularly rapid expansion, with consumption of plant-based meat and seafood substitutes increasing by up to 42% in 2021. This growth has been largely attributed to intensified product innovation and shifting consumer preferences toward more sustainable dietary patterns (Euromonitor International, 2023).

A growing body of literature indicates that consumer adoption of plant-based foods is primarily motivated by perceived health benefits, environmental concerns, and ethical considerations related to animal welfare (Perez-Cueto, 2020; Beacom et al., 2022). Among the various categories of plant-based foods, plant-based meat alternatives have gained particular prominence as substitutes for conventional meat products. These alternatives are designed to replicate the sensory characteristics of animal meat, including flavor, texture, aroma, and appearance (Sha & Xiong, 2020). Despite significant technological progress, however, achieving a convincing meat-like texture remains one of the most persistent challenges in plant-based meat development.

The complexity of meat texture arises from the hierarchical organization of muscle fibers, connective tissues, and fat, which collectively contribute to sensations such as chewiness, elasticity, and juiciness. In contrast, plant-based raw materials lack this intrinsic

fibrillar structure, often resulting in products with inferior textural properties, including brittleness and insufficient elasticity (Yuliarti et al., 2023). Consequently, the development of effective structuring and processing strategies has become a central focus of research in the field of plant-based meat alternatives.

To address these challenges, various food processing technologies have been explored. High-moisture extrusion cooking enables the formation of fibrous protein networks through controlled thermal and moisture conditions, thereby producing textures that more closely resemble those of animal muscle fibers (Widyastuti et al., 2024). Shear-based structuring further enhances the molecular alignment and elasticity of plant proteins (Tang et al., 2025). In addition, alternative approaches such as spinning, three-dimensional food printing, and protein-polysaccharide gelation systems have been investigated for their potential to regulate porosity, cohesiveness, and overall textural perception (Oliveira & Pintado, 2023; Widyastuti et al., 2024).

Within this technological framework, hydrocolloids such as agar and carrageenan have attracted increasing attention due to their ability to form elastic three-dimensional gel networks that effectively entrap water and generate a meat-like mouthfeel (Nishinari et al., 2021). Jelly-based systems, which have traditionally been associated with desserts and snack products, have recently been explored for savory applications, including their use as structural components or direct substitutes in plant-based meat formulations (Nishinari et al., 2014). Their elastic, cohesive, and moldable properties make jelly-based materials promising candidates for texture-oriented meat analogues.

Texture is widely recognized as a decisive determinant of consumer acceptance of plant-based meat products. Empirical evidence suggests that information related to health and environmental benefits exerts only a limited influence on acceptance when sensory quality, particularly texture, is perceived as inadequate (Jaeger et al., 2023). Accordingly, texture modification represents a critical aspect of jelly-based meat substitute development. This process involves the systematic manipulation of formulation and processing parameters to modify the micro- and macro-structure of the gel, with the aim of replicating the mechanical properties of meat, including hardness, springiness, and cohesiveness (Dekkers et al., 2018).

Jelly formulated from agar or carrageenan exhibits inherent elastic and chewy characteristics and can be further modified through adjustments in hydrocolloid concentration, heating conditions, cooling rates, and molding techniques (Saha & Bhattacharya, 2010). The incorporation of plant-based proteins, such as soy or pea protein, enhances protein-polysaccharide interactions, thereby improving gel strength, elasticity, and water-holding capacity (Chen et al., 2021). In addition to its structural advantages, jelly demonstrates a high capacity for flavor absorption, enabling it to effectively carry seasonings and sauces. This property is particularly important for recreating the sensory experience associated with seasoned meat products (Nishinari et al., 2021).

From a sustainability perspective, jelly-based meat substitutes also offer notable environmental advantages. Conventional livestock production requires substantial land and water resources and is a major contributor to greenhouse gas emissions (FAO, 2013). In contrast, the production of hydrocolloid-based jelly is comparatively resource-efficient and associated with a lower environmental footprint. These attributes align closely with increasing consumer demand for sustainable and innovative food products.

Despite growing interest in jelly-based systems as meat substitutes, empirical research examining their application in culturally specific dishes and their acceptance by consumers remains limited. Traditional cuisines provide valuable contexts for evaluating the feasibility of alternative ingredients, as sensory expectations are strongly shaped by cultural familiarity.

One such example is rawon, a traditional Indonesian dish typically prepared with beef and characterized by its rich seasoning and distinctive texture.

Against this background, the present study aims to evaluate the potential of jelly-based texture modification as a culturally adapted meat substitute in traditional cuisine. The specific objectives of this study are to analyze consumer acceptance of vegetarian rawon formulated with jelly-based kikil as an adapted meat substitute, to assess consumer perceptions of the product's sensory attributes and functional performance as a meat replacement, and to identify the potential of jelly-based kikil for broader application in the development of plant-based culinary menus. The findings of this study are expected to contribute to the advancement of sustainable, sensory-optimized, and culturally relevant plant-based food innovations.

2. LITERATURE REVIEW

This study exhibits distinct characteristics and clear differences compared to previous research. The study conducted by Ita Zuraida et al. (2024) aimed to examine the effects of red dragon fruit juice addition on the color, flavor, and texture of jelly candies made from *Kappaphycus alvarezii* seaweed. Their findings demonstrated that the incorporation of red dragon fruit juice enhanced both the color and flavor of the jelly and resulted in favorable panelist acceptance. The relevance of this study to the present research lies in the shared focus on evaluating sensory changes resulting from the addition of natural ingredients and the use of hedonic testing as an evaluation method. However, the study positioned jelly primarily as a confectionery product, rather than as a structural component within a broader food system.

Studies by Mulyana et al. (2014) as well as Komala Sari and Dominica (2022) demonstrated that formulation optimization through the adjustment of jelly powder concentration, citric acid content, heating temperature, and pH, significantly influenced consumer sensory preferences. These findings confirm that jelly texture is highly responsive to process conditions and compositional manipulation. Nevertheless, these studies remain largely focused on technical formulation aspects and do not explicitly link texture modification to specific culinary functions or the role of jelly within a particular dish.

Research by Nugraheni et al. (2024) and Rismandari et al. (2017) extended jelly studies toward nutritional enhancement and the substitution of animal-based gelatin. These studies highlight the potential of plant based hydrocolloids as sensorially acceptable alternatives that also meet halal requirements. Despite this, the approaches employed remain predominantly ingredient-oriented, treating jelly either as a final product or as a substitute gelling agent, rather than as a replacement for animal tissues with specific textural functions.

Consistently, the study by Nishinari et al. (2021) demonstrated that jelly textures exhibiting higher elasticity and fiber-like characteristics were preferred by consumers over overly soft or brittle textures. These findings underscore the importance of texture engineering in enhancing the acceptability of gel-based products. However, the study did not situate texture modification within a cultural context, a specific dish, or a contextual eating experience involving interactions between texture, broth, and seasoning.

A synthesis of these studies reveals several overarching patterns: (1) texture is a key determinant of consumer acceptance of jelly and gel-based products, (2) plant based hydrocolloids exhibit high flexibility for textural engineering, and (3) hedonic testing remains the dominant method for sensory evaluation. Nonetheless, a clear research gap persists, namely the absence of studies that position jelly as a functional substitute for animal tissues within the context of specific traditional dishes.

Within the *plant based meat analogues* (PBMA) literature, this gap becomes even more apparent. PBMA research consistently identifies texture as a critical challenge in plant based product development and a frequent cause of market failure, even when flavor and nutritional profiles are acceptable (Elzerman et al., 2015; Tso & Forde, 2021). Technological approaches in PBMA largely focus on simulating muscle meat through extrusion, shear cell technology, and protein structure engineering (Dekkers et al., 2018; Kyriakopoulou et al., 2019). Consequently, gelatinous animal connective tissues, such as skin or bovine tendons (kikil), remain relatively underexplored within PBMA research.

Rawon is a traditional East Javanese beef soup originating from Surabaya, Malang, and Ponorogo, with a long historical lineage. The dish is referred to as *rarawwan* in the Taji Inscription (901 AD), indicating its existence during the Ancient Mataram Kingdom. Rawon is also documented in the manuscript *Serat Wulangan Olah-Olah Warna-Warni* (1926) as a royal court dish, affirming its status as elite cuisine. Its distinctiveness lies in the use of fermented keluak (*Pangium edule*) seeds, which impart a deep black color and a characteristic earthy aroma to the broth.

The combination of spices, including shallots, candlenuts, galangal, and lemongrass, contributes to rawon's rich and complex flavor profile. Beyond its role as a daily meal, rawon functions as a cultural symbol and a core element of East Javanese identity, frequently served during traditional ceremonies, weddings, and communal celebrations, symbolizing unity and prosperity. In the modern era, rawon has gained global recognition; in 2020, TasteAtlas ranked it as the best soup in Asia.

Within the context of Indonesian traditional cuisine, rawon provides a relevant case for addressing the identified research gap. Rawon possesses a strong cultural identity, with bovine tendons (kikil) serving as the primary textural element that contributes chewiness, elasticity, and broth absorption. Culinary studies indicate that kikil contributes minimally to flavor compared to its dominant role in shaping textural experience (Fibri & Frost, 2019). These characteristics position kikil as an ideal candidate for function-based substitution rather than flavor-based replacement.

The utilization of plant based jelly as a substitute for kikil enables the preservation of rawon's distinctive sensory experience without compromising its culinary identity. This approach aligns with the paradigm of sustainable culinary innovation, in which tradition is not abandoned but adaptively transformed to address environmental challenges, health concerns, and evolving consumer preferences (Blichfeldt & Halkier, 2014; van der Weele et al., 2019). Accordingly, rawon serves not only as an object of cultural study but also as a *model dish* for context-based PBMA development.

From a theoretical perspective, this study contributes by extending the PBMA framework from a product-based imitation approach toward a function-driven and dish-based substitution model. This innovation enriches the PBMA literature by incorporating cultural and culinary function dimensions, demonstrating that plant based foods can serve as a viable strategy for innovative and sustainable preservation of traditional cuisines.

3. METHODS

This study employed a Research and Development (R&D) design as the primary methodological approach, applying the ADDIE development model (Analysis, Design, Development, Implementation, and Evaluation) as a systematic framework for product development. The ADDIE model was selected due to its structured, iterative, and evaluation-oriented nature, which is particularly suitable for food product development research. Both

qualitative and quantitative data were utilized, with data sources classified into primary and secondary data. The research was conducted in the practice laboratory of Politeknik Internasional Bali, located at Jalan Pantai Nyanyi, Beraban Village, Kediri District, Tabanan Regency, Bali, Indonesia.

During the Analysis phase, a needs assessment and preliminary study were conducted, including: (1) analysis of the textural characteristics of bovine tendons (*kikil*) traditionally used in rawon as a reference for functional texture, (2) a literature review on plant based hydrocolloid jelly and plant based meat analogues, and (3) identification of opportunities for function-based substitution of kikil focusing on chewiness, elasticity, and broth absorption capacity. This phase aimed to define the target textural specifications relevant to both culinary function and cultural context.

The Design phase focused on conceptualizing a plant based jelly kikil analogue using agar-based hydrocolloids as a functional substitute for bovine tendons. Product design included determination of the basic jelly formulation, target textural attributes (chewiness, elasticity, and cohesiveness), product shape and size, and compatibility with rawon broth application. In addition, sensory evaluation instruments in the form of a hedonic test questionnaire were developed during this phase.

The Development phase involved formulation and production of the jelly based kikil. The formulation process consisted of combining agar based hydrocolloids with water, with controlled adjustment of concentration, heating temperature, and gelation time to achieve a texture comparable to bovine tendons. Texture modification was carried out through controlled heating, molding, and gradual cooling to form a stable and elastic gel structure. The developed product was subsequently incorporated into rawon as a simulated culinary application.

The Implementation phase consisted of sensory evaluation testing of the jelly based kikil product within the context of rawon. A total of 30 untrained panelists participated in the study, selected using accidental sampling. Panelist inclusion criteria were: (1) aged 18 years or older, (2) prior experience consuming rawon, and (3) no known allergies to the product ingredients. Sensory acceptance was assessed using a hedonic test with a 5 point scale, evaluating color, aroma, texture, taste, and overall acceptance, following standard consumer sensory evaluation procedures.

The Evaluation phase involved analysis of both qualitative and quantitative data. Qualitative data were obtained from production observations, laboratory records, and panelist feedback. Quantitative data were derived from hedonic score ratings. Data were analyzed descriptively to determine consumer acceptance levels and to assess the suitability of the jelly based kikil texture in fulfilling the targeted culinary function. The results were presented using both formal (tables and mean values) and informal (narrative interpretation) presentation methods.

4. RESULTS AND DISCUSSION

A. Results of the ADDIE-Based Product Development

The Research and Development (R&D) process using the ADDIE model resulted in the formulation of a vegetarian rawon prototype incorporating jelly based faux kikil. During the analysis stage, preliminary observations and literature review identified kikil as a primarily textural component in rawon, contributing chewiness and elasticity rather than dominant flavor. This finding justified the selection of plain plant based jelly as a candidate substitute.

In the design and development stages, four formulation trials were conducted to optimize texture and sensory compatibility with rawon broth. Adjustments were made to the concentration of gelling agents and water ratios. Early trials produced a jelly texture that was perceived as overly firm and insufficiently cohesive. Subsequent formulations increased hydration and jelly concentration, resulting in a softer, more elastic texture and improved broth absorption. The final formulation was selected based on preliminary sensory screening, showing the closest resemblance to kikil in terms of chewiness and mouthfeel.

The implementation stage involved sensory evaluation of the finalized prototype by 30 panelists using a 5-point hedonic scale (1 = strongly dislike, 5 = strongly like). The panelists consisted of 53.3% females and 46.7% males. Most panelists were aged 20–29 years (70%), with educational backgrounds ranging from high school to undergraduate level.

B. Sensory Evaluation Results

The mean hedonic scores for each sensory attribute are presented in Table 2. Aroma and innovation obtained the highest average scores (4.5), categorized as “highly liked.” Taste and texture achieved average scores of 4.1, while color received the lowest mean score (4.0), although still within the “liked” category.

For taste, 80% of panelists expressed positive acceptance (liked or highly liked). Texture acceptance was similarly high, with 83.4% of panelists indicating liking or strong liking. Aroma showed the strongest acceptance, with 100% of panelists rating it positively. All panelists perceived the product as innovative, indicating strong conceptual acceptance of the jelly based kikil substitution.

Qualitative feedback revealed that most panelists considered the product unique and suitable as a vegetarian alternative to traditional rawon. However, several panelists suggested further improvement in jelly firmness and shape to enhance resemblance to conventional kikil.

Table 1. Panelists’ Overall Perception of Plain Jelly in Rawon

Panelists	Opinions
1	Not very suitable for rawon when using plain jelly.
2	A good idea for vegetarians who want to experience rawon.
3	It may need to be made thicker.
4	Plain jelly has a chewy and slippery texture, which can contrast with the tender meat-like component typically found in rawon and its rich, spiced broth.
5	It is interesting and unique.
6	In my opinion, it is quite unique because it blends well when combined with rawon broth.
7	A new innovation, though it may require some adjustments in texture or appearance so that it more closely resembles meat.
8	It is interesting and unique.
9	The aroma is similar to typical rawon, and the taste is savory and pleasant.
10	Unique.
11	Interesting.
12	In my opinion, this is a good innovation.
13	A good idea.
14	A very good innovation.
15	Plain jelly added to rawon does not alter the dish’s original flavor, as the type used is plain and neutral in taste. The jelly provides a soft and chewy texture that contrasts with the tenderness of beef, creating a new sensory experience in the mouth. This innovation introduces a modern fusion element into a traditional dish such as rawon.
16	A new innovation for individuals who want to enjoy rawon but cannot consume beef.

17	Interesting.
18	A unique new menu that has potential for further development.
19	The concept and idea are very appealing.
20	Interesting to try because it can replace meat as the main ingredient.
21	Unique.
22	A good innovation.
23	Initially, I was doubtful about the taste, but it turns out to be very similar to kikil.
24	Good.
25	An exceptionally impressive idea.
26	Worth trying.
27	A very creative idea.
28	Tasty.
29	Quite interesting.
30	Adequate as a meat substitute.

(Source: Author's Research Analysis (2025))

Table 2. Average Score of Each Indicator

Indicator	Average Score	Category
Taste	4,1	Like
Color	4,0	Like
Aroma	4,5	Highly Like
Texture	4,1	Like
Innovation	4,5	Highly Like

(Source: Author's Research Analysis (2025))

The sensory evaluation results indicate that the development of vegetarian rawon with jelly based faux kikil was generally well accepted across all evaluated attributes. Mean hedonic scores ranged from “liked” to “highly liked,” suggesting that the proposed innovation successfully achieved the main research objective, namely to develop a plant based alternative that preserves the sensory characteristics and culinary identity of traditional rawon.

Aroma obtained the highest mean score (4.5; highly liked), indicating that the absence of animal-based ingredients did not compromise the aromatic quality of the dish. This finding confirms that the characteristic aroma of rawon is primarily derived from its distinctive spice composition particularly fermented keluak, garlic, coriander, and galangal rather than from bovine kikil. This result is consistent with Prescott (1999), who emphasized that complex and familiar aromas enhance consumer preference by triggering positive emotional responses and food-related memories. Moreover, this finding aligns with Yuan et al. (2022), who reported that the incorporation of spices in plant based meat analogues can effectively suppress off-flavors and enhance meat-like aroma profiles. Therefore, preserving the traditional spice system plays a critical role in maintaining sensory authenticity in plant based adaptations of traditional dishes.

The innovation attribute also achieved a very high mean score (4.5), with all panelists expressing positive acceptance. This suggests that the conceptual novelty of transforming a traditional animal-based dish into a plant based alternative was perceived favorably. This outcome supports the findings of Elzerman et al. (2019), who demonstrated that maintaining familiar dish formats while modifying specific components facilitates consumer acceptance of meat substitution strategies. In this study, vegetarian rawon with jelly based kikil was not

perceived merely as a meat replacement product but rather as a creative reinterpretation of a familiar traditional dish, thereby reducing resistance toward plant based foods.

Taste and texture both achieved mean scores of 4.1 (“liked”), indicating that ingredient substitution did not significantly diminish sensory satisfaction. Scientifically, the savory character of rawon is largely derived from its spice composition and umami-rich ingredients rather than from kikil itself. As such, replacing kikil with plant based jelly did not substantially alter the flavor profile. This finding is in line with Drewnowski (1997), who noted that umami taste and complex seasoning significantly enhance food enjoyment, even in reformulated or modified products.

Regarding texture, the acceptance of the jelly based kikil suggests that plant based hydrocolloid systems can effectively replicate the functional role of gelatinous animal connective tissues. This finding corroborates the work of Fibri and Frøst (2019), who argued that in many traditional dishes, connective tissues such as tendons primarily contribute to textural experience rather than flavor. Additionally, this result supports previous studies highlighting the versatility of hydrocolloid-based gels in mimicking the mechanical properties of animal tissues (Dekkers et al., 2018; Chen et al., 2021). Nevertheless, panelists’ feedback indicating the need for further optimization of firmness reflects a common challenge in plant based meat analogue development, where texture remains a critical determinant of consumer acceptance (Moss et al., 2023).

The color attribute received the lowest mean score (4.0), although it remained within the “liked” category. This suggests that while the product’s appearance was acceptable, it was not the primary driver of preference. The dark color characteristic of rawon, derived from fermented keluak, is culturally authentic but may appear visually less appealing, particularly when presented in jelly form. According to Hutchings (2003), food color perception is strongly influenced by cultural expectations and prior experiences, and deviations from expected visual norms may reduce aesthetic appeal despite favorable taste and aroma. Nonetheless, maintaining the traditional color of rawon remains important for preserving its culinary authenticity.

When viewed through the ADDIE framework, the sensory results demonstrate that the *Analysis, Design, and Development* stages successfully produced a functional and acceptable prototype. The *Implementation* stage, conducted through hedonic testing, confirmed consumer acceptance, while the *Evaluation* stage provided concrete feedback for further refinement, particularly in terms of texture optimization and visual presentation. Thus, the R&D process not only resulted in a viable product prototype but also generated actionable insights for future product development.

Overall, this study demonstrates that vegetarian rawon with jelly based kikil is both sensorially acceptable and conceptually relevant within the context of sustainable food innovation. The findings contribute to the PBMA literature by extending plant based innovation beyond muscle-meat imitation toward a function-driven and dish-based substitution approach. Furthermore, this research highlights the potential of plant based innovation as a strategy for the adaptive and sustainable preservation of traditional cuisines.

5. CONCLUSION

This study aimed to develop a vegetarian rawon by substituting bovine kikil with plant based jelly while preserving the sensory characteristics and culinary identity of traditional rawon. The results demonstrate that the developed product achieved good overall sensory acceptance, with mean hedonic scores ranging from “liked” to “highly liked.” Quantitatively,

aroma and innovation received the highest mean scores (both 4.5), indicating that the use of traditional rawon spices successfully maintained aromatic authenticity while delivering a strong perception of novelty. Taste and texture obtained mean scores of 4.1 (“liked”), suggesting that the substitution of kikil with plant based jelly was sensorially acceptable and capable of approximating the functional textural role of conventional kikil. Color received the lowest mean score (4.0), although it remained within the “liked” category, indicating that visual appearance represents a parameter requiring further refinement. Overall, these findings confirm that plant based jelly can function as an effective kikil substitute in rawon, particularly in delivering chewiness and elasticity without compromising the dish’s characteristic flavor. Therefore, the research objective of developing an acceptable vegetarian rawon alternative was successfully achieved. Based on the findings, future research should focus on technical improvements, including: (1) further optimization of jelly texture to enhance mechanical similarity to kikil, particularly in terms of firmness and elasticity; (2) stability testing of the jelly texture in hot broth conditions to better simulate actual consumption; (3) shelf-life evaluation to assess sensory and physical changes during storage; and (4) exploration of alternative or combined hydrocolloid systems to improve textural performance and visual appearance. This study contributes to the development of sustainable Indonesian plant based food innovations by demonstrating a function-driven and dish-based substitution approach that integrates technological innovation with the preservation of traditional culinary heritage.

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Strategi Pengembangan Agrowisata Cau Chocolate Bali Kecamatan Marga Kabupaten Tabanan

Putu Yudika Budi Kusuma

D3 Usaha Perjalanan Wisata, Politeknik Nasional

yujikakazuma@gmail.com

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Abstract

Penelitian ini memiliki tujuan menganalisis kondisi internal dan eksternal sehingga dapat mengetahui strategi yang telah dilakukan agrowisata Cau Chocolate Bali dan untuk merekomendasikan model strategi pengembangan agrowisata Cau Chocolate Bali. Metode yang digunakan penelitian ini adalah metode analisis lapangan, wawancara, kuesioner dan studi pustaka. Data yang telah didapatkan kemudian di analisis untuk mendapatkan rumusan strategi menggunakan Kekuatan (*Strength*), Kelemahan (*Weakness*), Peluang (*Opportunity*) dan Ancaman (*Threats*). Penilaian pembobotan dan rating yang didapatkan melalui kuesioner dari 20 responden Internal dari Cau Chocolate Bali dan 15 responden eksternal dari pemerintah dan desa adat dengan 10 kekuatan, 10 kelemahan, 10 peluang dan 10 ancaman. Hasil menunjukkan bahwa nilai dari analisis matriks *Internal Factor Analysis Summary* (IFAS) sebesar 3,108, *Eksternal Factor Analysis Summary* (EFAS) sebesar 2,476, dan analisis matrik Internal-Eksternal (IE) dapat diketahui posisi agrowisata Cau Chocolate Bali berada di kuadran IV yang dimana arti dari zona ini menggunakan strategi intensif yaitu pengembangan produk dan penetrasi pasar. Berdasarkan analisis SWOT, model strategi didapatkan melalui gabungan prioritas strategi dari SWOT dengan urutan prioritas strategi dari yang pertama sampai terakhir yaitu strategi S-O, W-O, S-T, dan W-T.

Kata Kunci: Agrowisata, Strategi Pengembangan, SWOT

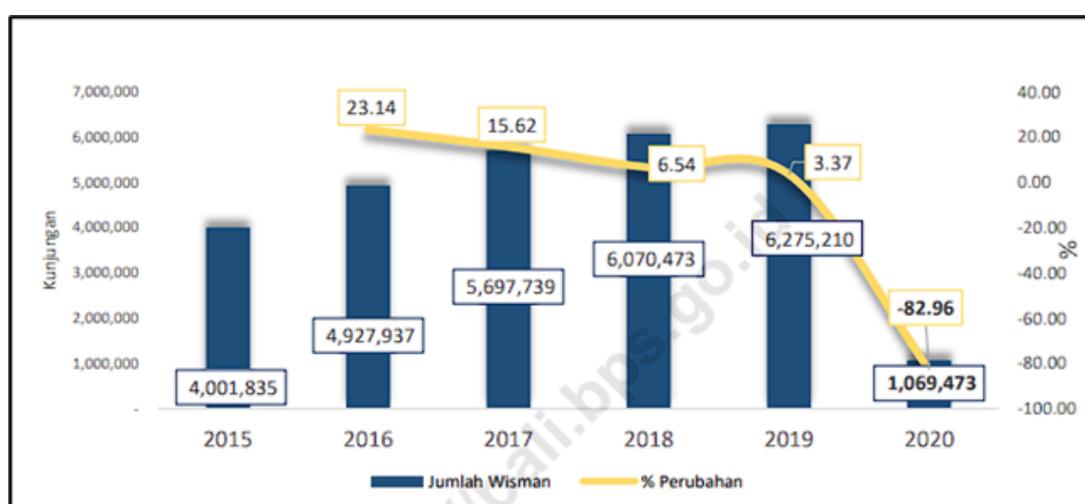
Abstract

This research aims to analyze the conditions of internal and external so that we can find out the strategies that have been implemented by Cau Chocolate Bali agrotourism and to recommend a strategy model for developing Cau Chocolate Bali agrotourism. The methods used in this research are observation, interviews, questionnaires and literature studies. The data that has been obtained is then analyzed to obtain a strategy formulation using Strengths, Weaknesses, Opportunities and Threats. The scoring and rating assessment obtained through a questionnaire from 20 internal respondents and 15 external respondents with 10 strengths, 10 weaknesses, 10 opportunities and 10 threats shows that the value of the Internal Factor Analysis Summary (IFAS) matrix analysis results is 3.108, External Factor Analysis Summary (EFAS) is 2.476, and from the results of the Internal-External (IE) matrix analysis it can be seen that the position of Cau Chocolate Bali agrotourism is in quadrant IV which uses intensive strategies, namely product development and market penetration. Based on SWOT analysis, the strategy model is obtained by combining strategic priorities from SWOT with the order of strategic priorities from first to last, namely S-O, W-O, ST and WT strategies.

Keywords: Agrotourism, Development Strategy, SWOT

1. PENDAHULUAN

Bali tidak cuma populer di dalam negara namun di luar negara. Bali sangat mengandalkan zona pariwisata yang ialah zona yang sangat berarti untuk ekonomi warga. Bali dianugerahi alam yang indah, anugrah alam ini dapat dimanfaatkan untuk atraksi wisata, baik untuk pariwisata mancanegara ataupun nusantara, selaku pendorong pertumbuhan pariwisata berbasis alam alias pertanian (agrowisata), sehingga pariwisata berikan imbas ekonomi terhadap warga, paling utama untuk warga yang tinggal di dekat zona pariwisata tersebut, yang menggantungkan mata pencahariannya terhadap pertumbuhan pariwisata (Yakup, 2019). Bali telah teruji mampu melewati berbagai tantangan kepariwisataan yang terjadi dipulau ini, sehingga pada saat pandemi mulai mereda, pariwisata Bali mulai berangsur-angsur pulih, hal itu ditunjukkan dengan laporan badan statistik atau BPS, kunjungan dari wisatawan mancanegara yang dapat dilihat di gambar berikut.



Gambar 1. Data Statistik Kunjungan Wisata Ke Bali Tahun 2015-2020
(Sumber : Badan Pusat Statistik, 2020)

Berdasarkan laporan Badan Pusat Statistik (BPS) mencatat, jumlah wisatawan mancanegara ke Bali pada tahun 2020 yaitu 1.069.473 kunjungan, dimana mengalami penurunan drastis pada tahun 2020 sebanyak 81,65 persen dibandingkan tahun 2019 dengan jumlah 6.275.210 kunjungan (Badan Pusat Statistik, 2022). Dengan demikian dapat disimpulkan ditahun 2020, pada masa pandemi COVID 19, jumlah kunjungan wisatawan mancanegara mengalami penurunan berbeda dengan tahun-tahun sebelumnya yang memiliki angka di atas 4 juta kunjungan. Hal tersebut merupakan tantangan untuk masyarakat Bali terutama para pelaku pariwisata untuk berjuang mempertahankan bisnis pariwisata, dengan harapan keadaan pariwisata di Bali dapat pulih kembali.

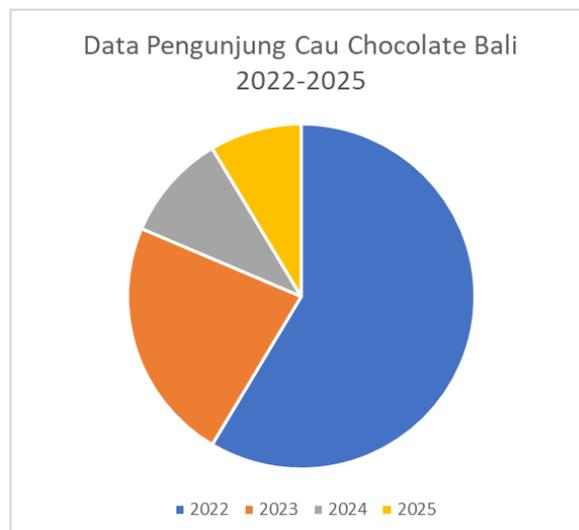
Di masa pariwisata yang klemat tersebut masyarakat Bali mencoba berbagai upaya untuk membangkitkan pariwisata Bali dengan memanfaatkan *ecotourism* dan *agrotourism* yang dapat dilihat di Tabel 1. Setelah pemulihan pasca wabah COVID-19, orang-orang yang memiliki usaha pertanian mulai mengembangkan usaha agrowisata yang berfokus pada proses dan produk pertanian dan perkebunan. Agrowisata yang berbasis perkebunan kakao adalah salah satu contoh usaha agrowisata yang mulai dikembangkan secara massif pada saat COVID-19. Masyarakat yang bergantung pada pertanian atau perkebunan di daerahnya mulai mengembangkan destinasi agrowisata dimana objek utama yang di utamakan adalah hasil pertanian dan perkebunan (Budiasa, 2011).

Tabel 1. Upaya Masyarakat dalam membangkitkan pariwisata Bali.

Masyarakat/Komunitas	Bentuk Upaya
Desa Adat & Banjar	Pengembangan desa wisata berbasis budaya dan alam
Kelompok tani organik	<i>Agro-tourism</i> : wisata kebun organik, edukasi pertanian berkelanjutan
UMKM & pengrajin lokal	Produk ramah lingkungan (<i>souvenir</i> daur ulang, <i>eco-packaging</i>)
Akademisi	Edukasi sustainable tourism dalam kurikulum
Operator wisata lokal	Paket wisata ramah lingkungan

(sumber : Olah Data Penulis, 2025)

Kabupaten Tabanan di Provinsi Bali berusaha menggabungkan potensi pertaniannya dengan pariwisata. Dengan cara ini, ini menjadi salah satu langkah strategis untuk memanfaatkan kekuatan pertanian Tabanan. Oleh karena itu, menilai aktivitas pertanian sebagai bagian terpenting dari Tabanan dapat digunakan sebagai sarana wisata sekaligus. Pengembangan kakao dimulai di Desa Cau di Kecamatan Marga di Bali. Cau Chocolate Bali didirikan pada tahun 2014 dengan tujuan membantu petani kakao Desa Cau mengembangkan produk kakaodengan metode dan fasilitas yang baik, serta kebun kakao seluas 20 hektar.



Gambar 2. Jumlah Pengunjung Cau Chocolate Bali Tahun 2022-2025
(Sumber: Data Kunjungan Cau Chocolate Bali, 2025)

Jika dibandingkan dengan jumlah pengunjung tahun 2022 dan 2023, peningkatan jumlah pengunjung pada tahun 2023 tidak terlalu signifikan dan tidak sesuai ekspektasi, Penurunan kunjungan yang signifikan terjadi pada tahun 2024 dan tahun 2025. Agrowisata Cau Chocolate Bali dibuka setelah pandemi sebelumnya, menurunkan jumlah pengunjung, pengembangan agrowisata menjadi tidak maksimal, dan penurunan harga kakao, yang membuat petani sangat kesulitan memasarkan produk pertanian mereka. Dibandingkan dengan tempat wisata lainnya, agrowisata Cau Chocolate Bali dikatakan berkembang sangat lambat. Ini mengakibatkan perkembangan Cau Chocolate Bali yang sedang melakukan debut agrowisatanya mengandalkan produk bisnis coklatnya di toko *online* dan outlet produk-produknya. Karena dari itu adanya beberapa hal yang harus dipertimbangkan terutama strategi yang tepat untuk mengembangkan agrowisata Cau Chocolate Bali. Pokok permasalahan penelitian ini merupakan terapan pariwisata yang diharapkan dapat menghasilkan model strategi pengembangan, sehingga pemilik dan pengembang Cau Chocolate Bali memperoleh

informasi mengenai strategi perencanaan yang tepat dan inovasi untuk keberlanjutan usaha mereka.

2. LITERATURE REVIEW

Pengembangan agrowisata Cau Chocolate Bali di Desa Cau, Marga, Tabanan, mendapatkan fondasi yang kokoh melalui integrasi berbagai perspektif dari empat kajian pustaka yang relevan dan menggunakan analisis SWOT (*Strength Weakness Opportunities Threats*). Pendekatan yang diambil dari studi oleh Harisudin dan Qurtubi (2023) mengenai ekowisata yang berkelanjutan, dengan menggunakan analisis SWOT memberikan landasan strategis untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman dalam pengembangan agrowisata dan setelah itu dilakukan analisis QSPM (*Quantitative Strategic Planning Matrix*) yang merupakan analisis lanjutan dari analisis SWOT untuk membantu memilih strategi yang akan dijalankan. Hasil analisis ini mengarah pada strategi yang ramah lingkungan dan berkesinambungan, sesuai dengan prinsip-prinsip ekowisata.

Pemahaman lebih mendalam tentang aspek-aspek penting dalam pengembangan pariwisata berkelanjutan (Reihanian dkk., 2012). Analisis SWOT dalam kajian ini menyoroti pentingnya mempertimbangkan dimensi lingkungan, sosial-budaya, ekonomi, dan keberlanjutan. Dengan menggabungkan pemikiran ini, strategi pengembangan agrowisata Cau Chocolate Bali dapat ditempa dengan mempertimbangkan dampak positif pada lingkungan sekitar dan masyarakat lokal. Kontribusi penting juga datang dari buku "Ekowisata Dalam Ekologi dan Konservasi" karya Regina Rosita Butarbutar yang menawarkan perspektif yang luas tentang hubungan erat antara ekowisata, pelestarian alam, dan konservasi sumber daya alam. Pendekatan ekowisata yang diusulkan memberikan kerangka kerja integral untuk memaksimalkan manfaat ekonomi dan sosial, sambil meminimalkan dampak negatif terhadap lingkungan.

Dari sudut pandang pengembangan pariwisata pedesaan, penelitian oleh Gartner (2005) memberikan wawasan yang berharga. Studi ini menyoroti pentingnya strategi pemasaran yang efektif, pengembangan infrastruktur yang berkelanjutan, partisipasi aktif masyarakat lokal, dan keberlanjutan ekonomi. Integrasi ide-ide ini menciptakan kerangka kerja menyeluruh yang memungkinkan pengembangan agrowisata Cau Chocolate Bali yang holistik, memberdayakan masyarakat setempat, dan menjaga keberlanjutan lingkungan secara seimbang.

3. METODE

Penelitian ini menggunakan metode kombinasi serta desain penjelasan sekuensial yang merupakan proses yang berjalan langkah demi Langkah sebelum tahap berikutnya dimulai, untuk mendapatkan pemahaman yang lebih lengkap, mendalam, dan komprehensif tentang masalah penelitian kompleks, karena menggabungkan kekuatan data kuantitatif. Untuk mendukung temuan penelitian kuantitatif pada tahap pertama, pengumpulan dan analisis data kualitatif dilakukan pada tahap kedua. Penelitian ini mengumpulkan data melalui observasi di tempat penelitian yaitu di Cau Chocolate Bali, studi dokumen, kuesioner dari internal Cau Chocolate Bali dan pihak eksternal (pengunjung, desa adat dan dinas pariwisata Tabanan), wawancara dan *Focus Group Discussion* (FGD) yang diikuti oleh *owner*, CEO, *Marketing*, Manajer, *Tour Staff*, dan dosen agrobisnis. Setelah data dikumpulkan, analisis IFAS dan EFAS dilakukan, kemudian data yang didapatkan diproses kembali menggunakan analisis IE untuk mencari kuadran dan matriks SWOT. Hasilnya akan digunakan untuk menentukan strategi yang digunakan Cau Chocolate Bali dan model strategi pengembangan agrowisatanya.

4. HASIL DAN PEMBAHASAN

4.1. Identifikasi Faktor-Faktor Internal

Identifikasi terhadap faktor-faktor strategis internal pengembangan Agrowisata Cau Chocolate Bali, ditentukan lewat wawancara dari responden yang memiliki kompetensi dibidang pengembangan Agrowisata Cau Chocolate Bali yang terdiri dari *Founder* Cau Chocolate Bali (satu orang), CEO Cau Chocolate Bali (satu orang), marketing staff (2 orang), pengunjung (2 orang) dan divisi Agrowisata (dua orang). Dari faktor-faktor internal dan eksternal itu dipilih faktor yang merupakan kekuatan (*strengths*) dan kelemahan (*weaknesses*) dalam pengembangan Agrowisata Cau Chocolate Bali. Hasil identifikasi terhadap faktor internal berdasarkan wawancara peneliti dapat dilihat di Tabel 2. berikut.

Tabel 2. Matriks IFAS

Faktor Strategis Internal	Bobot	Rating	Skor Bobot
Kekuatan			
1. Objek wisata bersifat edukasi dari hulu ke hilir	0,069	3,500	0,241
2. Memiliki produk wisata yang khas	0,066	3,350	0,221
3. Fasilitas pengelolaan wisata yang lengkap	0,067	3,400	0,228
4. Objek wisata ramah lingkungan	0,065	3,300	0,214
5. Pengelolaan budidaya kakao dilakukan secara organik	0,074	3,750	0,277
6. Pelayanan ramah kepada wisatawan	0,069	3,500	0,241
7. Produk kakao yang sudah tersertifikasi internasional	0,071	3,600	0,255
8. Paket tour agrowisata yang bervariasi	0,065	3,300	0,214
9. Pengelolaan hama penyakit terpadu kakao baik	0,067	3,400	0,228
10. Penanganan panen dan pasca panen yang optimal	0,066	3,350	0,221
Kelemahan			
1. Kurangnya kemitraan atau kolaborasi wisata	0,044	2,250	0,100
2. <i>Branding awareness</i> yang belum optimal	0,031	1,600	0,050
3. Pemberdayaan masyarakat lokal yang belum optimal	0,046	2,350	0,109
4. Akses informasi yang belum optimal	0,035	1,800	0,064
5. Promosi kurang optimal	0,049	2,500	0,123
6. Stok bahan baku kakao organik pada petani fluktuatif	0,036	1,850	0,067
7. Biaya produksi pembuatan produk cokelat tinggi	0,039	2,000	0,079
8. Kurangnya <i>guide</i> lokal yang bisa berbahasa inggris	0,039	2,000	0,079
9. Akomodasi wisata lokal belum optimal	0,030	1,500	0,044
10. Salah satu akses jalan rusak	0,032	1,650	0,054
Total IFAS	1,012		3,108

(Sumber: Data Penelitian, 2025)

Berdasarkan penilaian yang telah dilakukan, dapat dilihat bahwa yang menjadi faktor kekuatan utama bagi Agrowisata Cau Chocolate Bali dengan tiga nilai tertinggi adalah Pengelolaan budidaya kakao dilakukan secara organik dengan skor 0,277, Produk kakao yang sudah tersertifikasi internasional dengan skor 0,255, dan Objek wisata bersifat edukasi dari hulu ke hilir dengan skor 0,241. Sedangkan yang menjadi kelemahan utama adalah Promosi kurang optimal dengan skor 0,123, Kurangnya kemitraan atau kolaborasi wisata dengan skor 0,100, dan Pemberdayaan masyarakat lokal yang belum optimal dengan skor 0,109. Dengan nilai total IFAS sebesar 3,108, dapat dikatakan bahwa berdasarkan kriteria dari Kurniasih dkk. (2021) total skor IFAS agrowisata Cau Chocolate Bali tergolong tinggi karena sudah melampaui rata-

rata kriteria yaitu 2,50, sehingga dapat dikatakan agrowisata Cau Chocolate Bali dapat mengatasi kelemahan dengan memanfaatkan kekuatan yang ada.

4.2. Identifikasi dan Evaluasi Faktor Eksternal

Tabel 3. Matriks EFAS

Faktor Strategis Eksternal	Bobot	Rating	Skor Bobot
Peluang			
1. Kebijakan Pemerintah dalam mendukung program <i>go-organic</i>	0,064	2,067	0,132
2. Perkembangan teknologi pesat dalam promosi secara digital	0,085	2,733	0,232
3. Trend Green tourism	0,087	2,800	0,243
4. Dukungan masyarakat lokal dalam pertanian organik	0,085	2,733	0,232
5. Globalisasi memudahkan arus informasi wisata	0,048	1,533	0,073
6. Sektor pariwisata yang semakin berkembang dan diminati	0,083	2,667	0,220
7. Selera konsumen <i>back to nature</i>	0,062	2,000	0,124
8. Peluang investasi bagi para investor	0,083	2,667	0,220
9. Dukungan infrastruktur dalam berwisata	0,079	2,533	0,199
10. Pandemi COVID 19 menjadi pengembangan wisata edukasi	0,083	2,667	0,220
Ancaman			
1. Harga kakao dunia fluktuatif	0,048	1,533	0,073
2. Ancaman bencana alam	0,048	1,533	0,073
3. Petani beralih profesi pada pekerjaan non pertanian	0,048	1,533	0,073
4. Banyak masuk produk cokelat impor	0,050	1,600	0,079
5. Persaingan dengan agrowisata sejenis	0,052	1,667	0,086
6. Kerusakan lingkungan	0,045	1,467	0,067
7. Perubahan cuaca dan iklim	0,050	1,600	0,079
8. Produk mudah ditiru oleh perusahaan lain	0,048	1,533	0,073
9. Posisi tawar konsumen semakin tinggi	0,039	1,267	0,050
10. Kebijakan luar negeri dan dalam negeri yang berpengaruh pada jumlah kunjungan wisatawan	0,043	1,400	0,061
TOTAL	1,019		2,476

(Sumber: Data Penelitian, 2025)

Dari Tabel 3. diatas dapat dilihat bahwa faktor peluang yang paling kuat adalah *Trend Green Tourism* dengan skor 0,243, Perkembangan teknologi pesat dalam promosi secara digital dengan skor 0,232, dan Dukungan masyarakat lokal dalam pertanian organik dengan skor 0,232. Sedangkan pada faktor ancaman, dapat diambil tiga nilai tertinggi yaitu Persaingan dengan agrowisata sejenis dengan skor 0,086, Perubahan cuaca dan iklim dengan skor 0,079, dan Banyak masuk produk cokelat impor dengan skor 0,079. Dari perhitungan skor faktor strategi eksternal sebesar 2,476 dapat dilihat dari kriteria dari Bernadine (2020), total skor faktor strategi eksternal ini tergolong rendah karena berada di bawah rata-rata skor 2.50. Hal ini menunjukkan bahwa faktor eksternal agrowisata Cau Chocolate Bali belum mampu memanfaatkan peluang dan belum dapat menghindari ancaman yang ada.

4.3. Posisi Agrowisata Cau Chocolate Bali pada Matriks IE

Berdasarkan hasil analisis matriks faktor internal dan eksternal yang telah dilakukan, telah diperoleh total skor bobot skor faktor internal yaitu 3,108 dan total skor bobot faktor eksternal yaitu sebesar 2,475. Total skor boot faktor internal dan eksternal tersebut

menempatkan agrowisata Cau Chocolate Bali berada di kuadran IV. Menurut Bernadine (2020), hasil yang menempati kuadran I, II, dan IV dapat disebut berada dalam zona *Growth and Build*.

Internal (3,108) Eksternal (2,476)	Kuat (3.00-5.00)	Rata-rata (2,00-2,99)	Lemah (1,00-1,99)
Kuat (3.00-5.00)	I	II	III
Rata-rata (2,00-2,99)	IV	V	VI
Lemah (1,00-1,99)	VII	VIII	IX

Gambar 3. Matriks IE (*Internal External*)
(Sumber: Data Penelitian, 2025)

Berdasarkan hasil analisis matriks faktor internal dan eksternal yang telah dilakukan, telah diperoleh total skor bobot skor faktor internal yaitu 3,108 dan total skor bobot faktor eksternal yaitu sebesar 2,475. Total skor bobot faktor internal dan eksternal tersebut menempatkan agrowisata Cau Chocolate Bali berada di kuadran IV. Menurut Bernadine (2020), hasil yang menempati kuadran I, II, dan IV dapat disebut berada dalam zona *Growth and Build*.

Untuk zona ini, strategi intensif (penetrasi pasar dan pengembangan produk) atau strategi integrasi dapat diimplementasikan. Strategi integrasi ke depan semakin banyak digunakan oleh produsen (pemasok) dewasa ini untuk memperoleh kontrol lebih besar atas distributor atau peritel. Salah satu contoh strategi ini adalah dengan membangun situs *web* di mana mereka dapat menjual barang mereka secara langsung kepada pelanggan. Waralaba, juga dikenal sebagai franchising, adalah cara terbaik untuk menerapkan integrasi ke depan. Integrasi belakang adalah sebuah strategi yang memberikan pemasok perusahaan kepemilikan atau kontrol yang lebih besar (Sriwardiningsih, 2016).

4.4. Penentuan Strategi Alternatif dengan Matriks SWOT

Tabel 4. Hasil Analisis Matriks SWOT Cau Chocolate Bali

INTERNAL	KEKUATAN (S)	KELEMAHAN (W)
EKSTERNAL	<ol style="list-style-type: none"> 1. Pengelolaan budidaya kakao dilakukan secara organik 2. Memiliki produk wisata yang khas 3. Objek wisata bersifat edukasi dari hulu ke hilir 4. Objek wisata ramah lingkungan 5. Fasilitas pengelolaan wisata yang lengkap 6. Pelayanan ramah kepada wisatawan 7. Paket tour agrowisata yang bervariasi 8. Produk kakao yang sudah tersertifikasi internasional 9. Pengelolaan hama penyakit terpadu kakao baik 10. Penanganan panen dan pasca panen yang optimal 	<ol style="list-style-type: none"> 1. Pemberdayaan masyarakat lokal yang belum optimal 2. Branding awareness yang belum optimal 3. Akses informasi yang belum optimal 4. Promosi kurang optimal 5. Kurangnya kemitraan atau kolaborasi wisata 6. Stok bahan baku kakao organik pada petani fluktuatif 7. Biaya produksi pembuatan produk cokelat tinggi 8. Kurangnya guide lokal yang bisa berbahasa Inggris 9. Akomodasi wisata lokal belum optimal 10. Salah satu akses jalan rusak
PELUANG (O)	Strategis S-O	Strategis W-O
<ol style="list-style-type: none"> 1. Dukungan masyarakat lokal dalam pertanian organik 2. Trend Green tourism 3. Kebijakan Pemerintah dalam mendukung program <i>go-organic</i> 4. Dukungan infrastruktur dalam berwisata 5. Globalisasi memudahkan arus informasi wisata 6. Sektor pariwisata yang semakin berkembang dan diminati 7. Selera konsumen <i>back to nature</i> 8. Peluang investasi bagi para investor 9. Perkembangan teknologi pesat dalam promosi secara digital. 10. Pandemi COVID 19 menjadi pengembangan wisata edukasi 	<ol style="list-style-type: none"> 1. Memperluas jaringan kemitraan dengan pihak pemerintah maupun swasta (S1,S2,S4,O3,O5,O6) 2. Mempertahankan kualitas dan kontinuitas produk tersertifikasi (S3.S4,S5,O2,O4,O1) 	<ol style="list-style-type: none"> 1. Meningkatkan promosi dalam platform digital (W2,W4,O9,O7) 2. Memberdayakan peran masyarakat dalam pemandu wisata lokal dengan meningkatkan skill bahasa Inggris dan pelayanan wisata (W1,W8,O8,O10)
ANCAMAN (T)	Strategi S-T	Strategi W-T
<ol style="list-style-type: none"> 1. Persaingan dengan agrowisata sejenis 2. Banyak masuk produk cokelat impor 3. Petani beralih profesi pada pekerjaan non pertanian 4. Perubahan cuaca dan iklim 5. Harga kakao dunia fluktuatif 6. Kerusakan lingkungan 7. Ancaman bencana alam 8. Produk mudah ditiru oleh perusahaan lain 9. Posisi tawar konsumen semakin tinggi 10. Kebijakan luar negeri dan dalam negeri yang berpengaruh pada jumlah kunjungan wisatawan 	<ol style="list-style-type: none"> 1. Meningkatkan <i>branding awareness</i> melalui pengembangan agrowisata agribisnis (S8,S9,T1,T3) 2. Meningkatkan daya saing dalam inovasi pengemasan paket agrowisata yang menarik (S7,S10,ST2,T8) 	<ol style="list-style-type: none"> 1. Melibatkan masyarakat local dalam melengkapi fasilitas akomodasi lokal (T5,T7,T10,W5,W9,W10) 2. Meningkatkan kualitas karyawan agar lebih kompeten dalam pengelolaan wisata (T9,T4,T6,W7,W6,W3)

(Sumber: Data Penelitian, 2025)

Strategi kombinasi Matriks SWOT yang terdiri dari S-O, S-T, W-O, dan W-T untuk pengembangan agrowisata Cau Chocolate Bali di kecamatan Marga, kabupaten Tabanan dapat digunakan untuk memberikan gambaran yang jelas tentang kekuatan, kelemahan, peluang, dan ancaman yang dimiliki oleh proyek. Analisis ini menggunakan data dari matriks IFAS dan EFAS. Setelah nilai total dari masing-masing faktor dihitung dalam rumusan matrik SWOT, proses selanjutnya dapat dilihat pada tabel berikut.

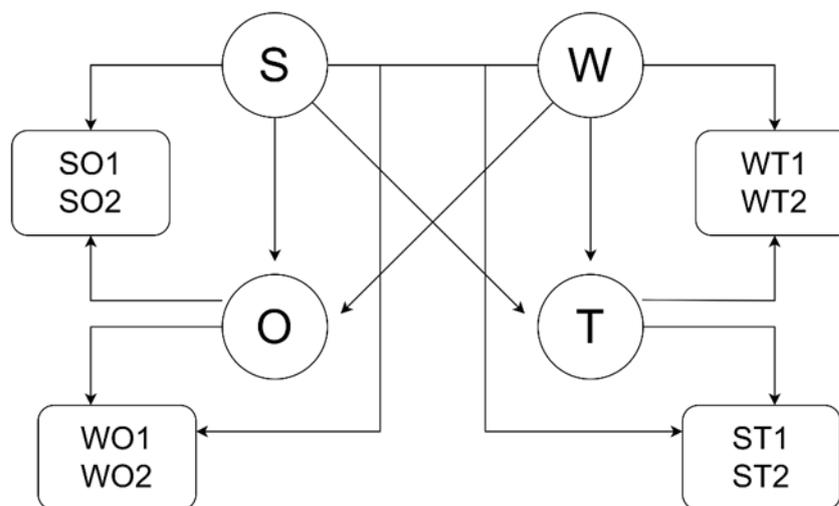
Tabel 5. Rumusan Kombinasi Strategi Metrik SWOT

	Kekuatan	Kelemahan
Peluang	Strategi (S-O) $2,340 + 1,763 = 4,103$	Strategi (W-O) $2,340 + 0,713 = 3,053$
Ancaman	Strategi (S-T) $0,768 + 1,763 = 2,531$	Strategi (W-T) $0,768 + 0,713 = 1,481$

Sumber: Data Penelitian (2025)

4.5. Penciptaan Model

Setelah didapatkan strategi alternatif dari matriks SWOT, dapat dibuatkan model strategi penanganan agrowisata Cau Chocolate Bali yang diciptakan melalui gabungan Strategi *Strength*, *Weakness*, *Opportunity* dan *Threats* sebagai berikut:



Gambar 4. Model Strategi Pengembangan Cau Chocolate Bali
(Sumber: Data Penelitian, 2025)

Dari model strategi di atas dapat dijabarkan kembali penjelasan masing-masing strategi tersebut:

Strategi WT (*Weakness-Threats*)

Strategi W-T adalah strategi yang memperhitungkan kelemahan dan risiko. Berdasarkan perhitungan analisis SWOT, strategi S-T memperoleh nilai tertinggi sebagai prioritas strategi keempat atau yang terakhir dengan nilai 1,481. Terdapat dua strategi alternatif yang dapat dilakukan pada strategi W-T yaitu Melibatkan Masyarakat Lokal Dalam Melengkapi Fasilitas Akomodasi Lokal (W-T 1) dan Meningkatkan Kualitas Karyawan Agar Lebih Kompeten Dalam Pengelolaan Wisata (W-T 2). Seperti yang telah di kemukakan oleh Damayanti dkk. (2014) bahwa konsep agrowisata berbasis komunitas yang merupakan program wisata dengan memanfaatkan potensi alam dan budaya, serta dukungan dari masyarakat lokal. Strategi ini mendorong Agrowisata Cau Chocolate Bali untuk mengajak masyarakat lokal untuk melengkapi fasilitas dan infrastruktur yang dapat memberikan kenyamanan dan kemudahan bagi wisatawan yang berkunjung seperti *home stay* yang dekat dengan lokasi Cau Chocolate Bali. Karena baik wisatawan domestik maupun wisatawan asing yang tentunya memerlukan penginapan ketika wisatawan menikmati berbagai produk dan jasa yang ditawarkan. Dengan

melibatkan masyarakat dalam upaya melengkapi fasilitas akomodasi di Desa Cau, secara otomatis perekonomian masyarakat lokal di sekitar Cau Chocolate Bali meningkat.

Strategi ST (*Strength-Threats*)

Strategi S-T merupakan strategi yang menggunakan seluruh kekuatan yang dimiliki perusahaan untuk mengatasi ancaman. Berdasarkan perhitungan analisis SWOT, strategi S-T memperoleh nilai tertinggi sebagai prioritas strategi ketiga dengan nilai 2,531. Terdapat dua strategi alternatif yang dapat dilakukan pada strategi S-T agrowisata Cau Chocolate Bali yaitu Meningkatkan branding awareness melalui pengembangan agrowisata agribisnis (S-T 1) dan Meningkatkan Daya Saing Dalam Inovasi Pengemasan Paket Agrowisata Yang Menarik (S-T 2). Berdasarkan pemahaman Sayangbatti & Baiquni (2013), Pengelolaan pariwisata harus terus berubah karena sifatnya yang dinamis, memerlukan pemahaman yang fleksibel, dan memerlukan pengelolaan yang fleksibel. Teknologi komunikasi dan informasi dapat membantu mempromosikan kegiatan dan objek wisata di kota. Dalam pendekatan ini, pengenalan keunggulan daerah wisata (pengenalan merek dan gambar merek) dapat dilakukan melalui *media online platform* yang sangat populer seperti Instagram, Facebook, YouTube, TikTok, dan aplikasi lainnya. Selain itu, saat ini banyak kegiatan yang mengadakan *event* atau melakukan *endorsement* untuk meningkatkan kredibilitas merek mereka.

Strategi WO (*Weakness-Opportunities*)

Strategi W-O menerapkan pemanfaatan peluang dengan cara meminimalisir kelemahan yang dimiliki perusahaan. Berdasarkan perhitungan analisis SWOT, strategi W-O memperoleh nilai tertinggi sebagai prioritas strategi kedua dengan nilai 3,053. Terdapat dua strategi alternatif yang dapat dilakukan pada strategi W-O agrowisata Cau Chocolate Bali yaitu Mempertahankan Kualitas dan Kontinuitas Produk tersertifikasi (W-O 1) dan Meningkatkan Promosi Dalam Platform Digital (W-O 2). Bruinsma dkk. (2011) berpendapat bahwa teknologi informasi dan komunikasi dapat membantu untuk mempromosikan aktivitas dan objek wisata. Strategi ini dikembangkan karena banyak masyarakat yang tidak mengetahui objek wisata agrowisata Cau Chocolate. Hal ini terkait dengan minimnya kemampuan pengelola obyek wisata untuk mengelola promosi sesuai dengan perkembangan era yang terjadi saat ini. Strategi ini merupakan suatu kekuatan dalam mensosialisasikan dan mengkomunikasikan agrowisata Cau Chocolate Bali baik kepada *stakeholder* lokal maupun internasional.

Strategi S-O (*Strength-Opportunities*)

Strategi S-O adalah strategi yang memanfaatkan semua kekuatan dalam perusahaan untuk merebut dan memanfaatkan peluang yang sebesar-besarnya. Berdasarkan perhitungan analisis SWOT, strategi S-O memperoleh nilai tertinggi sebagai prioritas strategi pertama dengan nilai 4,103. Terdapat dua strategi alternatif yang dapat dilakukan pada strategi S-O agrowisata Cau Chocolate Bali yaitu Memberdayakan Peran Masyarakat Dalam Pemandu Wisata Lokal Dengan Meningkatkan kemampuan Bahasa Inggris dan Pelayanan Wisata (S-O 1) dan Terbentuknya Strategi Memperluas Jaringan Kemitraan Dengan Pihak Pemerintah Maupun Swasta (S-O 2). Wulandari (2020) menyatakan bahwa stakeholder (Pemangku Kepentingan) adalah kelompok yang luas dan beragam. Ada yang membantu dan membantu, tetapi ada juga yang membuat masalah dan mengganggu. Mereka bergantung pada berbagai kebutuhan. Strategi ini mengarah pada kerja sama antara pemerintah daerah dan swasta yang merupakan terobosan yang dapat dilakukan dalam rangka menunjang pengembangan agrowisata Cau Chocolate Bali, karena dibutuhkan keseimbangan interaksi dan keterlibatan antara pemerintah, dunia usaha/swasta dan masyarakat. Strategi ini melibatkan Pemerintah

yang berperan sebagai pembuat kebijakan, peraturan dan fasilitator dan keterlibatan sektor swasta adalah bentuk kemitraan antara pemerintah daerah dan swasta dengan menangani keterbatasan pemerintah dalam menangani sumber daya yang kurang untuk pengembangan agrowisata Cau Chocolate Bali (Fatmawati, 2011).

5.2.2. Forum Group Discussion (FGD)

Forum Group Discussion merupakan tahapan yang diperlukan dalam penelitian ini dalam pembuatan model strategi pengembangan Agrowisata Cau Chocolate Bali. FGD dilakukan dengan melibatkan *owner* Cau Chocolate Bali, perwakilan *marketing staff*, perwakilan dari *tour staff*, CEO, Manajer, dan Dosen Agrobisnis. FGD yang dilakukan di Cau Chocolate Bali, membahas tentang model strategi yang dibuat peneliti untuk Agrowisata Cau Chocolate Bali.

Terdapat beberapa strategi di dalam model yang ada di Gambar 5.1 dan di beri komentar oleh *owner* Cau Chocolate Bali yaitu strategi untuk melibatkan masyarakat lokal dalam melengkapi fasilitas akomodasi lokal. Strategi ini pernah direncanakan namun, terhambat banyaknya anak muda yang lebih memilih untuk kerja di tempat lain atau merantau, akan tetapi meskipun begitu beliau mengatakan bahwa agrowisata Cau Chocolate Bali akan bisa menjadi lebih baik jika banyak masyarakat lokal yang ikut berpartisipasi dalam Agrowisata tersebut. Selain itu perwakilan *marketing staff* dan Dosen agribisnis memberi komentar mengenai strategi yang menyangkut promosi dan meningkatkan daya saing produk akan segera dilakukan karena masih banyak masyarakat asal Tabanan yang bahkan tidak mengetahui keberadaannya Agrowisata Cau Chocolate Bali, maka dari itu jika tidak memungkinkan untuk mengadakan *event* di Cau Chocolate Bali secara langsung, dan pilihan lain adalah mengikuti *event* atau *convention* untuk menyebar *branding awareness*.

Akhir dari FGD menetapkan bahwa model yang peneliti buat disetujui, divalidasi oleh pihak *owner* Cau Chocolate Bali, dan model strategi yang dibuat peneliti dapat di implementasikan untuk memperbaiki kinerja agrowisata Cau Chocolate Bali, khususnya di bidang Strategi Pengembangan Agrowisata Cau Chocolate Bali.

5. KESIMPULAN

Berdasarkan hasil matriks IE, posisi agrowisata Cau Chocolate Bali berada di kuadran IV dan dari beberapa strategi yang dilakukan pada zona kuadran IV ini, agrowisata Cau Chocolate Bali menggunakan strategi penetrasi pasar melalui kerja sama antara *stakeholder* dalam meningkatkan wisatawan. Selain itu, model strategi Pengembangan Agrowisata Cau Chocolate Bali yang didapatkan melalui analisis Metrik SWOT dan dengan membuat rangking dari kombinasi Strategi Metrik SWOT. Pada strategi sebelumnya yang telah diterapkan agrowisata Cau Chocolate Bali, strategi berfokus ke penetrasi pasar dan pengembangan produk. Sedangkan dalam strategi yang telah di buat peneliti, selain memiliki komponen yang sama dengan strategi yang telah di terapkan agrowisata Cau Chocolate Bali, terdapat juga strategi mengenai kualitas produk dan kualitas SDM yang melibatkan warga lokal. Saran dari peneliti untuk Agrowisata Cau Chocolate Bali agar lebih intensif dalam menyebarkan *branding awareness* dengan mengadakan atau mengikuti *event*, sehingga Agrowisata Cau Chocolate Bali dapat lebih di kenal oleh masyarakat terutama calon investor dan calon mitra. Begitu juga dari pihak masyarakat lokal yang tinggal di daerah Marga agar ikut andil dalam pengembangan Agrowisata Cau Chocolate Bali. Penelitian ini memiliki keterbatasan dalam hal jumlah sampel yang terbatas. Disarankan untuk penelitian mendatang agar dapat menambah jumlah dan pemilihan responden sehingga hasil lebih representatif. Selain itu, metode survei

dapat dikombinasikan dengan teknik wawancara mendalam untuk mendapatkan data yang lebih kaya.

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Customer Perceptions of Sustainable Goat Cheese Production Within a Circular Farm to Fork Model: a Case Study of PIB College

Sandy Dwiputra Yubianto

D3- Culinary Arts, Politeknik Internasional Bali

Sandy.dwiputra@pib.ac.id

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Abstrak

Pertumbuhan pesat industri makanan telah meningkatkan pentingnya pendidikan kuliner, khususnya dalam mendorong praktik berkelanjutan. Di Politeknik Internasional Bali (PIB College), keberlanjutan menjadi fokus utama baik dalam pengajaran praktis maupun produksi makanan. Peternakan di dalam kampus, yang memelihara kambing dan sapi Bali, memberikan kesempatan untuk memasukkan keju kambing lokal ke dalam menu restoran kampus. Konsep Farm to Fork menekankan penggunaan bahan lokal dan berkelanjutan, sejalan dengan prinsip konsumsi bertanggung jawab dan mengurangi dampak lingkungan dari sistem pangan. Selain itu, program seni kuliner di PIB menangani limbah makanan dengan memanfaatkan limbah praktikum mahasiswa sebagai pakan bagi kambing, sehingga berkontribusi pada sistem produksi pangan yang lebih berkelanjutan dan sirkular. Penelitian ini bertujuan untuk meneliti persepsi konsumen terhadap strategi Farm to Fork dalam pemaparan keju kambing yang bersumber dari kampus dalam upaya yang berkelanjutan. Penelitian ini menghasilkan kesimpulan bahwa konsumen akan merespons positif terhadap pendekatan Farm to Fork, melihatnya sebagai pilihan menarik dan ramah lingkungan. Dengan menyoroti keberlanjutan produksi lokal dan pengurangan limbah, penelitian ini mengeksplorasi bagaimana strategi Farm to Fork dapat mendorong dan meningkatkan konsumsi makanan yang bertanggung jawab.

Kata Kunci: Farm to Fork, Keberlanjutan, Keju Kambing, Pengelolaan Limbah Makanan.

Abstract

The rapid growth of the food industry has increased the significance of culinary education, particularly in promoting sustainable practices. At Politeknik Internasional Bali (PIB), sustainability is a key focus in both practical teaching and food production. The campus's farm, which raises goats and Balinese oxen, provides an opportunity to incorporate locally sourced goat cheese into the menu of the campus restaurant. The farm-to-fork concept emphasizes the use of local, sustainable ingredients, aligning with the principles of responsible consumption and reducing the environmental impact of food systems. Additionally, the culinary arts program at PIB addresses food waste by repurposing waste from student practicals as feed for the goats, contributing to a more sustainable and circular food production system. This research aims to assess the customer perception, focusing on

how sustainability performed through campus-sourced goat cheese perceived by the eyes of consumer. The study resulted that consumers will respond favorably to the Farm to Fork approach, viewing it as an attractive and eco-friendly option. By highlighting the sustainability of local production and reducing waste, the research explores how Farm to Fork strategies can encourage and enhance responsible food consumption.

Keywords: Farm to Fork, Sustainability, Goat Cheese, Food Waste Management.

1. INTRODUCTION

Culinary education in Bali is primarily delivered through vocational and academic higher education, with vocational programs ranging from Diploma 1 to Diploma 4 and emphasizing industry-oriented learning. This vocational program still proven to be the choice of studying program in Indonesia, in hoping to cater the needs of competent human resources in tourism industry (Kadek Eni Juniari et al., 2022). The rapid growth of the culinary industry has increased the importance of culinary education (Kim, 2020), a trend reflected in the development of PIB College as a leading vocational institution. Among its four study programs, the Diploma 3 Culinary Arts program is one of the most popular, reflecting strong student interest in practical culinary training. Hands-on learning approaches what mostly causes the vocational culinary education in Bali becoming widely favoured.

PIB College supports the hands-on learning approaches by providing the international-standard kitchen laboratories and a curriculum structure consisting of 70% practical and 30% theoretical classes. This learning composition allows students to master culinary techniques while understanding kitchen fundamentals and operations. As a result, the kitchen laboratory becomes one of the most intensively used facilities, particularly during early-stage training where students learn basic cooking processes.

In the kitchen laboratory, students are in process of acquiring essential knowledge of ingredients, equipment, utensils, and recipes. Among these, ingredient knowledge is an important aspect to learn in kitchen laboratory, as it serves as the primary medium through which culinary techniques are learned. PIB College students come from diverse educational backgrounds, which are from vocational high school majoring in cooking program, or senior high school majoring from science and social sciences. The students also come with varying level of cooking experiences. Students with limited prior knowledge tend to generate more food waste due to unrefined cutting, peeling, and processing techniques, especially during early practical sessions. Increased student participation in practical classes leads to higher ingredient usage and, consequently, greater food waste generation.

The situation of increased student and increased food waste persist until now, and there are no prominent actions to tackle and limiting the number of food waste produced that would end up in the landfill which in return will generate more issue regarding health and safety risk within the environment. In November 2024, the food waste generated from kitchen practical reach the total amount of kilograms (see figure 1.1). With the large amount of food waste that ended up straight to the landfill, the researcher planned to reduce and recreate something out of the food waste that would in return be beneficial for the learning environment as well. In response, the Laboratory team together with the coordination in culinary arts lecturer team in

PIB College emphasizes early education on ingredient maximization to reduce food waste. This approach is aligned with Sustainable Development Goal 12, which promotes responsible consumption and production and requires sustainable ingredient use with reduced resource consumption (Svendsen et al., 2022).

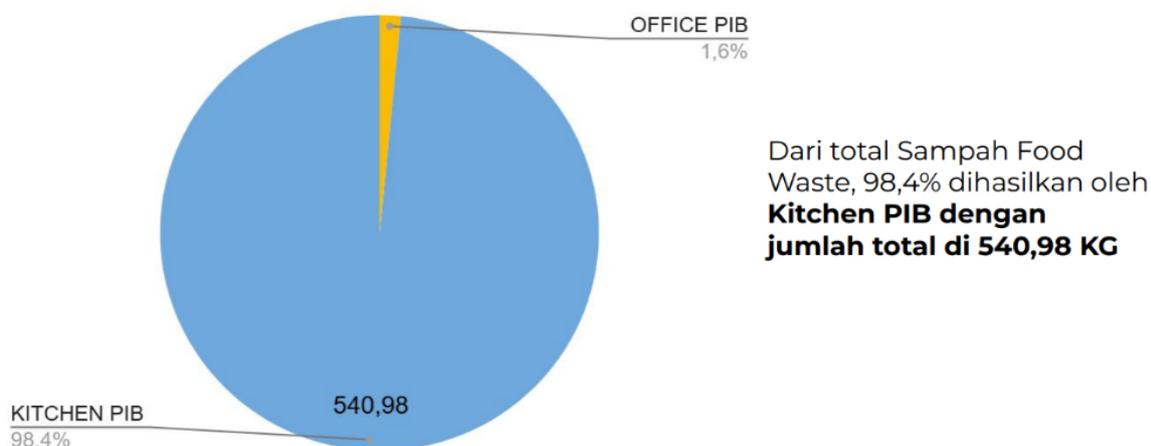


Figure 1.1 Food waste generated from Kitchen PIB in November 2024.
(Source: Summary Waste Report, LTP, 2024)

One major initiative introduced by the researcher focuses on managing food waste starts from fruit carving classes. The class is a compulsory first-semester subject that produces significant fruit trimmings. This initiative supports PIB College’s broader objective of achieving green campus certification. The sustainability program was further strengthened by integrating campus farming activities. In PIB College, goats and Balinese oxen are 2 of the farm animals that are daily treated as the part of the establishment. With their presence, and their needs of a good source of feed, fruit carving waste is repurposed for the animal fed especially being given to the goats in purpose of giving them more nutrients and variety in their diets. Meanwhile other organic wastes are processed into compost to be used for the garden soil. This closed-loop system evolved into a Farm to Fork Model, transforming food waste into valuable outputs such as goat milk, goat cheese, and vegetables for practical classes and campus café use as seen on **figure 1**.



Figure 1 PIB College Farm to Fork Model at Food and Beverage Lab
(Source : Documentation Author, 2025)

The repurposing waste especially for compost and for goat cheese making has decreased the food waste to the number of 335,29 kilograms in December 2024 (see figure 1.2). It has been decreased as much as 205,69 kilograms of food waste generated from kitchen PIB. The initiative has led the operations inside classes becomes more genuine towards a greener act in limiting the food waste during practical as well.

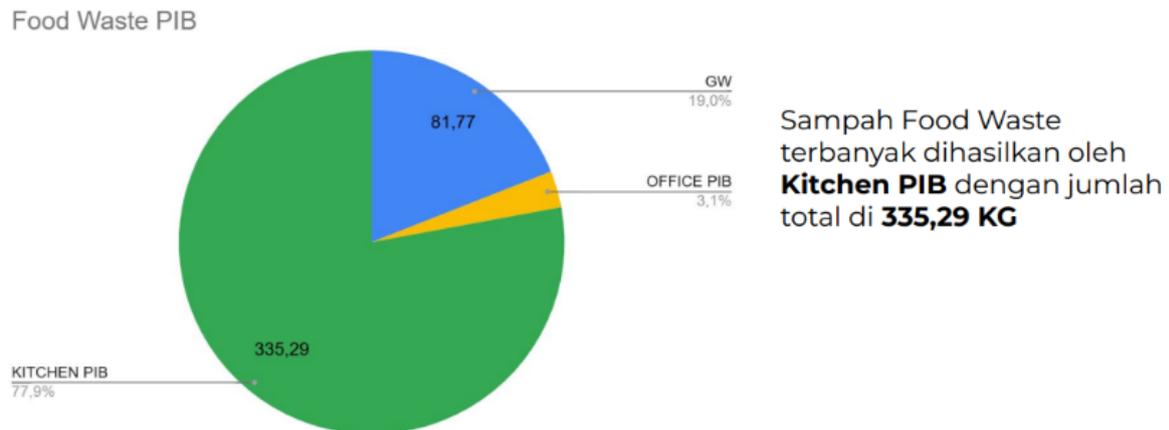


Figure 1.2 Food waste generated from Kitchen PIB in December 2024.
(Source: Summary Waste Report, LTP, 2024)

Sustainable food practices within campus food services are increasingly important, as managing food supply and demand plays a key role in food waste reduction (Nicastro & Carillo, 2021). Involving consumers in sustainability initiatives can further reduce environmental impact and carbon footprints (Kim & Hall, 2020). The Farm to Fork strategy, a core element of the European Green Deal, emphasizes sustainable food systems that enhance economic viability, social well-being, and environmental protection (European Union, 2020). PIB College's integrated campus environment enables effective implementation of this strategy within culinary education.

2. LITERATURE REVIEW

2.1 Farm to Fork as a Circular Food System

According to Giannou (2022) in the publication of Farm to Fork EU's Strategy for a Sustainable Food System Sustainability, relationship between human health, environmental wellbeing, and long-term economic stability that are emphasized are in line with the UN's Sustainable Development Goals. The phenomena highlight strategies such as the Green Deal and Farm to Fork as approaches to addressing global challenges including food waste, hunger, and climate change. The research findings show that the Farm to Fork strategy supports a fair, healthy, and environmentally conscious food system. Thus, this finding also strengthens the flow of a circular food system that utilizes the environment, and being conscious to the consumption and the impact resulted from this action in exchange of a longing sustainable processes within the food system.

Highlighting sustainability and farm to fork system, Elshaer et al., (2023) examines the mediating role of perceived economic benefit and environmental sustainability in the relationship between Farm to Fork sourcing and sustainable agricultural practices. The study identifies challenges associated with increasing crop productivity while maintaining sustainability, leading to the adoption of regenerative agricultural practices. The findings show that Farm to Fork sourcing positively influences sustainable agriculture, with economic perceptions and environmental sustainability acting as key mediators. The results further suggest that direct sourcing from local farms can generate economic benefits for both farmers and food service operators while simultaneously reducing carbon footprints within the food supply chain. The phenomena highlight a better circular system resulted from the lower carbon footprint and benefiting both farmers and the environment in return creating a better circular system in the food supply chain.

2.2 Customer Perceptions towards Sustainable Food Products

Perceptions as depict in the research from Fernqvist (2021), examines customer perspectives on the Farm to Fork strategy and discusses the challenge of balancing farmer income with affordable and healthy food. Using descriptive analysis, the study introduces the Impossible Food Triangle, showing that consumer choices often prioritize price, convenience, or health, which influences sustainable consumption. This has shown the presence of point of view within the process of examining a food product especially when they are driven by the concept of sustainable which also contains economic side, value side, environment side, and the community side. Those 3 sides in sustainable food product are in conjunction with the concept of price (market and society driven pricings), convenience (the travel and efficiency within the carbon footprint produced), and health (which might as well be affected by environment they are living in during the process of creation and consumption). In this research perceptions is driven by the presence of numerical scoring of the products hedonic test aspects and the feedback summarization resulted from the thematic analysis.

Apart from perceptions, the farm to fork product itself has bigger role in promoting sustainability by highlighting the creation through the presence of attributes such as food labeling. Neculai (2021) analyzes the role of Farm to Fork SMART labels in increasing consumer trust in local dairy products. The study emphasizes information gaps that influence purchasing decisions, particularly for animal-based products. Through survey based quantitative analysis, the findings indicate that smart labels improve transparency, product traceability, and consumer confidence. This research provides insight into how information delivery and labeling strategies can support sustainable local food products, including goat cheese produced within a Farm to Fork model.

2.3 Previous study

Below are the table showing the previous study and the novelty this research has progressed onto.

Table 2. 1 Previous Study

No.	Researcher	Title	Method	Results	Novelty
1.	(Giannou, 2022)	Farm to Fork: EU's Strategy for a Sustainable Food System	<i>Comparative Article Examination</i>	The research finds that the Farm to Fork strategy supports a healthy and environmentally friendly food system while addressing food waste and sustainability.	The sustainable food system is implemented through a Farm to Fork Model that utilizes students' practical food waste for goat cheese production. This research focuses on examining customer perceptions of this initiative. It differs from the current research in terms of scope, as it focuses on system level implementation rather than food waste utilization within an educational environment.
2.	(Fernqvist, 2021)	Farm to Fork Strategy – A Consumer Perspective	Descriptive Analysis	The Farm to Fork Strategy highlights food supply chain complexity and reveals that current consumption patterns are unsustainable, with customers less likely to choose healthy and sustainable diets.	The Farm to Fork Strategy reveals unsustainable consumption patterns and low preference for healthy and sustainable diets. This research continues the research to see the perceptions on how a more sustainable, and healthier product produced from farm to fork activity could be approved by students and benefiting all parties involved.
3.	(Neculai et al., 2021)	Farm-to-Fork SMART LABEL for Increasing Consumer Trust and Ensuring Support for Local Milk and Dairy Producers	Descriptive Quantitative Data Analysis	The study shows that smart labels increase consumer trust in local animal products and may reduce carbon footprints through shorter supply chains.	This study trying to strengthen the Lable perceptions within the campus scale of marketing. Seeing how students who participated in the sustainable efforts program would gain benefit from the goat cheese resulted from

					the food waste. Their perceptions would then give insights to the researcher about this Farm to Fork model thus will create a better decision in the label design for the product in the future research.
4.	(Elshaer et al., 2023)	Farm-to-Fork and Sustainable Agriculture Practices: Perceived Economic Benefit as a Moderator and Environmental Sustainability as a Mediator	Quantitative Data Analysis	The study finds that Farm to Fork sourcing positively influences agricultural practices, with economic and environmental perceptions shaping this relationship.	This Study examines the stakeholder who are part of the system which are the students, and the farm processes. The study examines them directly and gather the data of the partaker of the project in an educational area.

2.4 Research Gap

The research gap within the mentioned previous study are the scale of the program and the real perceptions of the customer with the direct interaction of the product that has been resulted straight from the farm to fork model. These perceptions would be as valuable as how a product would be produced and marketed later while as well understanding the valuable point off view from all the parties in turning this circular food system into a valuable module on educational level institution all around Indonesia and the world. The focused produced goat cheese is also one of the key aspect in determining a special interest and perceptions of the participants in seeing how a farm to fork model could change their mind and influence their decision in buying a better product and partaking in a more sustainable food processes.

3. METHODS

This study employed a qualitative dominant mixed method approach to examine customer perceptions of a Farm to Fork Model implemented within a vocational culinary education environment. Research is defined as a systematic process of inquiry aimed at generating new knowledge through structured investigation (Pandey & Pandey, 2015). Qualitative methods were selected to capture in depth perspectives, experiences, and meanings related to sustainability practices that cannot be fully represented through numerical data alone (Taherdoost, 2022). Descriptive analysis was used to interpret empirical findings supported by relevant literature on sustainable food systems and Farm to Fork strategies.

The research was conducted at Bali International Polytechnic (PIB College), Indonesia, from January to August, following proposal preparation between October and December. PIB College was selected due to its integrated campus layout, where culinary laboratories, a campus café, waste management facilities, and a livestock farm are in proximity. The campus spans approximately 15 hectares and serves as a vocational education institution specializing in

tourism, digital, and creative industries (PIB College, 2024). The presence of goats and cows on campus enables the conversion of culinary practical food waste into animal feed, which in turn supports goat milk and goat cheese production for educational and café use.

Data collection involved both primary and secondary sources. Primary data were gathered through hedonic sensory testing of campus produced goat cheese, open ended questionnaires, and discussions with students involved in food waste separation and goat cheese processing. The sensory test evaluated taste, aroma, texture, appearance, and overall acceptance using a five points Likert scale ranging from dislike very much to like very much. Secondary data were collected from academic journals, official reports, and online publications related to sustainability and Farm to Fork strategies.

The research population consisted of culinary arts students, hotel management students, chefs, and staff familiar with the Farm to Fork initiative. Purposive sampling was applied to select participants directly involved in food waste separation and goat cheese production, primarily Culinary Arts students from Batch 7 and Batch 8. A minimum of 25 participants was selected to meet sensory panel requirements. Questionnaires were distributed online using Google Forms to ensure accessibility and support paper waste reduction. Participants were provided with study information and consent details prior to participation. Data collection occurred over a one month period, with responses automatically recorded and organized in spreadsheet format. Data analysis followed a mixed method strategy. Quantitative data from the sensory test were analyzed using descriptive statistics, while qualitative responses from open ended questions were analyzed through thematic analysis to identify recurring patterns related to taste perception, sustainability awareness, and engagement with the Farm to Fork Model (Sadler et al., 2022). This combined approach enabled a comprehensive evaluation of customer perceptions toward sustainable goat cheese production within an educational Farm to Fork context.

Thematic analysis is done to understand the perceptions of the panelists after trying the goat cheese. The answers from each respondents according to each thematic questions is analyzed to see further the aligning topics towards the sustainable practices result. the result is divided into 2 category, which is the open ended survey from additional feedback for the additional information that could be analyzed related to the hedonic test result. Some of the answers are translated to English language due to some are written in Indonesian. The exaggeration of the emotion are sometimes shown in the writings with exclamation marks and a repetitive use of the same vowels such as: “suuuper!”, or repetitive use of the same consonant such as: superrrr!. The exaggeration is also analyzed and interpreted towards a specific theme that are originated throughout the answers from this 1 additional feedback section and 5 open ended surveys.

The results of the data collection and analysis process are interpreted to address the research problem and reflect actual conditions within the research environment, leading to conclusions presented in the following chapter. The Sustainable Farm to Fork Model was developed to reduce food waste and maximize its environmental benefits. The model was introduced to all participants through the online questionnaire to ensure understanding of the sustainability initiative before data collection.

Before the participants fill down the questionnaire, participants are given the socialization of the sustainable farm-to-fork program. This socialization is to give explanation towards what is the update inside the food and beverage lab in PIB College, and to update them with the result of the cheese sourced from the goats milk in the campus farm area.

4. RESULTS AND DISCUSSION

The research has involve 25 respondents in the process of gathering sensory evaluation data. The gained data is used to represent the repondents the physical evidence of the sustainable farm-to-fork model realization that has been done in the PIB College food and beverage laboratory. A hedonic evaluation was carried out to assess the acceptability of the goat cheese product, utilizing a 5-point scale in which 1 represented "dislike very much" and 5 indicated as "like very much".

Table 4. 1 Sensory evaluation summary.

Respondents	Age	Gender	Aroma	Texture (Mouthfeel)	Flavor	Appearance	Overall
1	19	M	1	5	4	2	4
2	20	M	3	5	4	4	4
3	19	M	4	5	4	4	5
4	21	F	3	5	4	4	4
5	23	M	4	4	4	4	5
6	19	M	5	5	5	5	4
7	19	M	4	5	5	5	5
8	18	F	2	3	5	3	5
9	20	F	5	4	4	5	5
10	19	M	1	2	2	1	2
11	19	M	3	3	3	2	3
12	21	M	5	5	5	4	5
13	21	M	3	5	3	5	4
14	20	F	2	4	5	4	4
15	20	M	4	5	5	4	5
16	20	M	2	5	5	4	4
17	20	M	1	3	4	5	5
18	20	M	3	4	4	4	4
19	20	F	3	3	3	4	3
20	21	F	3	3	4	3	3
21	38	M	3	3	3	2	3
22	20	F	1	3	3	3	3
23	42	M	3	3	2	3	3
24	20	M	3	4	3	3	3
25	20	F	4	4	4	4	4
Total			75	100	97	91	99
Average			3	4	3.88	3.64	3.96

(Source : Author Data, 2025)

From the table above, the average of the hedonic test scored from 3 and above which tends to create likeliness towards the goat cheese product. The highest score comes from the texture (mouthfeel) with the average of 4 out of 5 in the scoring which translates to “like” the goat cheese. The overall score of the goat cheese also comes second close to the texture score which comes at an average of 3.96 out of 5. the lowest score seen in the factor of aroma.



Figure 2. Goat cheese spread result with condiments and packaging.
(Source : Documentation Author, 2025)

4.1 RESPONDENT CHARACTERISTICS

A total of 25 respondents participated in the study. The sample was predominantly male, accounting for 68% of participants, while females represented 32% of the respondent group. Most respondents were categorized as young adults, reflecting the dominant demographic of students and campus visitors involved in the sensory evaluation activity. This demographic composition is consistent with the educational and institutional context in which the study was conducted. The respondent profile therefore provides a relevant representation of the target consumer group for campus-based sustainable food products.

With respect to product familiarity, 56% of respondents reported having prior knowledge or experience with goat cheese, whereas 44% indicated no previous exposure. Awareness of sustainability-related concepts was comparatively lower, as only 44% of respondents were familiar with farm-to-fork systems or sustainable food production practices. This suggests that more than half of the participants lacked foundational knowledge of sustainability frameworks within food systems. Consequently, a substantial proportion of respondents evaluated the product without strong preconceived perceptions of either goat cheese or sustainability narratives. This condition allowed for an assessment based largely on direct sensory experience.

4.2.1 HEDONIC SENSORY EVALUATION

The hedonic sensory evaluation results indicate that the goat cheese product was generally well accepted by respondents (Table 4.1). All assessed sensory attributes recorded mean scores above the neutral midpoint of the five-point hedonic scale (score = 3). This finding

reflects an overall positive perception of the product across evaluated dimensions. The results suggest that the product achieved a satisfactory level of consumer acceptance within the sampled group. No attribute was rated unfavorably at an aggregate level.

Among the sensory attributes, texture achieved the highest mean score ($M = 4.00$), followed by overall liking ($M = 3.96$), flavor ($M = 3.88$), appearance ($M = 3.84$), and aroma ($M = 3.52$). Texture also demonstrated the greatest consistency in positive responses, with the majority of respondents assigning scores of 4 or 5. This indicates a strong preference for the smooth and spreadable texture of the cheese. The high texture rating suggests that mouthfeel played a central role in shaping respondents' acceptance. These findings highlight texture as a key strength of the product formulation.

Aroma received the lowest mean score and exhibited greater variability among respondents. This variation may reflect differences in individual sensitivity to goat milk aroma or varying levels of familiarity with goat cheese products. Despite this variability, aroma ratings remained above the neutral threshold, indicating that the attribute was generally acceptable. Importantly, lower aroma scores did not substantially reduce overall product liking. This suggests that aroma was not a critical barrier to acceptance in this context. Overall liking scores closely aligned with both texture and flavor evaluations. This alignment indicates that sensory attributes related to mouthfeel and taste were the primary determinants of product acceptance. Visual appearance and aroma played a secondary role in influencing respondents' preferences. These findings reinforce the importance of optimizing texture and flavor in the development of goat cheese products. The results also suggest that improvements in secondary attributes may further enhance overall acceptance.

4.2.2 QUALITATIVE SENSORY FEEDBACK

Qualitative data gathered from open-ended surveys were analyzed thematically to gain deeper insight into respondents' sensory perceptions. The analysis identified eight dominant themes representing both positive experiences and areas for improvement. These themes complemented the quantitative findings by providing contextual explanations for respondents' ratings. The qualitative results also highlighted individual differences in sensory perception and enriched the interpretation of the hedonic evaluation outcomes.

The most prominent theme turns out to be related to flavor balance and complexity. While many respondents described the cheese as flavorful and enjoyable, several noted that the herbal infusion occasionally masked the natural flavor of the goat cheese. Some participants suggested reducing the intensity of the herbs to achieve better balance. Others recommended extending the maturation period to allow the cheese's inherent flavor to develop more fully. These responses indicate a desire for greater clarity in the primary cheese flavor.

Perceptions of texture were overwhelmingly positive and consistent with the quantitative sensory results. Respondents frequently described the cheese as smooth, soft, and easy to spread. These characteristics were viewed as desirable and contributed positively to overall liking. However, a small number of respondents noted excessive oiliness or moisture. Such feedback suggests that minor adjustments in formulation or processing could improve textural consistency.

Feedback regarding appearance was mixed among respondents. Some participants perceived the darker color of the cheese as less visually appealing when compared to conventional dairy products. In contrast, others associated the color with natural, artisanal, or minimally processed qualities. This variation suggests that visual expectations are influenced by prior exposure and personal preferences. Appearance, therefore, may be subject to contextual interpretation rather than universal standards.

Aroma related comments reflected the relatively lower hedonic scores observed in the quantitative assessment. While some respondents described the aroma as mild and acceptable, others perceived it as strong or unfamiliar. These perceptions were often linked to respondents' prior experience with goat milk products. The findings suggest that aroma acceptance may improve with increased consumer familiarity. This highlights the role of exposure and education in shaping sensory perception.

4.3 PERCEPTION OF SUSTAINABILITY AND FARM TO FORK VALUE

Beyond sensory attributes, respondents demonstrated a notable level of engagement with the sustainability narrative associated with the product. Many participants expressed positive attitudes toward the use of food waste as animal feed within a closed-loop production system. This approach was frequently perceived as environmentally responsible and innovative. Respondents also recognized the educational value of implementing such practices in a campus setting. These perceptions suggest that sustainability added an important non-sensory dimension to product evaluation.

Table 4.1 Perceptions on Farm to Fork Efforts resulted from the questionnaire

Answers for questions 1: "What are your thoughts on the sustainability efforts involved in producing this goat cheese using food-waste-fed goats?"	
Its good	Superrrr!
It's great	Very useful and inspirational, especially since it makes food waste even more useful than before, and is good for the environment.
A pretty good way to turn waste that otherwise will just decompose in a landfill to a quality product with great use	For me, its good idea especially for some way to produce cheese having a goat as pet and convert something food waste to cheese is quite something.
Very efficient and creative.	it sounds very interesting and i sure do hope that it will help improve the environment
so good	I think it's a great step toward sustainability. Feeding goats with food waste helps reduce environmental impact and makes cheese production more eco-friendly.
Is good	It is a good start and innovation in empowering waste from PIB
Really a good idea	Producing goat cheese using goats fed on food waste is a commendable sustainability effort. It greatly reduces food waste

It's really nice, reducing food waste while also reducing the cost for feeding farm animals.	Really great idea for sustainable
Uniq	very good to help protect the environment.
great idea	It's a great sustainable move, reducing food waste and lowering your carbon footprint by using leftovers as goat feed without sacrificing milk quality or animal welfare.
In my opinion it's really effective and sustainable for the food waste coming from PIB	I think it's good idea to use waste of food from kitchen or household to make food sources of goat
I think it's a good way to reduce food waste	I believe the sustainability efforts involved in producing this goat cheese are highly commendable. Feeding goats with food waste not only reduces agricultural and commercial waste but also contributes to a more circular food system. It helps minimize the environmental impact of both food disposal and animal farming. However, I think it's important to ensure that the nutritional quality and safety of the goat feed are properly monitored. Overall, this initiative reflects an innovative and responsible approach to sustainable food production, and I would support more products developed using similar methods.
Pretty good	-

(Source : Author Data, 2025)

Sustainability-related feedback often emphasized ethical considerations, environmental impact, and social responsibility. Several respondents indicated that awareness of the farm-to-fork model enhanced their appreciation of the product. In some cases, participants expressed a greater willingness to support or purchase the product due to its sustainable production method. This response occurred even when certain sensory attributes were perceived as unfamiliar. The findings suggest that sustainability narratives can positively influence consumer attitudes and behavioral intentions. This has been in conjunction with the research result from the SMART labeling by Neculai et al. (2021), and within the label can be written the process or link towards the processes video.

Despite positive perceptions, respondents also raised concerns related to food safety, hygiene, and product consistency. These concerns were particularly associated with the use of food waste as animal feed. Participants emphasized the need for clear standards, monitoring, and transparent communication. Such concerns highlight the importance of trust in the successful implementation of sustainable food systems. Addressing these issues is essential to ensure long-term consumer acceptance.

4.4 SUMMARY OF KEY FINDINGS

The results indicate that the goat cheese product achieved positive sensory acceptance among respondents. Texture and flavor emerged as the primary contributors to overall liking,

while aroma and appearance showed greater variability in perception. Nevertheless, none of the sensory attributes negatively affected acceptance at the aggregate level. The findings demonstrate that the product meets basic sensory expectations for consumer acceptance.

Importantly, the sustainability narrative associated with the farm-to-fork model functioned as a significant value-enhancing factor. Respondents evaluated the product not only based on sensory quality but also on its environmental and ethical implications. The results suggest that sustainability-oriented food products can achieve favorable consumer responses when supported by appropriate communication and education. Ensuring food safety, transparency, and quality control remains critical in reinforcing consumer trust and acceptance.

5. CONCLUSION

This study explored the perceptions of 23 students and two chefs toward a farm-to-fork goat cheese initiative that incorporates food waste as animal feed within an educational setting. The findings indicate a strong positive response to the sustainability aspects of the project, reflecting growing awareness and critical engagement with sustainable food production practices among participants. The reuse of food waste from culinary practical classes was perceived as an innovative, environmentally responsible, and educational approach aligned with the principles of circular food systems and the United Nations Sustainable Development Goals. Knowledge of the farm-to-fork model enhanced the perceived value and acceptance of the herb-infused goat cheese product. While sustainability positively influenced product perception, respondents emphasized that food safety, hygiene, and quality consistency are essential to maintaining trust. Concerns regarding feed quality and animal health were constructive and highlight the need for transparency and quality control in sustainable food initiatives. Recommendation from this research is to support effective implementation, clear standard operating procedures for food waste handling and animal feed safety should be established. Transparent communication of sustainability practices through labeling or educational media is recommended to strengthen consumer trust and perceived value. Further research could use the farm to fork in goat cheese production model for other culinary educational institution in creating a more sustainable practices within campus operations. This research also offers opportunities for research in deeper integration into sustainability-focused culinary education overseas. Future research may explore product diversification and the scalability of similar circular food systems in hospitality and tourism contexts within tourism destination.

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