

RINGKASAN

Penelitian ini merupakan penelitian kualitatif studi kasus yang dilakukan di Desa Pancasan, dengan tujuan merumuskan strategi pengembangan Eduwisata *Circular Economy* Pertanian Terpadu menggunakan *Balanced Scorecard* pada perspektif pembelajaran-pertumbuhan dan proses bisnis internal. Data diperoleh melalui wawancara dengan Pemerintah Desa Pancasan, BUMDes Berkah Banyu Makmur, dan koordinator unit usaha yang dipilih melalui teknik *snowball*.

Hasil penelitian dan analisis data menunjukkan bahwa belum adanya strategi pengembangan Eduwisata *Circular Economy* Pertanian Terpadu. Melalui analisis SWOT dan analisis *Balanced Scorecard*, maka dihasilkan beberapa sasaran strategis dari tiga unit bisnis di dalam eduwisata. Sasaran strategis perspektif pertumbuhan-pembelajaran seperti peningkatan keterampilan karyawan, evaluasi pekerjaan, dan lingkungan kerja. Sasaran strategis perspektif proses bisnis internal seperti kelengkapan fasilitas eduwisata dan pengembangan inovasi produk dan kegiatan baru. Sasaran strategis tersebut menjadi kunci untuk merumuskan ukuran hasil, ukuran pemacu kinerja, target, serta inisiatif strategis yang akan dilaksanakan. Dalam penyusunan strategi pengembangan eduwisata, peneliti memberikan beberapa rekomendasi. Melalui penyusunan strategi yang terukur, maka dapat mempermudah untuk dievaluasi dan diperbaiki agar tetap selaras dengan visi dan misi dari BUMDes Berkah Banyu Makmur.

Kata kunci: Eduwisata, *Circular Economy*, *Balanced Scorecard*, SWOT, BUMDes Berkah Banyu Makmur

SUMMARY

This study is a qualitative case study conducted in Pancasan Village, aiming to formulate a development strategy for the Integrated Agricultural Circular Economy Edu-tourism using the *Balanced Scorecard* framework, specifically focusing on the learning - growth and the internal business process perspective. Data were collected through interviews with the Pancasan Village Government, the PancasanBUMDes, and unit business coordinators selected using the snowball technique.

The findings and data analysis indicate that there is currently no established development strategy for the Circular Economy Edu-tourism. Through SWOT analysis and the application of the *Balanced Scorecard*, several strategic objectives were formulated across 3 business units within the edutourism framework. Strategic objectives within the learning and growth perspective include improving employee skills, conducting job evaluations, and fostering a supportive work environment. Meanwhile, the internal business process perspective includes objectives such as enhancing edutourism facilities and developing innovative products and activities.

These strategic objectives serve as the basis for formulating outcome measures, performance drivers, targets, and initiatives. In designing the edutourism development strategy, the researcher provides several recommendations. By establishing measurable and structured strategies, the evaluation and refinement process can be facilitated, ensuring alignment with the vision of BUMDes.

Keywords: Eduwisata, *Circular Economy*, *Balanced Scorecard*, SWOT, BUMDes
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