

RINGKASAN (Intisari)

Pengembangan Agrowisata Kaligua sebagai destinasi unggulan di Kabupaten Brebes menghadapi tantangan penting terkait rendahnya partisipasi generasi muda dalam pengelolaan destinasi berbasis komunitas. Meskipun kawasan ini memiliki daya tarik alam, historis, dan budaya yang kuat, belum terdapat sinergi optimal antara potensi tersebut dan keterlibatan pemuda dalam kerangka *Community Based Tourism* (CBT). Permasalahan utama tampak pada lemahnya pemasaran digital, keterbatasan kapasitas SDM muda, serta minimnya kolaborasi kelembagaan antara PTPN IX sebagai pengelola lahan dengan masyarakat lokal, khususnya Kelompok Sadar Wisata (Pokdarwis) dan pelaku UMKM. Kondisi ini menyebabkan inovasi wisata belum berkembang maksimal dan peluang peningkatan kesejahteraan masyarakat sekitar belum dimanfaatkan secara optimal. Oleh karena itu, penelitian ini disusun untuk mengkaji secara komprehensif tingkat partisipasi generasi muda, mengidentifikasi faktor internal dan eksternal yang memengaruhi dinamika keterlibatan mereka, serta merumuskan strategi penguatan peran pemuda dalam pengembangan Agrowisata Kaligua secara berkelanjutan.

Penelitian ini menggunakan pendekatan *mixed methods* dengan desain *explanatory sequential*. Data kuantitatif diperoleh melalui survei menggunakan kuesioner untuk menggambarkan tingkat partisipasi dan persepsi responden terhadap aspek lingkungan, sosial, budaya, ekonomi, dan politik. Tahap kualitatif dilakukan melalui wawancara mendalam, FGD, observasi, dan dokumentasi. Analisis SWOT digunakan untuk memetakan kekuatan, kelemahan, peluang, dan ancaman, sedangkan *Business Model Canvas* (BMC) digunakan untuk mengintegrasikan temuan tersebut ke dalam rancangan strategi pengembangan agrowisata berbasis peran pemuda.

Hasil penelitian menunjukkan bahwa partisipasi generasi muda berada pada kategori kolaboratif, tercermin dari keterlibatan mereka dalam pemanduan wisata, produksi konten digital, penyelenggaraan event budaya, pengembangan produk UMKM, dan partisipasi dalam kegiatan konservasi lingkungan. Namun demikian, hasil analisis deskriptif mengungkapkan bahwa dimensi sosial, ekonomi, dan

politik masih menunjukkan penilaian rendah, terutama pada aspek koordinasi kelembagaan, akses jaringan internet, kualitas amenities, serta keberlanjutan kegiatan ekonomi lokal. Analisis SWOT berada pada kuadran IV, dengan memadukan hasil penjumlahan faktor internal ($X = -0,46$) dan eksternal ($Y = 0,19$) pada sumbu kuadran maka dihasilkan posisi strategis model Agrowisata Kaligua berbasis *Community Based Tourism*, artinya strategi pengembangan Agrowisata Kaligua dilakukan dengan Strategi Turnaround (WO) yaitu meminimalkan kelemahan yang ada dengan memanfaatkan peluang yang ada pada Agrowisata Kaligua. Strategi *Turnaround* adalah pendekatan manajerial yang berfokus pada upaya-upaya perbaikan mendasar dan cepat untuk mengatasi kondisi kritis. Agrowisata Kaligua memiliki kekuatan pada kualitas lingkungan, daya tarik budaya, dan potensi edukasi pertanian, sementara kelemahannya mencakup keterbatasan infrastruktur, rendahnya kapasitas digital pemuda, dan belum optimalnya peran Pokdarwis. Di sisi lain, peluang muncul dari meningkatnya tren wisata edukatif, dukungan pemerintah dan perguruan tinggi, serta perkembangan UMKM lokal, sedangkan ancaman utama berasal dari persaingan destinasi sejenis dan tekanan budaya luar. Integrasi hasil SWOT ke dalam BMC menghasilkan strategi prioritas, antara lain penguatan kapasitas pemuda dalam pemasaran digital, diversifikasi paket wisata edukasi berbasis budaya dan pertanian, peningkatan kemitraan lintas lembaga, serta pengembangan produk kreatif lokal sebagai nilai tambah destinasi. Secara keseluruhan, penelitian ini menegaskan bahwa generasi muda merupakan aktor strategis dalam pengembangan Agrowisata Kaligua, namun keberhasilannya sangat bergantung pada penguatan kapasitas, sinergi kelembagaan, serta implementasi model bisnis berbasis komunitas yang berkelanjutan dan inklusif.

SUMMARY

The development of Kaligua Agrotourism as a leading destination in Brebes Regency faces a significant challenge due to the low level of youth participation in community-based management. Despite its strong natural, historical, and cultural appeal, the area has yet to achieve optimal synergy between its tourism potential and the involvement of young people within the framework of Community Based Tourism (CBT). Key constraints include weak digital marketing efforts, limited capacity among local youth, and insufficient institutional collaboration between PTPN IX as the land manager and surrounding communities, particularly the Tourism Awareness Group (Pokdarwis) and local UMKM. These conditions hinder the growth of tourism innovation and prevent the surrounding communities from fully benefiting from emerging economic opportunities. Accordingly, this study was undertaken to comprehensively examine the level of youth participation, identify the internal and external factors influencing their engagement, and formulate strategic recommendations to strengthen their role in the sustainable development of Kaligua Agrotourism.

This research employed a mixed-methods approach using an explanatory sequential design. Quantitative data were obtained through surveys administered via structured questionnaires to capture respondents' perceptions and participation levels across environmental, social, cultural, economic, and political dimensions. The subsequent qualitative phase involved in-depth interviews, focus group discussions, field observations, and documentation to deepen the analysis of motivations, constraints, and the institutional dynamics shaping youth involvement. SWOT analysis was used to map strengths, weaknesses, opportunities, and threats, while the Business Model Canvas (BMC) served to integrate these findings into a strategic framework for youth-driven agrotourism development.

The research findings indicate that youth participation falls into the collaborative category, as reflected in their involvement in tour guiding, digital content production, cultural event organization, development of local UMKM products, and participation in environmental conservation activities. Nevertheless, the descriptive analysis reveals that the social, economic, and political dimensions still show low assessments, particularly in aspects of institutional coordination, internet network access, amenity quality, and the sustainability of local economic activities. The SWOT analysis is positioned in Quadrant IV, combining the internal factor score ($X = -0.46$) and external factor score ($Y = 0.19$), which places the strategic position of the Community Based Tourism model for Agrotourism Kaligua in the Turnaround (WO) Strategy quadrant. This implies that the development strategy for Agrotourism Kaligua should focus on minimizing existing weaknesses by leveraging available opportunities. The Turnaround Strategy is a managerial approach that emphasizes fundamental and rapid improvements to address critical conditions. Agrotourism Kaligua's strengths lie in its environmental quality,

cultural attractions, and agricultural education potential, while its weaknesses include limited infrastructure, low digital capacity among youth, and the suboptimal role of the tourism awareness group (Pokdarwis). Meanwhile, opportunities arise from the increasing trend of educational tourism, support from government and universities, and the growth of local UMKM, whereas the main threats stem from competition with similar destinations and external cultural pressures. Integrating the SWOT results into the Business Model Canvas (BMC) produces several priority strategies, including strengthening youth capacity in digital marketing, diversifying culturally and agriculturally based educational tour packages, enhancing cross-institutional partnerships, and developing creative local products as added value for the destination. Overall, the study emphasizes that young people are strategic actors in the development of Agrotourism Kaligua; however, their success depends heavily on capacity building, institutional synergy, and the implementation of a sustainable and inclusive community based business model.

