

Sustainable Cacao Agritourism Development Strategy for Cau Chocolate Bali

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Abstract

While agritourism plays a crucial role in diversifying the income of cacao farmers in Bali, the sector still faces serious challenges including management inefficiencies and volatile market fluctuations. Cau Chocolate Bali is currently confronting real-world issues such as a significant decline in visitor numbers and cash flow stagnation due to suboptimal marketing strategies and a lack of innovation in tour packages. This condition creates an urgent need for strategic evaluation to ensure the destination can survive and compete in the sustainable tourism market. This study aims to formulate an agritourism development strategy for Cau Chocolate Bali using a sequential explanatory mixed-methods approach. Data were collected from 35 stakeholders through observation, in-depth interviews, and structured questionnaires, which were then analyzed using the Internal Factor Analysis Summary (IFAS) matrix, External Factor Analysis Summary (EFAS) matrix, Internal-External (IE) Matrix, and SWOT analysis. The results showed an IFAS score of 3.004 and an EFAS score of 2.513, positioning Cau Chocolate Bali in the "Growth and Build" cell (Quadrant IV). These findings indicate that while the destination possesses a competitive advantage through international organic certification, the effectiveness of digital promotion and market penetration still needs to be aggressively improved. Recommended priority strategies include strengthening digital storytelling, integrating community-based tourism, and diversifying cacao-derived products to restore the company's economic stability.

Keywords:

Agrotourism Strategy; Cau Chocolate Bali; SWOT Analysis; Organic Farming; Sustainable Tourism.

1. INTRODUCTION

The development of the tourism sector has shifted towards more sustainable and educational forms, with agrotourism emerging as a significant contributor to rural economic growth. The global transformation of tourism toward sustainable and educational models positions agritourism as a central pillar of rural economic growth. In Bali, the integration of the agricultural and tourism sectors is not merely an economic endeavor but a strategy to preserve cultural and natural heritage amidst the pressures of modernization. In the context of Bali, which is a global tourism hub, the integration of agriculture and tourism provides a strategic pathway to preserve local heritage while generating economic value (Wiguna, 2021).

The pie chart below provides a clear visual representation of how agrotourism compares to other key sectors in Bali's economy, highlighting its growing role in driving rural development and sustainable tourism.

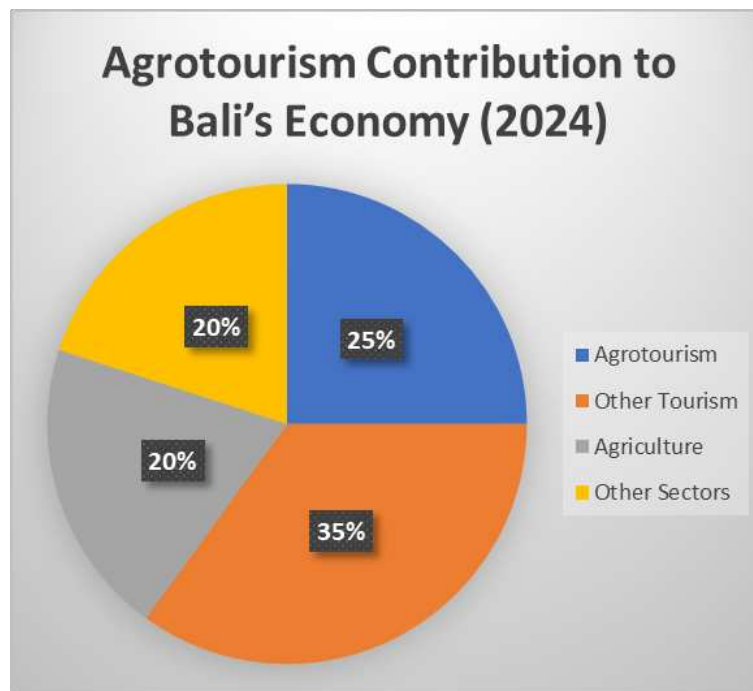


Figure 1. Agrotourism Contribution to Bali's Economy (2024)

Agrotourism has emerged as a vital pillar of Bali's economy, contributing approximately 25% of the tourism sector's total output in 2024. According to the Bali Statistics Bureau (2025), this segment not only strengthens rural economic resilience but also diversifies income sources for farmers and small enterprises. By integrating agriculture with tourism, Bali has successfully created sustainable experiences that attract international visitors while preserving local traditions. The growth of agrotourism reflects a broader trend toward eco-friendly and authentic travel, positioning Bali as a leading destination for sustainable tourism in Southeast Asia. With continued investment in organic certification, digital marketing, and community participation, agrotourism is expected to expand further, driving inclusive economic development across the island.

This study examines Cau Chocolate Bali in Marga District, Tabanan, a place well known for its farming opportunities. The significance of this study lies in its focus on the synergy between organic agribusiness and information-based management to sustain a competitive advantage in the digital era. As management science moves forward, it's important to understand how local businesses can use their own strengths to take advantage of outside opportunities, which helps the region grow (Barus & Sarjana, 2025).

Previous studies have highlighted the multifaceted nature of agrotourism development. Agrotourism is not merely about visiting a farm but involves a complex interaction between educational experiences, community involvement, and professional management (Kusuma, 2023). Sustainable tourism requires a robust strategy that balances environmental preservation with economic profitability (Fitri et.al., 2024). Furthermore, recent trends in management science suggest that digital marketing and international certifications, such as organic standards, are key drivers for consumer trust in agrotourism (Chan et.al., 2025). Despite these insights, there is a noticeable gap in the literature regarding specific strategic models for cocoa-based agrotourism in Bali that integrate "from farm to table" concepts with rigorous SWOT-driven management analysis. Most existing research remains general, leaving a void in specialized strategies for unique commodities like organic chocolate.

The primary issue in this study is how can Cau Chocolate Bali optimize its internal potential and navigate external challenges to formulate a sustainable development strategy. Specifically, to identify why certain strengths, such as international organic certification, have not yet translated into maximum market penetration. Developing a comprehensive theory of small business empowerment in agriculture requires careful consideration of the various strategies and approaches that have been explored and applied across different settings (Achmad et.al., 2024). To develop an effective international market strategy, companies can consider several key approaches based on reliable research findings. One important aspect is the need for products with competitive advantages to succeed in the global market. This competitive advantage can come from various factors such as product innovation, superior quality, or lower costs compared to competitors (Riyanto et.al., 2024). The main objectives of this study are to analyze the internal and external environmental factors affecting Cau Chocolate Bali and to design a priority strategic model using the IE Matrix and SWOT Analysis. By achieving these goals, it provides a scientific basis for decision-making in agrotourism management.

The theoretical foundation of this study is rooted in Sustainable Strategic Management, that enables organizations to align internal resources and capabilities with the demands of a dynamic external environment. By focusing on the optimization of Bali's unique internal potential, such as organic cocoa quality. Through a structured process of analysis, formulation, and implementation, SSM provides a sustainable development strategy that balances economic competitiveness with environmental stewardship and social responsibility (Fitri et.al., 2024). The significance of this study lies in its contribution to both management science and practical application. Theoretically, it adds to the body of knowledge concerning strategic management in niche tourism markets. Practically, it offers a replicable model for other agrotourism entrepreneurs in Indonesia to enhance their business resilience through structured environmental scanning.

Structures of this paper is organized as follows: The methodology section describes the mixed-methods approach and the analytical tools used, including the IFAS and EFAS matrices. The results and discussion section presents the findings from the internal-external analysis and the resulting strategic formulations. Finally, the conclusion summarizes the research outcomes and provides practical recommendations for stakeholders and future researchers.

2. RESEARCH METHOD

2.1. Research Design

This study employs a mixed-methods approach with a sequential explanatory design. This design was chosen to provide a comprehensive understanding of the strategic development of Cau Chocolate Bali by combining quantitative data from environmental scanning with qualitative insights from stakeholders. The quantitative phase involves the measurement of internal and external factors through scoring and weighting, while the qualitative phase aims to refine and validate the strategic models through in-depth interviews and Focus Group Discussions (FGD). This alignment ensures that the formulated strategies are not only statistically grounded but also practically applicable (Haryono et.al., 2025).

2.2. Population and Sample

The Respondents were selected using a purposive sampling technique (N=35) with criteria of having a deep understanding of the Cau Chocolate Bali ecosystem. The sample was divided into two groups:

- a. Internal Experts (20 respondents): Consisting of the owner (1), management team (4), and senior operational staff (15).
- b. External Experts (15 respondents): Consisting of tourism academics (3), representatives from the Tabanan Tourism Office (2), partner travel agents (5), and local community leaders (5).

2.3. Validity and Reliability

To ensure data quality, this study implemented two control mechanisms:

- a. Inter-rater Reliability: The consistency of assessments among respondents was tested using the Content Validity Index (CVI). The CVI results showed values above 0.80, indicating a high level of agreement among experts in assessing the relevance of strategic factors.
- b. Data Triangulation: By comparing field observation results with secondary data from tourist visit reports for the 2022-2024 period.

2.4. Data Collection Methods

Data were collected through multiple techniques to ensure triangulation and reliability:

- a. Observations: Direct field observations were conducted to assess the physical facilities, visitor flow, and organic farming processes at Cau Chocolate Bali.
- b. Questionnaires: Structured Likert-scale questionnaires were distributed to participants to gather data for the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The questionnaire instrument consists of 24 items divided into four main dimensions: Strengths (6 items), Weaknesses (6 items), Opportunities (6 items), and Threats (6 items). Importance weighting was measured using a 5-point Likert scale (1: Very Unimportant, 5: Very Important), while the rating of the company's response effectiveness used a 4-point scale (1: Weak, 2: Average, 3: Above Average, 4: Very Strong). The use of a 4-point rating scale aims to avoid neutral response tendencies in strategic performance evaluation.
- c. In-depth Interviews: Interviews were conducted with the owner and key stakeholders to explore deeper qualitative aspects of the business's history and future vision.
- d. Secondary Data: Documents related to regional tourism statistics and company records were analyzed.

2.5. Research Procedures

The research was conducted in Marga District, Tabanan, Bali, over a period of six months. The procedure followed three main stages:

- a. Input Stage: Identifying internal strengths and weaknesses, as well as external opportunities and threats through interviews and observations.
- b. Matching Stage: Applying the collected data into the IFAS and EFAS matrices to determine the total weighted scores.
- c. Decision Stage: Placing the resulting scores into the Internal-External (IE) Matrix and formulating strategic alternatives through a SWOT Matrix.

2.6. Data Analysis Techniques

The quantitative data were analyzed using matrix calculations to determine the Strategic Factor Analysis Summary (David et.al., 2023). The scoring process involved:

- a. Weighting: Assigning a weight (0.0 to 1.0) to each factor based on its importance.
- b. Rating: Assigning a rating (1 to 4) based on the current condition of the factor.
- c. Weighted Score: Multiplying weight by rating to determine the position in the IE Matrix. The qualitative data were analyzed using thematic coding and validated through a Focus Group Discussion (FGD) with the owner to ensure the strategic recommendations were aligned with the operational capacity of the site.

2.7. Focus Group Discussion (FGD) Procedures

The strategy validation process was conducted through two structured FGD sessions, each lasting 120 minutes:

- a. Session I (Identification & Verification): Validating the 24 strategic variables identified from initial interviews. The validation criterion was approval by at least 75% of FGD participants as a relevant factor.
- b. Session II (Weighting & Rating): A panel discussion to reach a consensus on the assignment of weights and ratings in the IFAS and EFAS matrices to minimize individual subjectivity.

2.8. Ethical Considerations

Ethical standards were strictly maintained throughout the study. Informed consent was obtained from all participants prior to interviews and questionnaires. Participants were briefed on the purpose of the research and assured that their identities and responses would remain confidential. Data were used solely for academic purposes to support the strategic improvement of the agrotourism site.

3. RESULTS AND DISCUSSION

3.1. Analysis of Internal and External Factors

The initial stage of strategy formulation involves a comprehensive audit of the internal and external environments. Based on the quantitative assessment and data analysis, the following sections summarize the strategic factors identified.

3.1.1. Internal Strategic Factor Analysis Summary (IFAS)

Table 1 presents the results of the internal factor evaluation. The data indicates that the primary strengths of Cau Chocolate Bali lie in its professional organic cocoa cultivation management and the possession of international organic certifications. Conversely, the most significant weaknesses are related to branding awareness and sub-optimal promotional activities.

Table 1. Internal Factor Analysis Summary (IFAS) Matrix

No	Internal Strategic Factors	Weight	Rating	Weighted Score
A Strengths				
S1	"From farm to table" cocoa education concept	0.068	3.600	0.245
S2	Unique and specialized tourism products	0.065	3.350	0.218
S3	Comprehensive tourism management facilities	0.066	3.400	0.224
S4	Environmentally friendly destination	0.064	3.300	0.211
S5	Professional organic cocoa cultivation management	0.073	3.800	0.277
S6	High standard of hospitality and service	0.068	3.600	0.245
S7	International organic cocoa certifications	0.070	3.700	0.259
S8	Diverse agrotourism tour packages	0.064	3.300	0.211
S9	Effective Integrated Pest Management (IPM)	0.066	3.400	0.224
S10	Optimal harvest and post-harvest handling	0.066	3.350	0.221
B Weaknesses				
W1	Limited tourism partnerships and collaborations	0.043	2.250	0.097

No	Internal Strategic Factors	Weight	Rating	Weighted Score
W2	Sub-optimal branding awareness	0.025	1.600	0.040
W3	Limited empowerment of local communities	0.045	2.350	0.106
W4	Information accessibility challenges	0.030	1.800	0.054
W5	Non-optimal promotional activities	0.043	2.500	0.108
W6	Fluctuating organic cocoa raw material supply	0.031	1.850	0.057
W7	High production costs for chocolate products	0.034	2.000	0.068
W8	Scarcity of English-speaking local guides	0.034	2.000	0.068
W9	Underdeveloped local tourism accommodation	0.020	1.500	0.030
W10	Poor road access in specific locations	0.025	1.650	0.041
Total IFAS Score		1.000		3.004

(Source: Processed Primary Data, 2025)

3.1.2. External Strategic Factor Analysis Summary (EFAS)

Table 2 illustrates the external environment evaluation. The findings suggest that the global trend of "Green Tourism" and rapid advancements in digital promotion technology represent the most significant opportunities for the agrotourism site.

Table 2. External Factor Analysis Summary (EFAS) Matrix

No	External Strategic Factors	Weight	Rating	Weighted Score
C Opportunities				
O1	Government policy supporting "Go-Organic" programs	0.063	2.500	0.158
O2	Advancements in digital promotion technology	0.083	3.000	0.249
O3	Global trend of environmentally friendly "Green Tourism"	0.085	3.000	0.255
O4	Local community support for organic agriculture	0.083	3.000	0.249
O5	Globalization facilitating tourism information flow	0.047	2.000	0.094
O6	Increasing demand for experience-based tourism	0.081	3.000	0.243
O7	Consumer lifestyle shifts toward "Back to Nature"	0.061	2.000	0.153
O8	Potential for strategic investment	0.081	3.000	0.243
O9	Improvement in tourism support infrastructure	0.079	3.000	0.231
O10	Transformation of tourism in the post-pandemic era	0.083	3.000	0.243
D Threats				
T1	Volatility of global cocoa prices	0.047	1.500	0.071
T2	Potential for natural disasters	0.047	1.500	0.071
T3	Labor shift from agriculture to non-agricultural sectors	0.047	1.500	0.071
T4	Massive influx of imported chocolate products	0.049	1.500	0.074
T5	Direct competition from similar agrotourism sites	0.051	1.500	0.077
T6	Local environmental quality degradation	0.044	1.500	0.066
T7	Unpredictable climate and weather patterns	0.049	1.500	0.074
T8	Ease of product replication by competitors	0.047	1.500	0.071
T9	Increasing consumer bargaining power	0.038	1.500	0.057
T10	Dynamic domestic and international travel policies	0.042	1.500	0.063
Total EFAS Score		1.000		2.513

(Source: Processed Primary Data, 2025)

3.2. Cross-Study Discussion and Strategic Position

To provide deeper context, the IFAS and EFAS scores of this study were compared with similar agritourism studies in Bali.

Comparative Analysis: The IFAS score 3.004 is higher than the average for agritourism studies in the Bedugul and Kintamani regions, which generally range between 2.690 and 2.900 (Suwarsana & Astiti, 2025). This proves Cau Chocolate's advantage in "Product Differentiation" due to its international certification. However, the EFAS score (2.513) remains below the ideal industry average performance 2.750 and 2.950

(Barus & Sarjana, 2025). This gap is caused by slow adaptation to digital storytelling compared to competitors who are more aggressive on social media.

3.3. Internal-External (IE) Matrix Positioning

The results from the IFAS and EFAS matrices are mapped onto the IE Matrix to identify the appropriate strategic cell. With an IFAS score of 3.004 (categorized as "Strong") and an EFAS score of 2.513 (categorized as "Medium"), Cau Chocolate Bali is positioned in Quadrant IV (Kurniasih et.al., 2021).

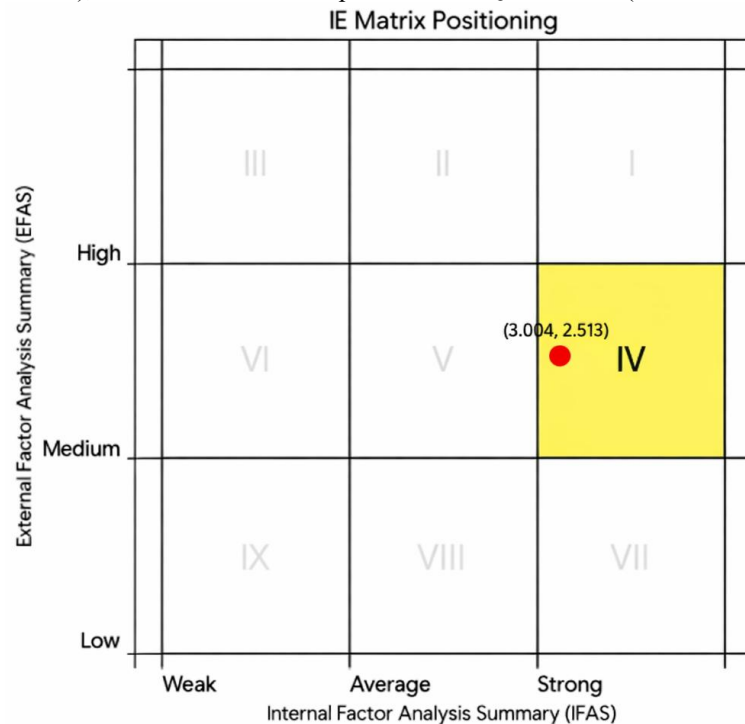


Figure 2. IE Matrix Positioning

As shown in Figure 1, Quadrant IV represents a "Grow and Build" position. According to standard management theory, organizations in this cell should prioritize intensive strategies such as developing products, products diversification, facility innovation and market development (Kurniasih et.al., 2021). The intensive strategy is widely used to gain greater control over distributors or retailers. This finding suggests that agrotourism sites with strong internal assets must focus on expanding their market reach through technological integration.

3.4. SWOT Strategy Formulation

To operationalize the "Grow and Build" position, a SWOT matrix was developed. The following key strategic themes emerged from the analysis.

3.4.1. Strength-Opportunity (SO) Strategies

The primary SO strategy is to leverage international organic certifications to attract the growing segment of eco-conscious international tourists. By integrating educational cocoa farming with a "farm-to-table" experience, the site can enhance its branding as a premium sustainable destination (Ferdiana et.al., 2024). Branding strategies may be used to reinforce a brand's public legitimacy. In addition to branding strategies, product certification in agriculture plays a vital role in supporting digital marketing efforts, as it enhances consumer trust, strengthens brand credibility, and facilitates the effective promotion of certified products in competitive markets (Shidqi et.al., 2021). Linking values to action is what matters when it comes to building a sound and sustainable reputation in the long run (Suyamto et.al., 2025).

3.4.2. Weakness-Opportunity (WO) Strategies

The analysis highlighted a gap in digital promotion. In addition to enhancing rural tourism, digital marketing can play a significant role in promoting and developing these destinations (Chan et.al., 2025). A key recommendation is to optimize digital marketing platforms, including social media and search engine optimization (SEO), to capture the high interest in Bali's agrotourism. This supports the findings of Budarma (2020), who noted that digital presence is a critical success factor for rural tourism post-pandemic. An effective digital business management strategy is a crucial factor in creating competitive advantage and driving sustainable growth in an ever-changing business world (Rasyad & Nuraini, 2024).

3.5. Discussion and Implications

The study's findings support the initial assumption that Cau Chocolate Bali has a competitive advantage due to its organic focus, yet it is hindered by operational weaknesses in marketing. Compared to previous studies on Balinese agrotourism [15], this research provides a more specific focus on the cocoa commodity, showing that "educational experience" is the most significant driver of visitor satisfaction.

Practical implications for management include the necessity of involving the local community in providing accommodation and tour guiding services. This not only mitigates the weakness of limited human resources but also enhances the authenticity of the tourist experience. Theoretically, this study advances the application of the IE Matrix in niche agricultural markets, demonstrating that internal strength can buffer against external economic fluctuations if coupled with innovation.

3.6. Limitations and Future Research

This analysis is limited by the current data set, which focuses primarily on the Marga District. Future research should consider a comparative analysis with other cocoa-producing regions in Bali, such as Jembrana, to identify broader patterns in the provincial cocoa agrotourism industry. Additionally, further studies could employ more complex statistical models, such as SEM-PLS, to measure the direct impact of these strategies on financial performance. In summary, the results indicate that Cau Chocolate Bali is in a strong position to grow by intensifying its marketing efforts and refining its organic educational products. These findings lead to the final strategic recommendations discussed in the conclusion.

4. CONCLUSION

This research confirms that Cau Chocolate Bali has very strong internal fundamentals, particularly in terms of product quality and certification. However, the response to external market dynamics remains at a moderate level. The position in the "Grow and Build" quadrant suggests that future success depends heavily on management's ability to innovate in marketing and diversify the tourism experience.

Recommendations

- a. For Practitioners: It is necessary to develop marketing narratives based on "storytelling" that highlight the ethical and health values of organic chocolate.
- b. For Government: Increased support for accessibility infrastructure toward the Marga area and facilitation of digital marketing training for agrotourism MSME players.
- c. For Future Researchers: It is suggested to investigate consumer psychology aspects related to the purchase intention of cacao-derived products at tourist sites to complement the marketing strategy model.

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