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Empowering Glamping Entrepreneurs through Financial and Marketing Training at Agro Puncak Bukit Lestari Tabanan

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Abstract. Business sustainability requires not only the provision of products and facilities but also effective marketing activities and structured financial management. However, problem identification revealed that marketing practices in the glamping business remain conventional, relying solely on existing customers without targeting specific markets, while financial reporting is still unstructured. This community service program was conducted in three stages: preparation, implementation, and evaluation. The activities included training and mentoring on financial management, financial report preparation, and marketing strategies for glamping managers. The training improved participants' ability to prepare financial reports, starting from recording transactions to producing structured financial statements. In addition, participants gained a better understanding of marketing program strategies, particularly in identifying and managing target markets. Evaluation results indicated an 89% increase in participants' understanding of both financial management and marketing practices. The program contributed significantly to enhancing the managerial capacity of glamping businesses, particularly in marketing and financial management. These improvements are expected to support long-term business performance and sustainability.

Keywords: Glamping Business; Financial Management; Marketing Training; Business Sustainability; Community Service

1. Introduction

Sustainable tourism has become a strategic focus for the Indonesian government as part of efforts to strengthen the economy, particularly through businesses managed by local communities (Peeters et al., 2024; Rasoolimanesh et al., 2023; Streimikiene et al., 2021). Community-managed enterprises, often classified as Micro, Small, and Medium Enterprises (MSMEs), play a vital role in regional economic development and significantly contribute to national growth (Amornkitvikai et al., 2022; Fauzi & Sheng, 2022; Kilay et al., 2022). Puspitaningrum et al. (2021) highlights that MSMEs not only drive economic development but also stimulate employment and innovation, forming a productive workforce in developing countries like Indonesia. Awareness and adoption of technological changes enable these businesses to compete effectively, adapt flexibly, and

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leverage emerging opportunities.

One growing sector that demonstrates this potential is glamping, a combination of glamour and camping, which offers nature-based experiences with modern comfort (Brochado & Brochado, 2019; Diwyarthi et al., 2022; Pokolodna et al., 2021; Xiang et al., 2023). Glamping has emerged as a popular alternative for domestic tourism, allowing visitors to enjoy tranquility, practice eco-friendly behaviors, and maintain social distancing. In Bali, mountainous areas such as Bedugul and Candi Kuning Village in Tabanan offer unique natural attractions, including cool climates, pristine landscapes, and lakeside views, creating competitive advantages for glamping businesses (Craig & Karabas, 2021).

Despite favorable locations, glamping entrepreneurs often face challenges in sustaining their businesses. Limited marketing capabilities, reliance on conventional promotion methods, and unstructured financial management restrict their market reach and growth potential (Brochado & Pereira, 2017; Pop et al., 2024). Effective marketing, including target market identification and competitive strategy, is essential to attract and retain tourists. Likewise, structured financial management, encompassing planning, recording, and reporting, is crucial for operational efficiency, decision-making, and long-term sustainability (Drakic-Grgur, 2020; Oppong et al., 2023).

To address these challenges, empowering glamping entrepreneurs through targeted training in financial management and marketing is necessary. Such interventions can enhance business owners' knowledge and skills, enabling them to optimize marketing potential, improve financial reporting, and ultimately strengthen the sustainability of their businesses. This community-based approach not only supports economic growth but also fosters local entrepreneurship and resilience in the competitive tourism industry.

2. Methods

This community service program was designed as a collaborative effort between lecturers and students to empower glamping entrepreneurs by enhancing their skills and knowledge in financial management and marketing, addressing the specific challenges faced by the community (Ardiani & Sudana, 2018). The mentoring process was carried out in three stages.

2.1. Preparation and Observation

The program began with field observation and information gathering on the profile and operational practices of the glamping business group at Agro Puncak Bukit Lestari. Data collection was conducted through interviews and discussions regarding guest services, financial practices, and marketing activities (Çetin Gürkan & Aylan, 2021; Made Santi Diwyarthi et al., 2023). Based on this initial assessment, the team identified priority issues, assigned roles among team members, and developed a structured plan to address these challenges. The main focus was on two critical areas: understanding and implementing target-oriented marketing strategies and developing simple yet effective financial management practices, both of which are essential for sustaining and growing the business.

2.2. Implementation of Mentoring

Mentoring was carried out through a combination of lectures, workshops, discussions, and hands-on exercises, ensuring active participation from the entrepreneurs. Before the



training, a pre-test was administered to assess participants' baseline knowledge of financial management and marketing. The training sessions covered key topics, including the importance of financial planning, preparation of basic financial reports, market analysis, identifying target markets, and managing simple, target-based marketing programs. Practical exercises and group discussions were conducted to enable participants to apply the concepts directly to their business operations.

2.3. Evaluation

Evaluation was conducted at multiple stages to measure participants' comprehension and the effectiveness of the training. A post-test, identical in content to the pre-test, was administered to determine knowledge improvement. In addition, a comprehensive assessment was conducted to evaluate the training process, outcomes, challenges faced, program impact, and participant feedback. This evaluation provided insights into the success of the mentoring program and informed recommendations for future community empowerment initiatives.

3. Results and Discussion

3.1. Financial Report Preparation

There were seven participants in the training who are glamping business managers in the Agro Puncak Lestari group which was held on July 23, 2025. This community service focused on the financial and marketing management of the Agro Puncak Lestari glamping business group. Based on the results of the previous problem mapping, it was discovered that financial management was still rudimentary and not properly recorded according to financial recording (accounting) standards. Furthermore, they lacked a clear target market, resulting in suboptimal marketing programs. In this community service, the glamping business management group was provided with accounting information, trained in preparing financial reports based on a simple financial reporting system, and managed marketing programs based on identifying target markets appropriate to the glamping business's products. It is hoped that this assistance will enable the glamping business to improve its operations and manage them sustainably.

This community service activity began with the provision of material, training was conducted on preparing financial reports aimed at understanding income (revenue) and expenses (costs) in the glamping business which ultimately enables the preparation of profit and loss reports and financial statements. The explanation of the process of preparing financial reports began with providing material on the basics of recording transactions, then provided material on the process of preparing general ledgers, preparing trial balances and ending with the process of preparing financial reports. Financial reports consist of four stages: the preparation of profit and loss reports, statements of changes in equity, balance sheets and cash flow reports. In addition to participants being given lectures and simulations on the process of preparing financial reports, participants were also given practical training in preparing financial reports from financial transactions carried out by participants.

Previously, the glamping business group had not recorded financial reports and consumer transactions in a structured manner and relied solely on bills/receipts given to customers. This was due to the limited capabilities of staff and managers in preparing financial reports. The existing staff were mostly from close family member and had only a high school or vocational high school education. The mentoring was provided by



providing an understanding of the process of preparing simple and easy-to-understand financial reports for managers. The understanding was provided by finance and accounting lecturers who provided basic financial record keeping, account types, debit and credit rules, the account recording process, and financial report preparation.

It is hoped that after this mentoring and training, managers will be able to maintain routine records and prepare monthly financial reports, thus controlling income, operational costs, and profit and loss reports throughout the glamping business. Initially, the training presented difficulties in providing an understanding of the financial system process, as staff and managers do not have backgrounds in financial management or accounting. They understood the financial reporting system based on experience gained while working elsewhere. Participants responded positively, but it took time to understand the details of financial reporting. Participants found the financial material presented useful. Furthermore, in the next program, they will be provided with an understanding of the software-based financial reporting system, which certainly requires investment in its operation. This is done by assessing the readiness of glamping business managers regarding the investment to be made.

This activity can provide a good understanding of the aspects of financial management and marketing management and help business groups determine appropriate steps in managing finances more effectively and efficiently and with proper recording.



Figure 1 Explanation of Financial Reports; a. Explanation of Recording and Categorizing Transactions, b. Explanation of Preparing Simple Financial Statements

Figure 1 presents the process of financial reporting for glamping businesses. Sub-figure (a) provides an explanation of how transactions are systematically recorded and categorized to maintain clarity and accuracy. Sub-figure (b) provides an explanation of how these recorded transactions are compiled into simple financial statements, giving entrepreneurs a clear overview of business performance and supporting informed decision-making.

3.2. Marketing and Target Market Mapping

Based on observations and interviews with business owners, it was revealed that marketing activities are still conventional, with only a few collaborations with online travel agents (OTAs). Marketing efforts are limited to collaborations with online travel agents such as Agoda and Traveloka, which offer discounted commissions. Additionally, information boards are installed on the road side to be read by passing tourists or those looking for accommodation. This activity is less effective due to its passive nature.



Furthermore, word-of-mouth promotion is also carried out, particularly from customers who have stayed at glamping businesses. These marketing activities have impacted on room occupancy rates, which are less than optimal. According to information, the average room occupancy rate fluctuates around 45%. The use of OTAs is effective, but the target market is still general, resulting in in-effective information about camping and glamping businesses. Collaborating with OTAs also requires costs. Camping and glamping businesses have their own market share, therefore, marketing programs must be targeted to specific markets to ensure effective targeting. So far, this business group has not had a specific target market to reach, and this is one of the factors in attracting tourists.

The training began with an explanation of marketing materials and marketing strategies in the segmentation, targeting, and positioning (STP) stages (Camilleri, 2018). Targeting is one of the marketing strategies after conducting market segmentation or grouping consumer markets into more specific groups. The benefit of determining the target market is to make it easier to reach consumers according to their specific desires and to be able to provide optimal service. Target market determination begins with segmenting the market based on several factors: demographic, psychological, and behavioral. The easiest approach is to define segments based on demographics, which can be categorized by age, gender, income, and other factors. After segmentation, the next step is to determine the target market. Camping and glamping businesses have their own target markets.

Generally, the target market for glamping businesses include young people who like adventure and socializing, nature lovers, families, and offices for gathering activities. The material was provided by providing an understanding of marketing, segmentation, and market targeting. Business groups gained new insights on how to determine marketing targets and how to promote them according to the intended target market. After the presentation of the material, a discussion was held with glamping managers on how to determine the target market to align with the products owned by each camping and glamping business. The material concluded with how to use social media to improve marketing programs so that promotional programs are in line with the target market targeted by the camping and glamping group business.



Figure 2 Lecturer of Target Market Material, a. Explanation of Identifying Target Markets, b. Explanation of Managing Target-Based Marketing Programs

Figure 2 illustrates the training on target market concepts delivered by the lecturer. Sub-figure (a) provides an explanation of how entrepreneurs can identify and analyze



their target markets effectively. Sub-figure (b) provides an explanation of how to develop and manage marketing programs tailored to the identified target markets, enabling businesses to reach the right audience and improve their market performance.

3.3. Activity Evaluation

The evaluation of the community service activity was conducted to measure the effectiveness of the training provided on financial management and marketing for glamping entrepreneurs at Agro Puncak Bukit Lestari. The evaluation used pre-test and post-test assessments to determine the participants' understanding before and after the training. This approach allowed the team to quantify the improvement in knowledge and assess whether the training objectives were achieved.

The pre-test was administered at the beginning of the activity to capture participants' baseline understanding of key concepts in financial management and marketing. The results showed an average score of 57%, indicating that while participants had some knowledge, there was a significant need for guidance and skill development in both areas. The results reflected common challenges among MSME entrepreneurs, including limited exposure to structured financial reporting and strategic marketing practices.

Following the training sessions, a post-test was conducted to assess the participants' knowledge and understanding after the lectures, workshops, and practical exercises. The post-test results revealed a substantial improvement, with an average score of 89%. This demonstrates that the mentoring program was effective in enhancing participants' abilities to manage simple financial reports and develop target-oriented marketing strategies for their glamping businesses (C. Y. Lu et al., 2024; J. Lu et al., 2021).

The improvements observed can be attributed to the participatory and practical nature of the training. By engaging participants in discussions, exercises, and real-life applications of financial and marketing concepts, the program fostered active learning and reinforced the practical relevance of the materials. Participants reported increased confidence in applying these skills to their business operations, which is expected to contribute to better decision-making and business sustainability.

Despite these positive outcomes, the program had limitations. The short duration of the training and the small number of glamping managers involved meant that the impact was limited to a specific group of businesses in the Candikuning area. Future programs could extend the training period and involve more participants to maximize the reach and long-term effects of the mentoring.

Table 1 Pre-Test and Post-Test Results of Participants

Assessment	Average Score (%)	Interpretation
Pre-Test	57	Understanding needs improvement
Post-Test	89	Significant improvement observed

Table 1 presents the results of the pre-test and post-test assessments conducted to evaluate the effectiveness of the financial and marketing training for glamping entrepreneurs at Agro Puncak Bukit Lestari. The pre-test, administered before the training, showed an average score of 57%, indicating that participants' initial understanding of financial management and marketing concepts was still limited and needed improvement. After completing the training, the post-test results showed an average score of 89%, demonstrating a significant increase in knowledge and



comprehension. This improvement suggests that the training program successfully enhanced participants' abilities to manage financial reports and implement target-oriented marketing strategies. The table highlights the positive impact of structured mentoring on the participants' learning outcomes, while also reflecting the potential for further improvement if training is expanded in scope or duration.

4. Conclusions

Based on the results of the community service program for glamping businesses at Agro Puncak Bukit Lestari, it can be concluded that the training effectively enhanced participants' understanding of financial management and marketing strategies. The program enabled business owners to recognize the importance of structured financial reporting and target-oriented marketing in improving business performance and sustainability. Evaluation results showed an increase in participants' comprehension from 57% in the pre-test to 89% in the post-test, reflecting a substantial improvement in their knowledge and practical skills.

This program also highlighted that the sustainability of small community businesses depends heavily on financial management and marketing practices. Participants reported that the training provided tangible benefits for managing their businesses, particularly in making informed financial decisions and reaching the appropriate target markets. The positive feedback suggests that mentoring and skill-building interventions can play a key role in supporting MSMEs to remain competitive in an increasingly challenging tourism environment.

Despite these positive outcomes, the program had limitations, including its relatively short duration and narrow focus on financial management and marketing. For future community service activities, it is recommended that training be extended over a longer period and cover a more comprehensive range of business management topics, including service delivery, production processes, product development, pricing, and information systems. Such an approach would provide a holistic understanding of business management and further enhance the sustainability and growth of community-based tourism enterprises.

Conflict of Interest

The authors declare no conflict of interests.

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