

DEVELOPING STRATEGIES OF AGROTOURISM X

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Abstract: Agrotourism is a series of tourism activities related to optimizing the potential of agriculture as a tourist attraction. The development of agrotourism can be done with resources, increasing the income of farmers or local communities, and choice preposition. Currently, agrotourism is widely spread in various regions, one of which is Agrotourism X. As a new business unit, Agrotourism X experienced various obstacles including a less strategic business location, facilities, infrastructure that agreement not maximized, limited agrotourism area, capital sourced from personal funds, and choice activities carried out were still not optimal. This study uses descriptive statistical analysis. The criteria for respondents in this study were tourists who had visited Agrotourism X and consumed the product at least once. The data collection technique was carried out by interviewing as well as using a questionnaire with an online questionnaire instrument via Google Form. Processing of research data is carried out using SWOT analysis and QSPM (Quantitative Strategy Planning Matrix). The priority that can be applied based on the QSPM analysis to be implemented is product development. This strategy has the highest TAS value among other alternative strategies, which is 7.5 based on developing product or second strategy.

Keywords: *Developing Strategies, Agrotourism, SWOT Analysis, QSPM (Quantitative Strategy Planning Matrix)*

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INTRODUCTION

Indonesia's natural resources are very diverse. One of them is an area that has great opportunities to be developed, the area is not only used for agricultural cultivation and plantations but choice can also be used as an agricultural-based tourism object. The presence of the article hyphen tourism object business is expected to be able to improve the quality of natural wealth and human resources to manage and attract more tourists to visit. The tourism sector that is currently experiencing development is agrotourism. Agrotourism is a series of tourism activities related to optimizing the potential as a tourist attraction that has a unique, natural panorama of the area as well as the diversity of production activities and agricultural technology (Palit and Rumagit, 2017).

Currently, agrotourism has been widely spread in various regions, one of which is Cirebon.

Agrotourism X is an agrotourism that not only needs to make tourists have fun, it is also an agrotourism that the wording agreement agrotourism style products such as tour packages offered to tourists such as simple coffee shops, learning hydroponic cultivation from seeding, care, harvesting and picking directly on the spot. Based on the description above, it is important to do research preposition the formulation strategies that can be applied to Agrotourism X. It aims to increase the number of tourists who come to Agrotourism X and experience good development in the future wording minimize the weaknesses of a business, especially in Agrotourism X. This can be seen by looking at the potential of Agrotourism X wording develop any factors that hinder the business to develop. The analysis consists of SWOT and QSPM analysis. Freddy Rangkuti (2006) explains that SWOT analysis is a systematic process of various factors to

formulate article usage strategy. This analysis is based on article usage that can maximize strengths and opportunities, but at the same time face weaknesses and threats. The next step is to determine the best alternative strategy that can be implemented in the development of Agrotourism X.

RESEARCH METHODS

This study uses descriptive statistical analysis. The research was conducted on Agrotourism X. The location selection was done intentionally. The time of article usage was carried out from November 2021 to February 2022. The location technique of the respondents in this study was non-probability sampling with purposive sampling technique. According to Sugiyono (2013), purposive sampling is a technique of taking respondents intentionally by looking at someone's knowledge of a particular study. The criteria for respondents in this study were tourists who had visited Agrotourism X and consumed the product at least once. The number of external respondents is as many as 20 people. While the Key Informer technique in this study was determined intentionally. The data collection technique was carried out by interviewing as well as using a questionnaire with an online questionnaire instrument via Google Form. Processing of research data is carried out using SWOT analysis and QSPM (Quantitative Strategy Planning Matrix).

RESULTS AND DISCUSSION

a). Profile of Agrotourism

Agrotourism X is an agrotourism that has the newest simple coffee shop concept in Cirebon Regency which was founded in 2020. Initially departing from the Cirebon Hydroponic concept as an educational tour of hydroponic cultivation, then by looking at the opportunity that finally there is a coffee shop with an outdoor concert, which has a different concept. The reason is that it is in an environment that has a panoramic view of the hydroponic house spot. Horticultural commodities found in the hydroponic house include Sawi, Kaylan, Pakcoy, Lettuce, Kangkung, Pagoda, and Spinach. Spot hydroponic cultivation of Smooth Griya Hydroponics which is carried out starting from seeding and harvesting and can be picked directly by tourists. The potential of Agrotourism X consists of something that can be seen (something to see), something that can be done (something to do), and something that can be bought (something to buy).

1. Something To See

Agrotourism X has its own uniqueness, because it has a simple coffee shop with a panoramic view of the Hydroponic which was built in a limited area. In addition, what can be seen is that Agrotourism X offers movie night services every Sunday night and is served with live music.

2. Something To Do

Visitors to the Agrotourism X can do activities such as learning about hydroponics from seeding, care, and harvesting to direct picking. In addition, because most of the visitors are still students or students. The owner offers to be able to pour all his creativity into the agrotourism. Agrotourism X also held a salad cooking competition, and the best photos were at the agrotourism location. So that it attracts many consumers to be able to visit and be able to do what they want.

c. Something To Buy

The last attraction of tourism development is an agrotourism

must have excess appeal for something that can be bought. Something that can be purchased can be in the form of objects such as hydroponic harvested products such as those found on the main course menu such as Beef Pakcoy, Chicken Soup, Chicken Sauteed Kangkung, Vietnam Spring Roll and Chicken Salad Wrap., coffee, and choosing a menu that can be done with take away . The menus offered include coffee, tea, juice, mocktails, main courses, pastries and snacks as well as crops from hydroponic homes.

b). Input stage

Table 1. Internal Factor Analysis Summary (IFAS)

Internal Environmental Factors	Bobot	Rating	Score
Strengths	(A)	(Bi)=1,2,3,4	(Ai x Bi)
Education-based tourism	0,14	4	0,56
Quality of human resources	0,13	4	0,52
Diverse products and services	0,14	4	0,56
The Total score of strengths			1,64
Internal Environmental Factors	Bobot	Rating	Score

Weakness	(A)	(Bi)=1,2,3,4	(Ai x Bi)
Less strategic location	0,09	3	0,27
Facilities and infrastructure are not optimal	0,12	3	0,36
The promotional activities carried out are not optimal	0,15	3	0,45
Limited agrotourism area	0,09	3	0,27
Capital comes from individual	0,14	3	0,42
Total Weakness Score			1,77
Total Internal Environmental Factor Score	1,00		3,41

Based on the Internal Factor Analysis Summary (IFAS) matrix, the strength is education-based tourism and a variety of products and services, which is 0.56. The results are obtained based on the results of the questionnaire distributed to the manager represented by the Manager. In the analysis of the IFAS (Internal Factor Analysis Summary) matrix, the results show that the strength factor, namely educational tourism, and various services, has a great influence on the company's internal environment and is the main force for Agrotourism X to compete in the tourism industry, especially agrotourism.

The biggest and most influential weakness factor for Agrotourism X is that the promotional activities carried out are less than optimal, with a score of 0.45 which indicates that an evaluation must be carried out both on offline and online media. This is, on social media that are owned such as Instagram, they still do not use Instagram Adds and rarely interact with viewers such as holding a question and answer content or collaborating with influencers and other advertising media accounts. Based on the IFAS (Internal Factor Analysis Summary) matrix analysis, it is known that the total strength score for Agrotourism X is 1.64 and the total score for the weakness is 1.77. The total score of the IFAS (Internal Factor Analysis Summary) matrix is 3.41. This shows that the position of external agrotourism is in a strong internal condition and is in quadrant 1. The following are the results of quadrant 1 which are described in figure 1.

Table 2. External Factor Analysis Summary (EFAS)

External Environmental Factors	Bobot (A)	Rating (Bi)=1,2,3,4	Score (Ai x Bi)
Consumer tastes will travel back to nature	0,17	3	0,51
Increasing community tourism needs	0,16	3	0,48
technological development	0,18	4	0,72
There is no competition with the same object yet	0,17	3	0,51
The total score of opportunities			2,22
Threats	(A)	(Bi)=1,2,3,4	(Ai x Bi)
Another agro-tourism appears	0,10	3	0,3
Visitors choose other tours	0,12	3	0,27
Visitors do not recommend to others	0,10	3	0,3
The total score of threats			0,87
The total Skor of external factors	1,00		3,09

Based on the results of the EFAS matrix, it can be seen that the main opportunity factor which can be used for the development of Agrotourism X is the development of technology which is 0.72. Meanwhile, the external factors that are the main threat to the Agrotourism X are the emergence of other agrotourism and visitors who do not recommend it to others, with a score of 0.3. Based on the EFAS matrix analysis, it is known that the total opportunity score for Agrotourism X is 2.22.

The total score for the threat is 0.87 and the total score for the EFAS matrix is 3.09. This shows that the position of external agrotourism is in strong external conditions. The following is the result of quadrant 1 described in the first figure.

c). Matching Stage

		Strong	Mean	Low
The Amount of Score	High	I	II	III
	Mean	IV	V	VI
	Low	VII	VII	IX

Figure.1 Matching Stage

Based on the picture above, it is known that the grand strategy matrix of Agrotourism X Agrotourism is included in quadrant 1. Quadrant 1 is a very favorable situation for Agrotourism X because in terms of strengths and opportunities both can be utilized. The value of the IFAS matrix score of 3.41 and the EFAS matrix score of 3.09 illustrates that Agrotourism X is in an internal condition above the average. The strategy that the company can apply in this condition is to apply an intensive strategy (Growth and Build) which includes market penetration, market development, and product development (Dori Mitra, 2020).

d). QSPM (Quantitative Strategic Planning Matrix)

The QSPM (Quantitative Strategy Planning Matrix) matrix is used to objectively develop alternative choice strategies using the IFAS internal matrix factors, the EFAS matrix external factors and the SWOT analysis matrix (Strength, Weakness, Opportunities, and Threats). Based on agrotourism conditions, the QSPM matrix will determine the relative attractiveness of alternative strategic actions that can be applied by Agrotourism X which is presented in table 4 below

Table 4. QSPM (Quantitative Strategic Planning Matrix)

First	Second	Third
Strategy	Strategy	Strategy
7,06	7,5	7,24

Based on the calculations in table 4 above, which were carried out by assessing AS and TAS. The AS value shows the attractiveness of each strategy to the owned factors. The highest attractiveness value or TAS is obtained in strategy 2, namely product development with a total attractiveness score (TAS) of 7.5. Product development strategy. This means that Agrotourism X needs to do product development. According to Fandy Tjiptono (2008), the new products include original products, enhanced products, and new brands developed through research and development efforts. Product development at the spot coffee shop can be done by:

1. Juice drink products. The juice variant can be produced from the hydroponic house harvest, which initially could only be enjoyed by tourists as souvenirs. The juice must be packaged in plastic bottles so that many tourists are attracted to it.
2. Make tumblers with a design that highlights the characteristics of Agrotourism X.
3. Adding main course menu variants such as spaghetti Aglio e olio, spaghetti carbonara
4. Adding dessert menus such as red velvet cake, chocolate, and tiramisu.
5. Adding snack menus such as dim sum or other menus such as ramen which is currently being hyped among millennials.
6. Collaborate more systematically with event or wedding vendors, or tour services in Cirebon to create event packages such as birthday parties, prom nights, engagements, or weddings.

Product development in the hydroponic home business line can be done by:

1. Provide training services for making post-harvest products such as making mustard sticks, spinach or mustard chips, cookies, and spinach pudding.
2. Selling hydroponic bundle packages that can be grown at home.
3. Make a catering diet that is produced from the harvest aimed at people who are running a diet program.

CONCLUSION

Based on the results of research and discussion of potential analysis and strategies for the development of Agrotourism X several conclusions were obtained including:

1. From the analysis of internal and external environmental factors conducted at Agrotourism X, it was found that, from the internal side, the biggest strength of agro-tourism is education-based tourism and the products and services offered are varied, amounting to 0.56. While the factors that become the main weakness of agro-tourism are promotional activities that are carried out less than optimally with a score of 0.45. The total score of the IFAS (Internal Factor Analysis Summary) matrix obtained is 3.41. This shows that the external position of agrotourism is in a strong internal condition. From the external side of agro-tourism, the biggest opportunity is technological development, which is 0.72. While the factor that poses the biggest threat to the company is the emergence of other agro-tourism and visitors do not recommend it to others, which is the same as getting a score of 0.3. The total score of the EFAS matrix obtained is 3.09. This shows that the external position of agrotourism is in strong external conditions.
2. The priority that can be applied based on the QSPM analysis to be implemented is to carry out product development. This strategy has the highest TAS value among other alternative strategies, which is 7.5 between.

Product development at the spot coffee shop can be done by:

1. Juice drink products. The juice variant can be produced from the hydroponic house harvest, which initially could only be enjoyed by tourists as souvenirs. The juice must be packaged in plastic bottles, so that many tourists are attracted to it.
2. Make a tumblers with a design that highlights the characteristics of Agrotourism X.
3. Adding main course menu variants such as spaghetti aglio e olio, spaghetti carbonara
4. Adding dessert menus such as red velvet cake, chocolate and tiramisu.
5. Adding snack menus such as dimsum or other menus such as ramen which is currently being hypes among millennials.
6. Collaborate more systematically with event or wedding vendors, or tour services in Cirebon to create event packages such as birthday parties, prom nights, engagements or weddings.

Product development in the hydroponic home business line can be done by:

1. Provide training services for making post-harvest products such as making mustard sticks, spinach or mustard chips, cookies, and spinach pudding.
2. Selling hydroponic bundle packages that can be grown at home.
3. Make a catering diet that is produced from the harvest aimed at people who are running a diet program.

RECOMMENDATION

Based on the research that has been carried out, there are several suggestions given including:

1. Agrotourism maintains its greatest strength, namely education-based tourism and improves the quality of various products and services. The large variety and variety of products and services offered, makes it an opportunity for tourists to be more interested in doing tourism activities at Agrotourism X.
2. Agrotourism X should implement a product development strategy. This can be obtained based on the results of calculations on the QSPM matrix which has the highest score. These product developments include:

Product development at the spot coffee shop can be done by:

1. Juice drink products. The juice variant can be produced from the hydroponic house harvest, which initially could only be enjoyed by tourists as souvenirs. The juice must be packaged in plastic bottles, so that many tourists are attracted to it.
2. Make tumblers with a design that highlights the characteristics of Agrotourism X
3. Adding main course menu variants such as spaghetti aglio e olio, spaghetti carbonara
4. Adding dessert menus such as red velvet cake, chocolate and tiramisu.
5. Adding snack menus such as dimsum or other menus such as ramen which is currently being hyped among millennials.
6. Collaborate more systematically with event or wedding vendors, or tour services in Cirebon to create event packages such as birthday parties, prom nights, engagements or weddings.

Product development in the hydroponic home business line can be done by:

1. Provide training services for making post-harvest products such as making mustard sticks, spinach or mustard chips, cookies, and spinach pudding.

2. Selling hydroponic bundle packages that can be grown at home.
3. Make a catering diet that is produced from the harvest aimed at people who are running a diet program.

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ATTACHMENT

Main Factors	Bobot	First Strategy (market penetration)		Second Strategy (developing of product)		Third Strategy (developing of market)	
Strenghts		AS	TAS	AS	TAS	AS	TAS
Education-based tourism	0,14	4	0,56	4	0,56	4	0,56
Quality of human resources	0,13	4	0,52	4	0,52	4	0,52
Various products and services	0,14	4	0,56	4	0,56	4	0,56
Weakness							
Location is not strategis	0,09	3	0,27	4	0,36	3	0,27
Facilities and infrastructure are not optimal	0,12	4	0,48	3	0,36	4	0,48
The promotional activities carried out are not optimal	0,15	4	0,6	4	0,6	3	0,45
Limited agro-tourism area	0,09	3	0,27	3	0,27	3	0,27
Capital comes from private	0,14	3	0,42	4	0,56	3	0,42
TOTAL	1,00						
Opportunities							
Consumer tastes will travel back to nature	0,17	3	0,51	3	0,51	3	0,51
Increasing community tourism needs	0,16	3	0,48	4	0,64	4	0,64
technological development	0,18	4	0,72	4	0,72	4	0,72
There is no competition with the same object yet	0,17	3	0,51	4	0,68	4	0,68
Threats							
Another agro-tourism appears	0,10	4	0,4	4	0,4	4	0,4
Visitors choose other tours	0,09	4	0,36	4	0,36	4	0,36
Visitors do not recommend to others							
Another agro-tourism appears	0,10	4	0,4	4	0,4	4	0,4
TOTAL	1,00		7,06		7,5		7,24