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## Agrotourism Development Strategy in Wonogiri

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### ABSTRACT

This study aims to analyze and identify internal and external environmental factors, describe marketing strategies, and describe the priority strategies used by Soko Langit Agrotourism. The data processing and analysis method uses the IFE (Internal Factor Evaluation), EFE (External Factor Evaluation) matrix, the IE (Internal-External) matrix, the SWOT matrix (Strengths, Weaknesses, Opportunities, Threats), and QSPM (Quantitative Strategic Planning Matrix). The study results were obtained from five internal and five external factors, which resulted in eight alternative strategies in the marketing of Soko Langit Agrotourism. This study resulted in three strategic priorities related to visitor satisfaction, including a) improving the quality of facility maintenance; b) adding and maintaining rides in order to compete with competitors; and c) taking advantage of capital opportunities from the village government to reduce the number of loans from banks. Recommendations for strategies that can be implemented include: allocating capital opportunities from the village government for facility maintenance costs; adding rides with manageable maintenance levels; improving facilities that accommodate extreme weather changes; increasing the efficiency of financing from bank loans; and increasing the efficiency of facilities to accommodate extreme weather.

### KEYWORD

agrotourism, strategy, development, marketing

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## 1. INTRODUCTION

Agrotourism is a form of rural tourism that offers agricultural activities as a tourist attraction and involves residents in planning and managing agro-tourism areas. According to [Khairabadi et al. \(2020\)](#), agrotourism is a business carried out by farmers working in the agricultural sector to enjoy and educate visitors. Agrotourism presents potential sources of income and increases community profits. Visitors to agro-tourism areas can directly interact with farmers and indirectly support agricultural product improvement ([Ammirato, 2020](#)).

The development of agro-tourism will create jobs, increase income, and improve the welfare of farmers (Ismail *et al.*, 2020). The development of agro-tourism can have a positive impact. First, increase the selling value of agricultural commodities produced (Yudhari, 2020). Second, develop other sources of income that the surrounding community can enjoy: homestay rental businesses, product sales in the canteen, souvenir sales, and others (Maunati and Sari, 2018). In addition, agro-tourism is an effective vehicle for promoting agricultural products and Indonesian culture (Jafaruddin *et al.*, 2020). Through agro-tourism, visitors are also impressed with the sensation of fresh, natural conditions and have unique characteristics (Mantino and Vanni, 2018). Visitors can directly buy agricultural products at a lower price to take home, especially as material for storytelling to their families and relatives (Su *et al.*, 2020).

Soko Langit Agrotourism, located in Conto Village, Bulukerto District, Wonogiri Regency, is a tourist attraction that relies on natural beauty with a beautiful and fresh atmosphere. Another advantage of this tourist attraction is the swimming pool on the hill as an attraction. In addition, fruit plants and flower garden arrangements are neatly arranged and give a beautiful impression. Many families use vacation moments to visit various tourist attractions. On Easter holidays, many people have holidays ranging from children to parents because of school; all offices are on holiday because of the turn of the year and are usually accompanied by school holidays.

The main problem is that MSMEs are managed individually by ignoring organizational principles, management that has not been appropriately implemented, and being reluctant to spend on promotion, research, and activities unrelated to their business. At the end of 2017, Soko Langit officially opened. Until 2018, the enthusiasm of visitors was high enough to visit agro-tourism. However, a problem arose at the end of 2019, when a COVID-19 outbreak made Soko Langit tourism empty of visitors. Finally, this agro-tourism that began to be in great demand had to close for almost a year.

The decrease in the number of visitors is that Soko Langit Agrotourism will not operate for one year. However, the cost of electricity, water, cleaning services, property and plant maintenance, and other operational costs must still be incurred by the manager. It aims to maintain existing assets with the hope that agro-tourism can resume operations when the pandemic is over. Agro-tourism managers have problems because their business capital comes from bank loans with high-interest rates. In addition, new competitors have almost the same destination concept as Soko Langit Agrotourism, which creates a new problem, especially when competitors carry out more massive promotions like Soko Langit Agrotourism.

Before the COVID-19 outbreak, Soko Langit Tourism was crowded with tourists from various regions. However, in terms of marketing, it is lacking; in terms of rides, not much has changed in the last few years. However, what is happening is that the number of visitors is increasing every year. However, why are tourists each year before the COVID-19 pandemic relatively increased? This phenomenon needs to be studied by conducting more profound research, and this has stimulated interest in the study through the title "Analysis of Soko Langit Agrotourism Marketing Strategy."

## 2. METHODOLOGY

Soko Langit Agrotourism conducted this research with Nglarangan Hamlet, Conto Village, Bulukerto District, and Wonogiri Regency. This research was conducted from October 2021 to January 2022. There are stages in this research, including preliminary research and surveys—the method of taking the research location using purposive sampling or intentionally. The

criteria used in this study are Soko Langit is an agro-tourism. Soko Langit is an agro-tourism registered under Business Identification Number (NIB) 1238000221286 as an MSME and managed by individuals.

The sampling technique used in this study was purposive sampling, namely, respondents who were selected to become members based on their considerations. The primary considerations the researcher uses are that the respondent understands internal and external factors. Internal factors: owner, manager, public relations, treasurer, employees. External factors: Village head, competitors, community, visitors. The datasets used in this study are both primary and secondary. The primary data sources used in this study were interviews, questionnaires, and documentation. Secondary data is collected and taken indirectly, for example, through other people or documents (Sugiyono, 2010).

The analytical method used to formulate the Soko Langit Agrotourism Marketing Strategy is to analyze internal and external factors in the form of strengths, weaknesses, opportunities, and threats, which will later be used to formulate marketing strategies. The following analyzes the data used to formulate the Soko Langit agro-tourism marketing strategy:

### **2.1. Internal Factor Evaluation (IFE) Matrix**

The IFE matrix is one of the techniques that will be used in formulating strategies. To use the IFE Matrix, the researcher must use a table to calculate the total strength and weakness weighted score (Ebrahimi and Banaeifard, 2018).

### **2.2. External Factor Evaluation (EFE) Matrix**

The second technique used to perform the input stage is the EFE Matrix. This technique must be used with a table that contains opportunities and threats (Sakawati *et al.*, 2020).

### **2.3. External Factor Evaluation (EFE) Matrix**

The IE (Internal-External) matrix positions the various divisions of a company in a nine-cell view. The IE matrix is based on two key dimensions: the total IFE weighted score on the x-axis and the total EFE weighted score on the y-axis. Each division in a company must create an IFE Matrix and an EFE Matrix for the company. The total weight scores obtained from the divisions allow the IE Matrix to be structured at the enterprise level. On the x-axis of the IE Matrix, a total IFE weighted score of 1.0 to 1.99 indicates a weak internal position; a score of 2.0 to 2.99 is considered moderate, and a score of 3.0 to 4.0 is strong. Similar to the x-axis, on the y-axis, a total EFE weighted score of 1.0 to 1.99 is underestimated; a score of 2.0 to 2.99 is considered moderate, and a score of 3.0 to 4.0 is high (Yulia *et al.*, 2019).

### **2.4. SWOT (Strength, Weaknesses, Opportunities, Threats) Matrix**

The SWOT Matrix is an important matching tool that helps managers develop four types of strategies: SO Strategies (strengths-opportunities), WO Strategies (weaknesses-opportunities), ST Strategies (strengths of threats), and WT Strategies (weaknesses-threats). Matching critical external and internal factors is the most challenging part of developing a SWOT Matrix and requires good judgment; there is no single correct combination (Alamanda *et al.*, 2019).

### **2.5. QSPM (Quantitative Strategic Planning Matrix)**

The QSPM is a tool that enables strategists to objectively evaluate alternative strategies based on previously identified critical external and internal success factors. Like other strategy formulation analytical tools, the QSPM requires good intuitive judgment (Zulkarnain *et al.*, 2018).

### 3. RESULTS AND DISCUSSION

#### 3.1. IFE matrix analysis

The IFE matrix determines the roles of the internal factors in Agrowista Soko Langit. The IFE matrix shows the company's internal conditions in the form of strengths and weaknesses, which are calculated based on ratings and weights.

**Table 1.** IFE Matrix Soko Langit Agrotourism

| Internal Factors  | Weight      | Rating | Weight Score |
|---|-------------|--------|--------------|
| <b>Strenght</b>   |             |        |              |
| 1. Easy facility maintenance                                | 0.06        | 3      | 0.17         |
| 2. Harvesting fruit crops once planting                     | 0.06        | 3      | 0.17         |
| 3. Strategic place  | 0.10        | 4      | 0.40         |
| 4. Affordable admission price                               | 0.08        | 3      | 0.24         |
| 5. Continuous promotion                                     | 0.08        | 3      | 0.24         |
| 6. Popular products   | 0.06        | 3      | 0.17         |
| 7. Complete facilities and infrastructure                   | 0.08        | 3      | 0.24         |
| <b>Weakness</b>   |             |        |              |
| 1. Planning work programs that have not been implemented    | 0.08        | 2      | 0.16         |
| 2. Organizations that do not run according to the main task | 0.08        | 2      | 0.16         |
| 3. No HR division acts as a mentor (provider of motivation) | 0.06        | 2      | 0.11         |
| 4. Unorganized leadership control                           | 0.08        | 2      | 0.16         |
| 5. Land conversion cannot be implemented                    | 0.05        | 2      | 0.10         |
| 6. Fruit plant attraction is ineffective                    | 0.05        | 2      | 0.10         |
| 7. Capital from bank loans with high interest               | 0.10        | 1      | 0.10         |
| <b>Total</b>  | <b>1.00</b> |        | <b>2.50</b>  |

Source: Primary data, 2021

Based on the IFE matrix analysis results in the table above, it can be seen that the power with the highest score is a strategic place with a weighted score of 0.40. It means that the strength factor is essential for managers to develop Soko Langit Agrotourism by determining affordable entrance ticket prices and providing complete facilities so that visitors who come are comfortable with the available facilities by utilizing this strategic place. With a weighted score of 0.16, ease of facility maintenance has the lowest weight. The weight value indicates that the manager is less than optimal in maintaining facilities that need further handling for complete maintenance. Soko Langit is one of the tourist attractions that is a recreational destination. Furthermore, the entrance fee for the Soko Langit tourist attraction is Rp 10,000, a swimming ticket is Rp 8,000, and motorcycle parking is Rp 3,000, while car parking is Rp 5,000. Soko Langit is an agro-tourism registered under Business Identification Number (NIB) 1238000221286 as an MSME and managed by the family. In the organizational structure, MSME owners are the highest part. Sokolangit Agrotourism Management is run like MSMEs in general.

With a weighted score of 0.16, the weakness factor with the highest score is the level of control of a less organized leader. These results imply that agro-tourism managers must carry out more regular controls to ensure their members/employees do their jobs well and are organized. In contrast, the lowest weight is capital from bank loans with significant interest,

with a score of 0.10. The leading cause of this value can be confirmed by selling entrance tickets to agro-tourism locations that are insufficient for management costs. Overall, it can be said that the amount of income is still low.

### 3.2. EFE matrix analysis

The EFE matrix is used to determine the magnitude of the influence of external factors on Soko Langit Agrotourism. The EFE matrix describes the conditions of the company's opportunities and threats, which are calculated based on ratings and weights.

**Table 2.** IFE Matrix Soko Langit Agrotourism

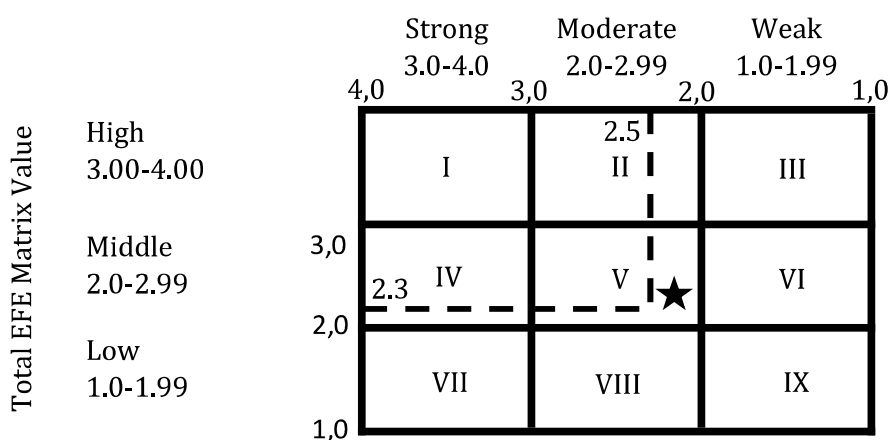
| External Factors   | Weight      | Rating | Weight Score |
|--|-------------|--------|--------------|
| <b>Strenght</b>  |             |        |              |
| 1. Village government can offer capital.                 | 0.18        | 4      | 0.73         |
| 2. After the pandemic, more people travel.               | 0.18        | 4      | 0.73         |
| 3. The local community formed a tourism awareness group. | 0.09        | 3      | 0.18         |
| <b>Weakness</b>  |             |        |              |
| 1. There are similar tourist destinations.               | 0.18        | 1      | 0.18         |
| 2. Extreme weather reduces tourism.                      | 0.18        | 1      | 0.18         |
| 3. Unfixed PPKM policy                                   | 0.18        | 1      | 0.18         |
| <b>Total</b>   | <b>1.00</b> |        | <b>2.30</b>  |

Source: Primary data, 2021

Based on the calculation of the EFE matrix in table 2, it can be seen that the opportunity to get a high rank is through an increase in the number of post-pandemic tourists with a weighted value of 0.73. Local and out-of-town travelers also helped Soko Langit Agrotourism improve its grade. David (2013) states that the average total score weight is 2.5. In contrast, the weight of the total score is 2.3, or above the average score, and shows that Soko Langit Agrotourism is in a position to maintain and improve.

### 3.3. IE Matrix Analysis (Internal-External)

The IE Matrix is a matrix that combines the total weighted scores on the IFE Matrix and the EFE Matrix to see the cell position of the Soko Langit Agrotourism development. If the position of the cell is known, then it is also known what strategy should be carried out by the manager. The IFE Matrix is weighted at 2.5, and the EFE Matrix is 2.3. The results of the IE matrix mapping can be seen in the image below:



**Figure 1.** SWOT analysis quadrant results

Based on the results of the IE matrix, it can be seen that the position of Soko Langit Agrotourism occupies Cell V. Cell V describes as well as describes the meaning of the position of maintaining and maintaining, or in maintaining and maintaining. Agro Wisata Soko Langit's possibility to continue penetrating the market and product development are the two most widely used strategies in this type of division.

### 3.4. Alternative marketing strategy for Soko Langit agrotourism with SWOT matrix

The SWOT matrix is a matching method that clearly describes how the strengths and weaknesses of the internal and external factors possessed by Soko Langit Agrotourism are adjusted to the opportunities and threats from internal factors faced by developing four types of strategies: SO Strategy (strengths-opportunities), WO Strategy (weakness-opportunities), ST Strategy (strengths-threats), and WT Strategy (weaknesses-threats). The alternative marketing strategies with SWOT matrix analysis can be seen in the following table:

**Table 3.** SWOT Matrix Analysis Soko Langit Agrotourism

|   |  |  |
|---|--|--|
| IFE   | STRENGTHS (S)  | WEAKNESS (W)   |
|   | <ol style="list-style-type: none"> <li>1. Easy facility maintenance</li> <li>2. Fruit harvesting after planting</li> <li>3. Strategic place</li> <li>4. Affordable admission price</li> <li>5. Continuous promotion</li> <li>6. Popular products</li> <li>7. Complete facilities and infrastructure</li> </ol> | <ol style="list-style-type: none"> <li>1. Planning work programs that have not been implemented</li> <li>2. Organizations that do not run according to the main task</li> <li>3. No HR division acts as a mentor (provider of motivation)</li> <li>4. Unorganized leadership control</li> <li>5. Land conversion cannot be implemented</li> <li>6. Fruit plant attraction is ineffective</li> <li>7. Capital from bank loans with high interest</li> </ol> |
| EFE   | STRATEGI S-O   | STRATEGI W-O   |
| OPPORTUNITIES (O)   | STRATEGI S-O   | STRATEGI W-O   |
| <ol style="list-style-type: none"> <li>1. Village government can offer capital</li> <li>2. After the pandemic, more people travel</li> <li>3. The local community formed a tourism awareness group</li> </ol> | <ol style="list-style-type: none"> <li>S1-O1. Village government funding facilities maintenance</li> <li>S4-O2. Lowering ticket prices to attract pandemic tourists</li> <li>S5-O3. Ongoing promotions use community cooperation to build a tourism awareness organization.</li> </ol>                         | <ol style="list-style-type: none"> <li>W2-O1. Use local government funding to implement unfinished projects.</li> <li>W1-O2. Boost ticket sales to reduce bank debt.</li> <li>W2-O3. Forming a tourist awareness organization with community support to implement work initiatives</li> </ol>  |
| THREATS (T)   | STRATEGI S-T   | STRATEGI W-T   |
| <ol style="list-style-type: none"> <li>1. There are similar tourist destinations.</li> <li>2. Extreme weather reduces tourism.</li> <li>3. Unfixed PPKM policy</li> </ol>                                     | <ol style="list-style-type: none"> <li>S6-T1. Adding popular attractions to compete with other tourist destinations</li> <li>S7-T2. Equip buildings and infrastructure for extreme weather.</li> </ol>   | <ol style="list-style-type: none"> <li>W6-T1. Convert land to suppress tourism competitors with similar ideas.</li> <li>W3-T2. Adapting the organization's key duties and activities to extreme weather</li> </ol>   |

Source: Primary data, 2021

### 3.5. Soko Langit Agrotourism Marketing Strategy Priority

Strategy analysis using the SWOT matrix can produce eight alternative marketing strategies that can be prioritized, and the attractiveness values are determined, namely in columns

W201, W102, and W203. QSPM analysis is used to determine the marketing strategy of Soko Langit Agrotourism.

A QSPM (Quantitative Strategic Planning Matrix) determines the relative attractiveness of various strategies based on the extent to which critical external and internal crisis success factors are utilized or improved. QSPM evaluates and selects the strategy that best fits the internal and external environment. The best strategy is the alternative with the most significant total value in the QSPM. The calculations for determining the next strategic priority are as follows:

**Table 3.** QSPM Agrotourism Soko Langit

| Key Factor                                   | Weight | Strategy 1  |      | Strategy 2  |      | Strategy 3  |      |
|--|--------|-------------|------|-------------|------|-------------|------|
|  |        | W201        |      | W102        |      | W203        |      |
|  |        | AS          | TAS  | AS          | TAS  | AS          | TAS  |
| <b>STRENGTH</b>                              |        |             |      |             |      |             |      |
| Strategic place                              | 0.10   | 3.4         | 0.37 | 3.8         | 0.42 | 3.4         | 0.37 |
| <b>WEAKNESS</b>                              |        |             |      |             |      |             |      |
| High-interest bank loans                     | 0.10   | 3.4         | 0.37 | 3.4         | 0.37 | 3.4         | 0.37 |
| <b>OPPORTUNITY</b>                           |        |             |      |             |      |             |      |
| After the pandemic, more people travel       | 0,18   | 3.4         | 0.61 | 3.4         | 0.61 | 3.6         | 0.65 |
| <b>THREAT</b>                                |        |             |      |             |      |             |      |
| Nearly identical tourist destinations exist. | 0.18   | 3.2         | 0.58 | 3.4         | 0.61 | 3.6         | 0.65 |
| <b>ATTRACTIVE VALUE</b>                      |        | <b>1.93</b> |      | <b>2.01</b> |      | <b>2.04</b> |      |

Source: Primary data, 2021; Note: AS=Attractive score; TAS= Total attractive score

Based on the QSPM table above, it can be seen that alternative strategies can be implemented based on the results of the highest TAS (attractiveness value) value. The alternative strategies that can be applied to Soko Langit's agro-tourism marketing are the first W201 (Weakness 2-Opportunities 1) with a total attractiveness value of 1.93, namely taking advantage of capital opportunities from the village government to realize work programs that have not been implemented. The second is the alternative W102 (Weakness 1-Opportunities 2) with a total attractiveness value of 2.01, increasing the efficiency of ticket sales income to reduce banks' loans. Furthermore, the third alternative, namely the alternative W203 strategy (Weakness 2-Opportunities 3), with a total value of 2.04, utilizes support from the surrounding community to form tourism awareness groups to realize work programs that have not been implemented.

## 4. CONCLUSION

The results of the research on the Soko Langit Agrotourism Development Strategy in Wonogiri that was analyzed and talked about are :

1. The strengths that are owned are strategic places, and managers can maximize the management of places, facilities, and infrastructure at the location of agrotourism;
2. The weaknesses that affect the marketing strategy are capital from bank loans with significant interest, the cost of managing the location of agrotourism as a whole is still not balanced with the amount of income from the sale of entrance tickets;
3. Opportunities that have an impact are the increasing number of tourist destination enthusiasts during the COVID-19 pandemic. The location of agrotourism in Conto Village, Bulukerto District, Wonogiri Regency, has begun to be known by the wider community.
4. Competitors with almost the same idea of tourist destinations but with more facilities are a significant threat.



5. The priority strategy is to take advantage of capital opportunities from the village government to realize work programs that have not yet been implemented. The second priority strategy is increasing ticket sales revenue efficiency to reduce bank loans. The third priority strategy is to form a tourism awareness group with the help of the surrounding community to do work programs that have not been done yet.
6. The results of the QSPM analysis show that alternative strategies that can be applied are utilizing support from the surrounding community to form tourism awareness groups to realize work programs that have not been implemented. Agro-tourism managers need to keep a closer eye on their members/employees more often to ensure they are doing their jobs right and are well-organized.

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