

Agrotourism Business Development Strategy “Eptilu” in Garut Regency

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ABSTRACT

Agrotourism is one of the most popular tourism concepts in Indonesia. During the pandemic, many agrotourism closed permanently due to government regulations such as PSBB and PPKM that prohibit community activities outside their house. This regulation is strictly enforced as on the efforts to cut off the chain of transmission of Covid-19 itself. This study aims to help formulate business strategies that can be implemented in Eptilu Agrotourism as an effort to improve business and also gain a wide market share. Data was obtained from observations, direct interviews and questionnaires. The number of internal respondents for Eptilu Agrotourism was 10 people, while the number of respondents to analyze the level of visitor satisfaction was 78 visitor respondents. This research method uses qualitative and quantitative methods with various analytical tools such as internal analysis using IFE matrix, external analysis using EFE matrix and IPA, IE matrix, SWOT matrix, and QSPM matrix. The results showed that nine strategy proposals were obtained and sorted by priority. The main priority strategy that emerged was related to human resource development in Eptilu Agrotourism.

Keywords: agrotourism, business strategy, new normal, pandemic, qspm

INTRODUCTION

The year 2019 was a tough year for all business actors in Indonesia. This was caused by the Covid-19 pandemic, which at

that time was spreading rapidly and uncontrollably. This forces the Indonesian government to take preventative steps by establishing the first policy in 2020. This policy is the PSBB (Large-Scale Social Restrictions) policy in accordance with Government Regulation (PP) Number 21 of 2020. In the PSBB regulations, the points of rules that impose people not to do any activities outside the home. These forms of restrictions on community activities include restrictions on activities at schools and workplaces, restrictions on religious activities, and restrictions on activities in public places or facilities. So that every community activity is carried out in their respective homes, except for important and urgent matters. The implementation of PSBB is implemented nationally without exception.

Furthermore, in 2021 the PSBB regulations will be simultaneously replaced with PPKM regulations (Implementation of Restrictions on Community Activities) in accordance with the Instruction of the Minister of Home Affairs No. 1 of 2021. The biggest difference between PSBB and PPKM is the scale of implementation which is adjusted to each regional condition so that it is very possible for there to be differences in PPKM regulations between district cities. The rules contained in PPKM are not as strict as PSBB. People have started to be allowed to carry out activities outside the home while continuing to implement preventive

measures such as wearing masks, practicing *social distancing*, avoiding crowds and others as an effort to adapt society to post-pandemic conditions.

On the other hand, it turns out that the implementation of PSBB and PPKM has had a broad impact on various sectors, especially the financial and tourism sectors in Indonesia. The tourism sector is one of the pillars of the economy for Indonesia, so the government's role in helping tourism area managers to promote Indonesian tourism is very important. In terms of the tourism sector, it turns out that the implementation of this regulation means that many tourist attraction objects (ODTW) have to close permanently. BPS data (2021) states that there were 382 ODTW who experienced bankruptcy between 2020 and 2021. This is in line with the decline in the number of foreign and domestic tourists from 2019 to 2022. BPS (2023) states that there was a significant decline in tourist visits in 2020. The decrease in the number

of tourists that occurred was 197,587,341 domestic tourists and 12,054,031 foreign tourists. That must be the case, in 2021 to 2022 the number of tourists will start to increase significantly, and is projected to continue to increase.

In Indonesia, the three provinces with the highest levels of tourist visits in 2022 according to BPS data (2023) are East Java, West Java and Central Java. These three provinces have a high level of visits because each region has specific characteristics compared to other provinces. West Java itself is famous for its natural riches and culinary tourism which attracts many tourists. West Java Province itself has a variety of agrotourism spread across each city district, one of which is Garut Regency. As one of the regions that has agrotourism, Garut Regency is also affected by the Covid-19 pandemic. The number of tourists to Garut Regency from 2019 to 2022 (BPS 2023) can be seen in Figure 1.

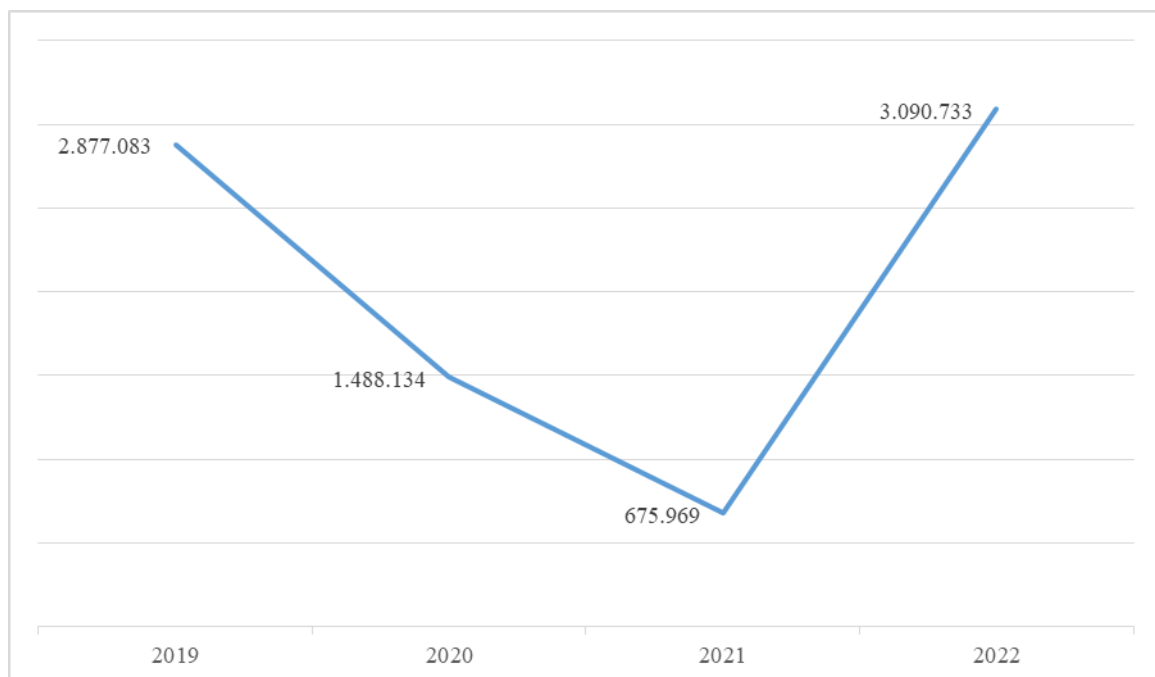


Figure 1. Number of tourists to Garut Regency from 2019 to 2022 (BPS 2023)

It can be seen in the graph above that the number of tourists visiting Garut Regency is very low in 2021 compared to the previous year. Tourism in Garut Regency during 2020 and 2021 was also no better, the

number of tourist visits decreased drastically during the pandemic. The implementation of PPKM which continues to be extended by the Garut Regency Government which limits access in and out

of Garut Regency for non-garut residents has made tourism sluggish. PPKM in Garut Regency was completed on July 20th 2021 and then Garut Regency automatically entered a new normal period where people were allowed to carry out normal activities while continuing to adapt to health protocols.

One of the agrotourisms in Garut Regency is Eptilu Agrotourism. A decrease in the number of tourists also occurred at Eptilu Agrotourism. Eptilu Agrotourism is an agrotourism that offers visitors to pick fruit and vegetables directly from the trees. Eptilu Agrotourism is famous for its orange picking tourism because Eptilu Agrotourism is the pioneer of orange picking tourism in Garut Regency. During the pandemic, Eptilu Agrotourism also experienced difficulties in maintaining the condition of its company so that it could continue to operate. One of the efforts made is by selling fruit and vegetables in the agrotourism garden area to external parties, both to the community and to institutions. Seeing the movement of tourists in a positive direction means that Eptilu Agrotourism must continue to improve its performance so that it can attract more tourists in the future. Implementing the right strategy will certainly help Eptilu Agrotourism to achieve its goals. One of the targets in 2024 is to achieve a total of 10,000 tourist visits.

Based on the above, there are four problem formulations in the research, namely as follows:

1. What internal and external conditions influence Eptilu Agrotourism?
2. What is the level of satisfaction of visitors to Eptilu Agrotourism?
3. What are the alternative strategies that can be implemented in Eptilu Agrotourism?
4. What are the priority strategies that suit the conditions of Eptilu Agrotourism?

LITERATURE REVIEW

Agrotourism

Agrotourism is defined as a form of tourism activity that utilizes agro-business (agribusiness) as a tourist attraction with the aim of not only pursuing material profits but also expanding knowledge, experience, recreation and business relationships in the agricultural sector to visitors (Utama, 2011). In its implementation, agrotourism must have a direction and strategy that is oriented to the potential and strengths of the surrounding area, and must also be market-oriented. Karyani and Andriani (2005) stated that implementation requires directed implementation and development by fulfilling the basic components. These components include community empowerment, development of tourist activity centers as growth points, development of facilities and infrastructure, good collaboration between regions as an effort to increase and preserve environmental carrying capacity, and integration with the surrounding environment.

Business Strategy

Suliyanto (2010) states that the definition of business is all activities planned and carried out by individuals or groups on a regular basis by creating, marketing goods or services, whether with the aim of making a profit or not. From this definition, Sulisty groups businesses into two groups, namely:

1. Profit-oriented business (*profit oriented*)
This business aims to gain profits to improve the welfare of the owner and employees and also for the business development process. This business is run with mature planning and strategy to achieve a business goal.
2. Business that is not profit oriented (*non-profit oriented*)
This business is certainly not oriented towards profit and business development, because this business is only established for social purposes, and is usually in the form of a foundation.

Strategic management is a series of managerial actions that determine company performance in the long term, including environmental management, strategy formulation, strategy implementation, and evaluation and control. The evaluation stage is the final stage which will affect business continuity because business managers are required to accept and improve themselves regarding the results produced. Business evaluations are also carried out to determine the extent of success of previously implemented strategies. In conducting a business evaluation, there are three basic activities (Arniyati et al. 2022), namely analyzing internal and external factors, measuring achievements, and taking corrective action.

Internal Analysis

Internal analysis is the process of internal analysis of an organization or company which has direct implications for the company. Hubeis and Najib (2008) describe internal environmental analysis into three aspects, namely resource, capability and core competency aspects. These three aspects should be analyzed to determine the company's position in the market.

Barney and Hesterly (2020) introduced the concept of RBV (*Resource Based View*) which focuses on analyzing resources and capabilities in a company. The forms of resources referred to in the RBV concept are tangible and intangible assets. The RBV concept divides resources into four, namely:

1. Human resources

Includes activities carried out by individual employees which can take the form of training, relations between employees, and so on.

2. Physical resources

Covers all physical resources owned by the company such as production equipment, company location, and so on.

3. Financial resources

Covers all financial resources owned by the company which will be used to

develop and implement strategies for the company.

4. Organizational resources

Covers the entire reporting structure, planning, control and coordination systems, both formal and informal, work culture within a company and its surrounding environment.

David (2010) explains that internal environmental analysis can then be used Internal Factor Evaluation (IFE). IFE itself can be used to show an overview of the main strengths and weaknesses of a company in carrying out business activities, and also evaluate the relationship between these functions. So that the results that will be obtained can be one of the determining points for formulating strategies in the future.

External Analysis

External analysis is the process of analyzing factors that are outside the scope of the company which can have a direct effect on the company either in the short term or in the future. David (2006) external forces can be divided into five categories, namely political, economic, social, technological and competitive forces. Thompson and Martin (2005) explain that one way to identify external factors in a company is to use PEST (Political, Economic, Social and Technological) analysis.

David (2006) explains that the process of analyzing a company's external factors can use the EFE (*External Factor Evaluation*) matrix. EFE analysis is used to determine the company's external factors related to opportunities and threats, so that later the company will be able to anticipate bad possibilities that might occur, and take advantage of opportunities that will have a positive impact on the company.

Another analytical tool that can be used to identify internal factors in a company is to use the *Importance Performance Analysis* (IPA) analysis. IPA is an analytical technique for determining priority attributes based on measuring work and interests as an effort to develop and analyze a strategy

implemented in business by carrying out a form of evaluation which usually takes the form of filling out a questionnaire by customers (Hajar, 2019).

Sapta Pesona

Sapta Pesona is a concept initiated by the Minister of Tourism, Post and Telecommunications during the Orde Baru, namely Soesilo Sudarman. Sapta Pesona itself has the symbol of a smiling sun with seven rays of light around it. The symbol of the smiling sun depicts the spirit of life and joy, while the seven rays of light around it are symbols of the seven elements possessed by Sapta Pesona. These seven elements are:

1) Safe

As a public place, tourist locations must provide a sense of security from crime and be free from fear so that tourists can enjoy their vacation time well. Tourism managers must also maximize their efforts so that this can be realized. Efforts may be made to minimize the risk of accidents when using public facilities at tourist sites, maintaining security at tourist sites, providing safety information to tourists, helping and protecting tourists, and other things.

2) Orderly

The realization of this condition is an effort to increase visitor comfort in the tourist area. One of the efforts made is to create a culture of queuing, enforce clear rules, invite tourists to obey all the rules that have been determined, be on time, and other things.

3) Clean

Cleanliness is a condition of the tourist environment which is one of the parameters of travel comfort. Environmental cleanliness is one of the markers of a healthy and hygienic tourist destination so that visitors will feel comfortable while at the tourist location. This must be the focus of tourist destination managers by providing lots of trash bins, placing cleaning employees, carrying out regular cleanliness reviews at all tourist spots,

and other things.

4) Cool

A condition created by a tourist location to make visiting comfortable by providing a beautiful and green atmosphere. Efforts that can be made by tourism managers are to carry out greening around tourist locations, maintain green facilities such as parks, and always maintain cool conditions in various areas. One additional effort that can be made is to provide shelter from the heat that is equipped with good air circulation.

5) Beautiful

Beautiful is an environmental condition that can attract tourists and also create the potential for repeat visits. Beauty is also one of the promotional values of tourist destinations in the eyes of visitors. To create a beautiful tourist environment, tourist destination managers must be able to maintain tourist objects in an aesthetic, attractive and harmonious arrangement.

6) Friendly

Friendliness in a tourist destination comes from the attitude of managers inside and outside the tourist location and also the attitude of the community around the tourist location. The friendly atmosphere that is created is a reflection of a friendly and open atmosphere. Tourism managers must be able to provide training for their employees so that a friendly feeling can be seen, and tourist area managers must be able to build synergy with the community around the tourist location so that during the visit process no one is harmed.

7) Memory

Memories are a form of feeling that visitors produce after visiting and serve as a reminder of a tourist destination. Not only in the form of pictures, memories can also be obtained from highlighting local culture, serving typical food and drinks, and also providing souvenirs.

Conceptual Framework

Eptilu Agrotourism is one of the tourism service providers that still maintains its existence among tourists. Various methods and strategies have been carried out previously by area managers considering that in the world of tourism, changes in tourism trends occur very quickly, and if managers are slow in responding to this, risks could arise that might occur and disrupt the continuity of existing business.

In this research, an analysis of business strategies that have been implemented is carried out and can also provide new strategy designs that can be implemented by managers. The data collected comes from two parties, the first is the internal area manager, and the second is visitors. Data obtained from the internal side will be analyzed using IFE, EFE, SWOT and QSPM analysis. Meanwhile, data obtained from visitors to the area will be analyzed using the IPA quadrant.

METHODS

This research was conducted at Eptilu Agrotourism which is located in Cigedug Village, Cikajang District, Garut Regency. This research was carried out from October to November 2023. This research uses a quantitative approach considering that the majority of data obtained is numerical, so further analysis needs to be carried out to obtain concrete and valid results. The type of data used is primary data and also secondary data. Primary data was obtained from observations, direct interviews, and also the results of questionnaire data. Meanwhile, secondary data is other data that can support this research, such as literature reviews, data from publications, and others. The number of internal respondents for Eptilu Agrotourism was ten people, while the number of respondents to analyze the level of visitor satisfaction was 78 visitor respondents.

In the process of analyzing strategies to obtain new strategies in this research, there are three stages. The first stage is the input stage which utilizes the IFE matrix and EFE

matrix as internal and external analysis tools. The second stage is the matching stage which is a follow-up to the previous stage, and further analysis is carried out using the IE matrix and also the SWOT matrix. The last one is the decision stage which will produce strategy proposals based on priorities using QSPM analysis. Apart from that, this research will analyze the level of visitor satisfaction with the performance of Eptilu Agrotourism which will be analyzed using the IPA matrix.

RESULT AND DISCUSSION

Identify Internal Factors

Internal factor analysis was carried out to determine the weaknesses and strengths of Eptilu Agrotourism. Berney (1991) states that one approach to identifying internal factors is to use a resource approach. The resource approach itself consists of the *human capital*, *physical capital*, *financial capital* and *organizational capital approaches*.

a. Human capital

Canto and Gonzalez (1999) state that human resources include all the experience, knowledge, judgment, abilities and skills, risk-taking tendencies and individual wisdom of workers in a company. In carrying out its duties, the human resources owned by Eptilu Agrotourism are far from perfect. The majority of employees do not have a high level of confidence in dealing with visitors. Not only that, Eptilu Agrotourism employees also do not have sufficient knowledge regarding important information such as knowledge regarding vegetable and fruit harvest seasons, even though this is important considering that the activity of picking fruit and vegetables is the main activity offered by Eptilu Agrotourism to visitors. One of the reasons for this is that the majority of employees are residents of the Eptilu Agrotourism area. For this reason, human resource management must be immediately improved by Eptilu

Agrotourism management considering that Eptilu Agrotourism employees are an important component because they have direct contact with visitors who come, and also if possible, Eptilu Agrotourism management must start recruiting employees who are expected to be able to bring other employees to be better again.

b. *Physical capital*

Physical capital is closely related to the facilities and infrastructure owned by Eptilu Agrotourism. Currently, the facilities and infrastructure owned by Eptilu Agrotourism include a large parking area, a prayer room, toilets, a typical rustic bamboo hut which is used as a place for visitors to eat, and also a hut which is intended to sell fruit and vegetable products from Eptilu Agrotourism. These infrastructure facilities were built to increase visitor comfort while visiting Eptilu Agrotourism. Unfortunately, there are still some imperfections in the facilities and infrastructure, such as parking lots that are paved with dirt and gravel which creates puddles of water when it rains, plantation areas that do not have a place to stop for visitors to rest for a while, footpaths in plantation areas that are It has a dirt base which can sometimes be slippery if visitors walk through it after it rains, the signboard for Eptilu Agrotourism is not large so it makes visitors confused regarding the position of Eptilu Agrotourism, and there is also no board regarding visitors' rules for accessing the plantation area so it is not uncommon for some trees to be damaged.

c. *Financial capital*

Financial capital is the financial aspect owned by a company in running its business. The financial condition referred to includes a description of cash flow, income, expenses, debts, loans, and so on. In its implementation, Eptilu Agrotourism has the main source of financial funds which are the results

of Eptilu Agrotourism tourism activities. Other financial sources are from internal management, and also from other party funds in the form of CSR funds. Eptilu Agrotourism management will experience difficulties if other supporting funds cannot balance the financial condition if the pure results from visitor income cannot be relied on. Eptilu Agrotourism management must also have funding reserves (emergency funds) if undesirable things happen, such as during the last pandemic.

d. *Organizational capital*

Wahono J (2014) states that organizations have an important function in an effort to achieve goals because the process requires good organizational components with awareness of each component of the same goal. In an organization, a leader is also needed who can manage all components so that they remain directed and focused. Currently Eptilu Agrotourism is led directly by Rizal Fahreza who once received the title Young Indonesian Farmer. The leader of Eptilu Agrotourism is the right person because he is an expert in the field of agriculture so he can support the sustainability of Eptilu Agrotourism. Eptilu leaders have the power to decide on a decision and always open up discussion space with other management in the hope that the decision they will take is the best decision.

Identify external factors

To identify external factors, an analysis was carried out related to the four PEST components (Political, Economic, Social and Technological). The PEST analysis process is expected to provide additional insight for formulating strategies based on opportunities and threats that exist in the company's environment.

a. *Political*

In its implementation, Eptilu

Agrotourism will certainly be influenced by the policies issued by the government regarding tourism. The Regent of Garut through the Garut Regent's Regulation No. 63 of 2021 emphasized the government's support for the presence of agricultural businesses, one of which is agrotourism. The Regional Regulation explains that the relevant agencies will develop eight agro-tourism areas in the Garut area. This will certainly pose a threat to Eptilu Agrotourism because of the possibility of competitors appearing.

b. Economy

In its publication, the Ministry of Tourism and Creative Economy (Ministry of Tourism and Creative Economy) in 2022 stated that Indonesia is one of the countries in the world that is likely to experience a recession. A recession itself is an economic condition in a country that experiences decline over a long period of time. For this reason, Sandiaga Uno as Minister of the Ministry of Tourism and Creative Economy urges the public to travel domestically. This appeal opens up opportunities for Eptilu Agrotourism to take an active role in attracting the interest of visitors who will visit the country.

c. Social

Social factors are closely related to the relationships built between Eptilu Agrotourism and other parties. As an example of the good relationship carried out by Eptilu Agrotourism, one of which is by absorbing workers from the surrounding community so that a sense of mutual belonging with Eptilu Agrotourism arises. Good relations with the surrounding community will also pave the way for Agrowisata Eptilu to develop an agrotourism concept that offers visitors to stay in the homes of people around Agowisata Eptilu so that visitors will experience a more rural plantation feel. The good relationships

that management continues to build will certainly create new potential that can be exploited in the future.

d. Technology

Rapid technological developments can provide both threats and opportunities for Eptilu Agrotourism. If Agrotourism can adapt to this technology, it will provide new opportunities for the company, but on the other hand, if the technology cannot be followed properly, it can become a threat to the company. One example of technology that is directly related to Eptilu Agrotourism is digital payment technology, and also technology in the form of social media which continues to develop. Digital payment technology using QRIS is a form of convenience for visitors in making transactions, but this must also be supported by a good device signal. The West Java Community and Village Empowerment Service (2022) continues to strive to build BTS towers evenly to remote villages which can make it easier for people to access the internet. In Garut Regency itself there are 269 BTS towers, including in the district. Cikajang (Eptilu Agrotourism location). So that anyone who lives in the district. Cikajang can access the internet easily. The next technology is social media, currently various types of social media have emerged that companies can use as easy and cheap promotional media. The content offered by the company must also be interesting and up-to-date, this must be done to get the attention of potential visitors. Social media is an opportunity for companies if they can manage it well.

Performance and Importance Level Analysis (IPA Matrix)

The IPA matrix is used to determine customer satisfaction with company performance and the importance of each attribute according to the customer's side. To get the best results, IPA analysis data

was obtained from the results of filling out questionnaires for 78 respondents visiting Eptilu Agrotourism with variables related to

Sapta Pesona (Safe, Orderly, Clean, Cool, Beautiful, Friendly, and Memories) with a total of 25 attributes.

Table 1. Results of IPA analysis

Sapta Pesona Variable	Code	Attribute	Performance Level	Level of Importance
Safe	1	Visitors feel safe while at Eptilu Agrotourism	4.72	4.88
	2	The road in the Eptilu Agrotourism garden is safe to walk on	3.9	4.71
	3	Visitors can be free from illegal fees while at Eptilu Agrotourism	4.55	4.82
	4	The Eptilu Agrotourism location can be easily accessed by visitors	3.14	4.83
Orderly	5	There is a queue line to guide visitors into the Eptilu Agrotourism plantation	3.63	4.46
	6	There is a rules board for visitors in the Eptilu Agrotourism picking garden	3.82	4.67
	7	Eptilu Crew supervises visitors to Eptilu Agrotourism	4.17	4.54
Clean	8	The cleanliness of the Eptilu Agrotourism area is maintained	4.38	4.86
	9	The Eptilu Agrotourism area provides rubbish bins at many points in the Eptilu Agrotourism area	4.4	4.71
	10	Supporting facilities such as clean and comfortable toilets	4.01	4.44
	11	Supporting facilities such as prayer rooms are clean and comfortable	4.4	4.38
Cool	12	Visitors can breathe fresh air without pollution while at Eptilu Agrotourism	4.56	4.63
	13	Eptilu Agrotourism has a place to stop for visitors when the weather conditions are quite hot	3.68	4.56
	14	Visitors can directly experience the peaceful atmosphere of a plantation at Eptilu Agrotourism	4.55	4.59
Beautiful	15	The views that visitors get while visiting the Eptilu Agrotourism area are beautiful	4.15	4.37
	16	The arrangement of plants outside the plantation adds to the beauty of Eptilu Agrotourism	4.23	4.31
	17	Arranging a neat layout of facilities at Eptilu Agrotourism (educational garden, green house, and other infrastructure)	4.08	4.63
	18	The arrangement of trees in the picking garden area is neat	4.49	4.82
	19	The garden outside the pick garden adds to the beauty	4.13	4.17
Courteus	20	Eptilu Agrotourism Crew serves you in a friendly manner	4.03	4.33
	21	Eptilu Agrotourism Crew is ready to help visitors	4.28	4.62
	22	Crew's ability to answer visitor questions	3.35	4.56
Memory	23	Visitors have a good impression of Eptilu Agrotourism	4.41	4.72
	24	Eptilu Agrotourism provides souvenirs that can serve as memories for visitors of their visit to Eptilu Agrotourism	3.32	4
	25	Eptilu Agrotourism has a special place to sell garden products and processed garden products	4.45	4.1
Average			4.33	

The value used in analyzing IPA is number one for the worst performance or satisfaction and number five for the best

satisfaction or performance. So, if you look at the average above 4.0, it can be said that the attribute performance is good.

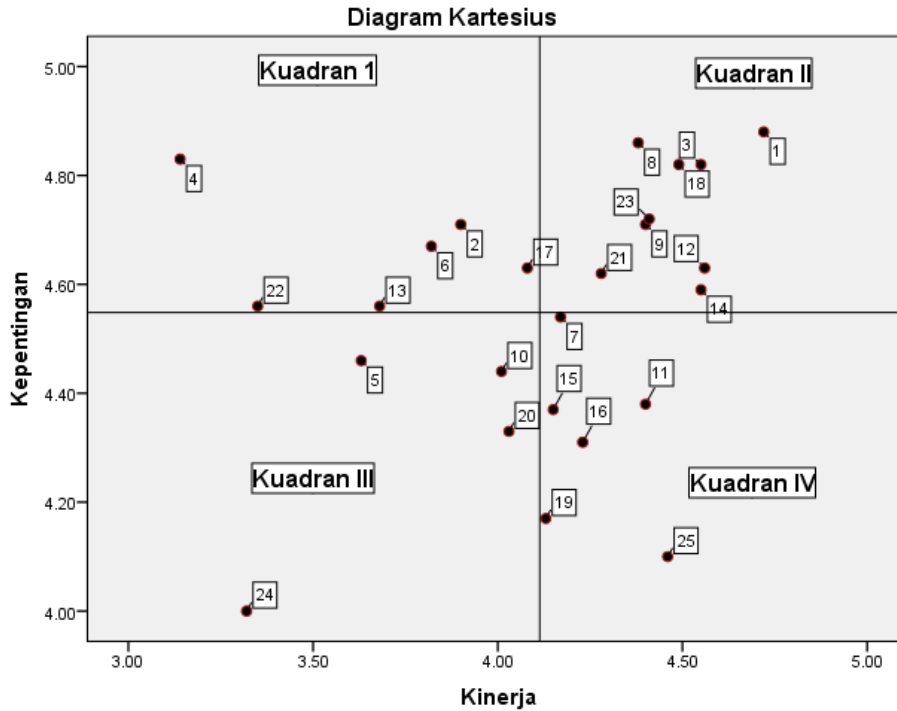


Figure 2. Cartesian diagram of natural science at Eptilu Agrotourism

Based on the results of the Cartesian diagram in Figure 2, the attributes in quadrant I must be the main priority for Eptilu Agrotourism management. Attributes two, four, six, thirteen, and seventeen are attributes that represent the facilities and infrastructure owned by Eptilu Agrotourism, and attribute twenty-two is an attribute that represents the quality of human resources at Eptilu Agrotourism. So Eptilu Agrotourism management needs to make improvements such as improving existing facilities and

infrastructure, adding additional facilities such as toilets at various points, improving the quality of human resources by providing regular assistance and training to employees, and providing regular evaluations of employee performance.

Input Stages

This stage uses two analysis tools, namely the IFE matrix and the EFE matrix. This stage is a follow-up to the results of the previous analysis that has been carried out.

Table 2. Results of IFE matrix analysis on Eptilu Agrotourism

Internal factors	Weight	Ratings	Weighted Value
Strength			
The plantation area is large and well maintained	0.07	4	0.29
Prices for picking fruit and vegetables are affordable	0.09	4	0.38
Presents a rural atmosphere with views of Mount Cikuray	0.08	3	0.25
Involving local residents in managing Eptilu Agrotourism	0.08	4	0.33
There are supporting facilities such as a restaurant, parking area, prayer room and adequate bathrooms	0.08	3	0.25
Has a platform to sell MSME products in Garut Regency	0.07	3	0.22
Weakness			
Quality. HR	0.09	2	0.18
No accommodation available	0.07	2	0.15
Instructions for Eptilu Agrotourism locations are inadequate (small size)	0.08	2	0.17
Eptilu Agrotourism infrastructure is inadequate, especially the paths in the garden area which are slippery when it rains	0.08	2	0.17
The location of Eptilu Agrotourism is far from the city center	0.09	1	0.09
Promotional facilities are not yet optimal	0.08	1	0.08
Total	1		2.56

From the results of the IFE matrix analysis above, the main strengths and weaknesses of Eptilu Agrotourism are obtained. The dominant strength is related to the prices offered by the management of Eptilu

Agrotourism which are relatively cheap and can be reached by anyone, while the dominant weakness in the management of Eptilu Agrotourism is that the promotional tools used cannot be utilized optimally.

Table 3. EFE matrix analysis on Eptilu Agrotourism

External	Weight	Ratings	Weighted Value
Opportunity			
Development of tourism concepts	0.10	4	0.38
The door to cooperation is open	0.12	4	0.49
Close relationship with the community	0.12	3	0.37
High potential for tourist visits	0.11	4	0.44
Government support	0.11	4	0.44
Threat			
Implementation of regulations such as PPKM and PSBB	0.12	2	0.25
Changes in tourism trends	0.10	3	0.29
The emergence of similar competitors	0.11	2	0.22
Limited information dissemination	0.11	3	0.33
Total	1		3.21

Meanwhile, the results of the EFE matrix analysis show that there are points of opportunities and threats from Eptilu Agrotourism. The dominant opportunity that can be exploited by management is the opening of opportunities for collaboration with other institutions. And a threat that Eptilu Agrotourism should pay attention to is the limited dissemination of information to potential visitors which could have a

negative impact on Eptilu Agrotourism if this is not paid further attention.

Matching Stages

This stage will utilize the IE and SWOT matrices in processing the data obtained in the previous stage. The IE matrix is used to determine the company's position from the total IFE and EFE values.

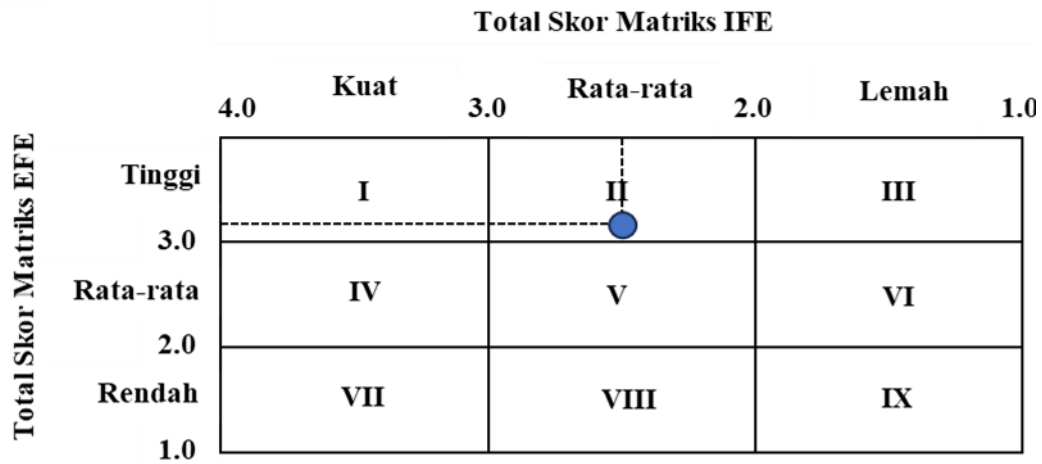


Figure 3. Eptilu Agrotourism IE Matrix

Based on Figure 3, Eptilu Agrotourism is included in quadrant II, which means that this quadrant is the company's growth and development position so that in determining its strategy, one of the aims is to expand market share by improving the quality of the

products offered and also its internal capabilities.

The final analysis in the input stage is strategy formulation using the SWOT matrix. By using the SWOT matrix, a strategy formulation will emerge based on each point owned by Eptilu Agrotourism.

Table 4. SWOT Matrix for Eptilu Agrotourism

	<p>Strength (S) The plantation area is large and well maintained Prices for picking fruit and vegetables are affordable Presents a rural atmosphere with views of Mount Cikuray Involving local residents in managing Eptilu Agrotourism There are supporting facilities such as a restaurant, parking area, prayer room and adequate bathrooms Has a platform to sell MSME products in Garut Regency</p>	<p>Weakness (W) Limited HR insight No accommodation available Instructions for Eptilu Agrotourism locations are inadequate (small size) Eptilu Agrotourism infrastructure is inadequate, especially the paths in the garden area which are slippery when it rains The location of Eptilu Agrotourism is far from the city center Promotional facilities are not yet optimal</p>
<p>Opportunity (O) Development of tourism concepts at Eptilu Agrotourism Collaboration built with other institutions Close relationship with the surrounding community High potential for tourist visits Government support</p>	<p>SO Strategy Building a tourism concept that offers visitors to stay in the homes of residents around Eptilu Agrotourism Developing a variety of activities at Eptilu Agrotourism such as making traditional arrowroot dodol as one of the tourist activity options</p>	<p>WO Strategy Improving the quality of human resources by holding internal training Involving other institutions as facilitators of human resource quality development Create a tour package that includes visits to MSMEs around Garut</p>
<p>Threat (T) Implementation of regulations such as PPKM and PSBB Changes in tourism trends Similar competitors Limited distribution of information to potential visitors</p>	<p>ST Strategy Holding visits to other agrotourism as one of the inputs for Eptilu Agrotourism Presenting promotional content that is attractive and in accordance with existing promotional trends</p>	<p>WT Strategy Increasing the quality of promotions either through social media or the use of public exhibitions Improving the quality of facilities and infrastructure</p>

Based on the results of the SWOT matrix, nine alternative strategies were obtained that could be implemented in Eptilu Agrotourism. These nine alternative strategies are very possible to be implemented, but one of the weaknesses of SWOT analysis is that it cannot differentiate which strategy is a priority, so further analysis is needed.

QSPM analysis are in Table 5.

Decision Stages

This stage is the final stage in determining a new strategy for Eptilu Agrotourism. In this stage, the analytical tool used is QSPM. The results of this QSPM analysis will determine the priority of each alternative strategy that has been obtained previously. The results of the

Table 5. QSPM analysis results

Strategy Alternatives	TAS value	Rating
Improving the quality of human resources by holding internal training	7.89	1
Increasing the quality of promotions either through social media or the use of public exhibitions	7.89	2
Improving the quality of facilities and infrastructure	7.79	3
Involving other institutions as facilitators of human resource quality development	7.46	4
Presenting promotional content that is attractive and in accordance with existing promotional trends	6.88	5
Create a tour package that includes visits to MSMEs around Garut	6.47	6
Building a tourism concept that offers	6.42	7
Developing a variety of activities at Eptilu Agrotourism such as making traditional arrowroot dodol as one of the tourist activity options	6.32	8
Holding visits to other agrotourism as one of the inputs for Eptilu Agrotourism	6.27	9

From the results of the QSPM analysis, it was found that three priorities that can be immediately implemented are improving the quality of human resources, improving the quality of promotions, and also improving

the quality of facilities and infrastructure. This is in line with the results of the previous analysis where human resources, promotion and maximizing facilities and infrastructure are the dominant problems in

Eptilu Agrotourism so they should be the focus of management.

Managerial Implications

In accordance with the results of the data processing that has been carried out, nine proposed strategies have been obtained that can be implemented in Eptilu Agrotourism according to priorities. Among the nine proposed strategies that need to be prioritized are (1) Improving the quality of human resources; (2) Improving the quality of promotions; and (3) Improving the quality of facilities and infrastructure. These three strategies can help expand the market that Eptilu Agrotourism can obtain. Maximum quality human resources, promotions and infrastructure will help Eptilu Agrotourism to attract more visitors in the future, and it does not rule out the possibility that the good impression that visitors have at Eptilu Agrotourism can stimulate repeat visits. Visitors with a good impression can also become voluntary promotional agents to their immediate environment.

CONCLUSION

1. There is a dominant strength that Eptilu Agrotourism has, namely determining prices that are cheap and can be reached by all groups of visitors. Meanwhile, the dominant weakness is that promotional means are not yet optimal.
2. The level of visitor satisfaction based on IPA results is 4.11, this value indicates that visitors are satisfied with Eptilu Agrotourism. While the level of importance is at 4.55.
3. Through the results of the SWOT analysis, nine alternative strategies were obtained that could be implemented by Eptilu Agrotourism management, namely (1) building a tourism concept that offers visitors to stay in residents' homes; (2) developing a variety of activities at Eptilu Agrotourism; (3) improving the quality of human resources; (4) involving other institutions as facilitators of human

resource quality development; (5) create a tour package that includes visits to MSMEs around Garut; (6) holding visits to other agrotourism as one of the inputs for Eptilu Agrotourism; (7) presenting attractive promotional content; (8) improving the quality of promotions; and (9) improving the quality of facilities and infrastructure.

4. Among the nine alternative strategies produced, there are three main strategies that must be a priority for Eptilu Agrotourism management, namely (1) improving the quality of human resources; (2) improving the quality of promotions; and (3) improving the quality of facilities and infrastructure.

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