



# STRATEGY FOR DEVELOPMENT OF MOUNTAIN VALLEY AGRICULTURE POTENTIAL IN TUGUREJO VILLAGE, KABAWETAN DISTRICT, KEPAHANG REGENCY

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Received: 28 November 2022

Accepted: 27 Desember 2022

### ABSTRACT

*Agro-tourism is one of the merging sectors between the agriculture and tourism sectors. Agro-tourism is starting to be popular with many people as one a new and different alternative tourist destination because it offers a "back to nature" concept. . Kepahiang regency is a place where the level of agro business competition is quite high due to many people who enliven the area on holidays or long weekends to travel. In addition, in this region many tourist attractions are offers the concept of agro-tourism. Mountain Valley Agro-Tourism is one of the agro-tourism in Kepahiang regency which also has good tourism potential, but faces high business competition with other similar businesses. Thus, Mountain Valley Agro-Tourism must continue to innovate and have a business strategy to deal with the competition. The application of business strategies in business competition that is not properly implemented, will have an impact on business continuity such as reducing the level of tourist visits to agro-tourism. The purpose of this study is to identify internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) that affect Mountain Valley Agro-Tourism and formulate appropriate strategies and prioritized strategies according to the conditions of Mountain Valley Agro Tourism. Using the SWOT Matrix Analysis is done to determine what strategies are suitable to be applied in the development of Mountain Valley Agro-Tourism. From the results of the study the value of 9.97 is obtained for strength and 8.38 for opportunities that show the position of the Mountain Valley agro-tourism quadrant is in quadrant I or quadrant that uses a very profitable aggressive turn strategy.*

**Keywords:** Strategy, Potential, Agrotourism, SWOT Analysis.

## 1. INTRODUCTION

Indonesia's natural and biological wealth is very diverse and can be used as a mainstay product for the Indonesian economy. Apart from being designated as the cultivation and production of agricultural and plantation commodities, the uniqueness of Indonesia's natural conditions can be utilized as a tourist attraction. Thus, the tourism sector has the potential to develop in Indonesia. The existence of the tourism industry is expected to increase national income in realizing economic production. The development of the tourism sector should also be followed by efforts to preserve it, so that Indonesia's natural and biological wealth does not become extinct.

Tourism is one of the sectors that has a major influence on the Indonesian nation's economy. The development of tourism trends is increasingly leading to the concept of back to nature. The natural atmosphere that is seen by some people is very suitable to be a comfortable vacation spot, because basically humans are part of nature need nature as a place to let go and forget all the problems that arise in everyday life. This aspect is observed by tourism business managers to be translated as business opportunities, so that various tourism alternatives with the concept of back to nature have emerged that suit consumer tastes.

Indonesia, which is an agricultural country, of course has considerable potential in agriculture as seen from the large number of Indonesians who depend on agriculture for their lives. Dependence on the agricultural sector should lead to development policies by making the agricultural sector the leading sector. Agricultural development must be carried out optimally in all fields of business in the agricultural sector, so that agricultural development and all of these business fields can be optimized. The approach to optimizing agricultural development can be carried out in three ways, namely diversification, quality, and uniqueness (Islamiarani, 2008).

Agro-tourism is a field of agricultural business based on the concept of uniqueness. Agro-tourism is not only a service business in agriculture but a business in agriculture that offers the concept of tourism by selling natural beauty and knowledge about nature and agriculture. In addition, agro-tourism can also act as a media for promoting agricultural products, as an educational medium, and as an opportunity for the development of agribusiness product diversification. (Herlita, 2008).

Many agro-tourism have sprung up and offer almost the same products but still offer their own uniqueness. The agro-tourism business has sprung up almost all over Indonesia. In managing agro-tourism, managers must develop strategies to develop agro-tourism potential so that it becomes a tourist object that has its own uniqueness. In the Big Indonesian Dictionary, Strategy is the science and art of using all the resources of nations to carry out certain policies in war and peace, or careful planning of activities to achieve specific goals. The development strategy in agro-tourism must pay attention to increasing the ability of agribusiness actors in the field of agro-tourism to identify market opportunities

so that these business actors can easily open and develop their agro-tourism business. carry out promotions to introduce their agro-tourism business Gumelar s Sastrayuda (2010:3).

Kepahiang Regency is one of the regencies which is the center of agricultural commodity production. The potential of the agricultural sector owned by Kepahiang Regency is widely used as an agro-tourism business by several parties or entrepreneurs. The diversity of tourist attractions in Kepahiang Regency encourages development in the agro-tourism sector. The large number of agro-tourism in Kepahiang Regency provides many choices for the community to choose which agro-tourism sites they will visit.

### THEORETICAL BASIS

Agrotourism generally aims to broaden knowledge, experience, recreation, and business relations by buying products, enjoying shows, participating in activities, eating a meal or spending the night together in a plantation area.

In Indonesia, agro-tourism or agro-tourism is defined as a form of tourism activity that utilizes agro-business (agribusiness) as a tourist object with the aim of expanding knowledge, experience, recreation and business relations in agriculture.

Agro-tourism is a type of tourism that is supported by the farming community, from the supply side, the farmers are ready with their products, and the tourists expect a treat from the products offered by tourists.

Benefits of Agrotourism

The benefits of Agrotourism include the following:

1. Establish family relationships with farmers or local communities.
2. Improving health and freshness of the body.
3. Rest and eliminate boredom.
4. Get an awesome adventure.
5. Stimulate scientific activity and knowledge.
6. Get really natural food (organic food).
7. Get a completely different atmosphere.
8. Low cost because agro-tourism is relatively cheaper than other tours

Agrotourism Development

Development is an effort to exploit the potential that is owned, so as to create something newer than before. Development can be done by adding and updating something that exists. Development in a business or business is adding new businesses or products that originate and are still related to existing businesses, of course this development is based on existing business potential and is carried out in a planned manner. Development in the business is carried out apart from the existing potential, it can also be carried out in an effort to gain more profits and business competition.

The tourism business is a business that has great potential to be developed. The development of the tourism business can also be integrated with other sectors in its implementation, such as the agricultural sector with nature conservation activities which of course have elements of tourism in it or can be called ecotourism.

Ecotourism is a form of tourism that is closely related to nature conservation. Thus, ecotourism is very appropriate in maintaining the integrity and authenticity of ecosystems in areas

that are still natural. In essence ecotourism is a form of tourism that is responsible for preserving natural land, providing economic benefits and maintaining cultural integrity for the local community.

In the development of Agro-tourism, synergistic cooperation is needed between the actors involved in the management of Agro-tourism, namely the community, the private sector and the government  
Agrotourism Development Strategy

Strategy is the science and art of using all the resources of nations to carry out certain policies in war and peace, or the careful planning of activities to achieve specific goals.

The development strategy in agro-tourism must pay attention to increasing the ability of agribusiness actors in the field of agro-tourism to identify market opportunities so that these business actors can easily open and develop their agro-tourism business. carry out promotions to introduce the agro-tourism business. The role of business promotion in the development and running of an agro-tourism business is quite important because with promotion, consumers will become more familiar with and know the agro-tourism places they will visit. All of these things, of course, will affect the formulation of the strategy that will be carried out by the company.

Agrotourism development broadly includes aspects of human resource development, natural resources, and promotion. The ability of Agrotourism managers in setting targets and providing, packaging, presenting tour packages and continuous promotion according to their potential determines success in bringing in tourists.

## RESEARCH METHODS

### Types of research

In writing this research uses descriptive quantitative methods. The qualitative method is to identify the internal strengths and weaknesses of the Mountain Valley tourism object, and identify the opportunities and threats faced by the Tourism Office for the Mountain Valley Agro Tourism Object in Kepahiang Regency, in developing tourism potential in order to obtain the right strategy in the future.

### Method of collecting data

The data collection method used in this study is a strategic management concept approach. The collected data and information are processed and analyzed qualitatively and quantitatively to obtain alternative strategies for the company. Qualitative analysis was carried out to obtain an overview of the company's internal and external factors. Meanwhile, quantitative analysis to find the right strategy for the company.

The techniques used in collecting data in this study are:

- Questionnaire (questionnaire)

According to Arikunto (2010: 151) Questionnaires are written statements that are used to obtain information from respondents, in the sense of reports about personal or things that he knows, Meanwhile according to Sugiyono (2017: 142) Questionnaires or questionnaires are data collection techniques by giving a set of questions or written questions to the respondent to be answered.

The questionnaire used is a closed questionnaire, meaning that alternative answers have been provided. Respondents only choose one of the alternative answers that best fits their opinion. The scale used is a Likert scale which is scored with the following conditions:

- a. Strongly Agree (SS) is given a score of 5
  - b. Agree (S) is given a score of 4
  - c. Neutral (N) is given a score of 3
  - d. Disagree (TS) is given a score of 2
  - e. Strongly disagree (STS) is given a score of 1
- Data analysis technique

The analytical method used in this study is the SWOT analysis method. The data obtained from the results of the research will be analyzed for its strengths, weaknesses, opportunities and threats to the implementation of the company's development strategy in order to increase the potential of agro-tourism. To determine the formulation of future potential development strategies, a combination of alternative strategy formulations is used which is linked through SWOT.

To calculate weight values, rating scores for tables of internal and external strategic factors, with the following scale techniques:

1. Weight
  - 1.00 = Very Important
  - 0.75 = important
  - 0.50 = Standard
  - 0.25 = Not Important
  - 0.10 = Very unimportant.
2. Ratings
  - 5 = Very Good
  - 4 = Good
  - 3 = Neutral
  - 2 = Not good
  - 3 = Very Not good

The SWOT matrix is obtained from the identification of the IFE matrix and the EFE matrix, the SWOT matrix also shows the compatibility between weaknesses, strengths, opportunities and threats. The SWOT matrix is an important matching tool in helping managers develop four types of strategies: SO strategy, WO strategy, ST strategy, and WT strategy.

## RESULTS AND DISCUSSION

<p>Internal</p> <p>Eksternal</p>	<p><b>Strength (S)</b></p> <ol style="list-style-type: none"> <li>1. There is no ticket fee to enter Mountain valley agrotourism.</li> <li>2. Has a beautiful natural panorama of tea plantations.</li> <li>3. Extensive tourist sites, and strategic</li> <li>4. It has the facilities of the Guess House building, giant Mountain Valley writing, prayer room and toilets</li> <li>5. There is a Mountain Valley Festival to introduce superior tourism to other countries.</li> </ol>	<p><b>Weakness</b></p> <p><b>Weaknesses (w)</b></p> <ol style="list-style-type: none"> <li>1. The form and building of facilities in a simple mountain valley agrotourism.</li> <li>2. Lack of supervision of locations in Mountain valley Agrotourism.</li> <li>3. Agro tourism potential and tourist sites that have not been optimally optimized.</li> <li>4. Lodging facilities are not yet available.</li> <li>5. Unavailability of ordering via the internet.</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. The tendency of consumers to switch to nature tourism or back to nature.</li> <li>2. The tendency of the community to hold meetings or family gatherings outside the city.</li> <li>3. Infrastructure and easy and good road access, because it is not far from the center of the main road that is busy with people.</li> <li>4. Technological developments, especially the internet can facilitate business transactions and promotions.</li> <li>5. The number of tourists continues to grow, especially during long holidays.</li> </ol>	<p><b>SO strategy</b></p> <ul style="list-style-type: none"> <li>• Adding Lodging Facilities and other facilities, and developing new, more innovative tourist objects (S1, S2, S3, S4, S5, S6, S7, O1, O2, O4, O5)</li> <li>• Collaborating with local residents around the location to maintain and maintain road and road infrastructure to make it easier for consumers who will visit Mountain ValleY agro-tourism (s1, S4, O3)</li> </ul>	<p><b>WO strategy</b></p> <ul style="list-style-type: none"> <li>• Implement the development and use of technology in every tourist attraction and in the work system so that it can optimize the existing potential optimally. (w1, w2, w3, w4, w5, o4)</li> </ul>
<p><b>Threat</b></p> <p><b>Threats (T)</b></p> <ol style="list-style-type: none"> <li>1. Consumers have the breadth to search for and visit other tourist objects.</li> <li>2. Many other agro-tourism have sprung up Another very rapid development of</li> </ol>	<p><b>ST Strategy</b></p> <p>Improving the quality of services and the quality of existing tourist facilities with their own characteristics so that consumers are satisfied with</p>	<p><b>WT Strategy</b></p> <p>The government must improve facilities and infrastructure as well as develop tourist destinations to attract more tourists.</p>

<p>agro-tourism and has certain characteristics.</p>	<p>existing facilities.</p>	
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### Rekapitulasi IFAS dan EFAS5

Keterangan	IFAS		EFAS	
	Strengths	Weaknesses	Opportunities	Threats
Strategi Pengembangan Potensi		12,62	17,23	8,85
Kuadran	22,59 - 12,62 = 17,17		17,23 - 8,85 = 8,38	

Based on the diagram above, the point is in quadrant 1, namely the Mountain Valley tourist attraction, Kepahiang Regency, has great opportunities and strengths so that it can take advantage of existing opportunities by utilizing existing strengths.

The strategy applied in this condition is to support an aggressive policy (Growth oriented strategy), namely by:

1. Add facilities and infrastructure with good quality and service
2. Continue to create new innovations to develop existing tourism potential
3. Continue to establish good cooperation between managers and the local community to maintain and maintain the beauty of tourist objects
4. Creating agro-tourism that has its own charm and characteristics that are different from other tours.
5. Government agencies or managers who manage agro-tourism objects can take advantage of the internal strengths that exist in agro-tourism objects such as providing various types of products that can be used as souvenirs in agro-tourism

### CONCLUSIONS AND RECOMMENDATIONS

#### Conclusion

Based on the results of research that has been conducted at the Kepahiang Regency Tourism Office regarding the Strategy for Developing Mountain Valley Agrotourism Potential, the conclusions that can be drawn according to the research objectives are as follows:

Based on the results of the analysis, the main strengths of Mountain Valley Agrotourism are the beautiful natural panorama of tea plantations and the wide tourist location factor, which consists of various kinds of tourist objects. While the main weakness of

Mountain valley Agrotourism is the unavailability of complete facilities and infrastructure.

Quadrant results also show that the internal conditions of the business environment that affect Mountain Valley Agrotourism are in a strong condition, because the strength score is higher than the weakness score indicating that in developing the Mountain Valley Agrotourism business it is able to take advantage of its strengths to overcome existing weaknesses.

EFAS analysis shows that the external environment which is the main opportunity for Mountain Valley Agrotourism is the factor of infrastructure and good and easy road access and the factor of the number of tourists who continue to increase during long weekends, while the main threat is the factor of consumers who have the flexibility to find and visit other tourist objects. Alternative strategies obtained from the results of the SWOT matrix, consists of six alternative strategies, namely:

1. adding lodging facilities and other facilities,
2. cooperate with the government and local residents around the business location.
3. Implement the development and use of technology.
4. Improving the quality of services and the quality of existing tourist facilities with their own characteristics.

and the results of the matrix analysis show that the strategy of adding lodging facilities and other facilities is a strategy that is prioritized or prioritized compared to other alternative strategies. The two prioritized strategic alternatives can be considered by Mountain Valley Agrotourism to be implemented in business development efforts, due to taking into account the condition of the agro-tourism industry in the Puncak area, which has an increasingly high level of competition.

#### Recommendations

Based on the results of the analysis and discussion of this study, the suggestions that can be submitted to Mountain Valley Agrotourism with reference to the conclusions above are as follows:

The addition and development of lodging facilities, tourist facilities and other facilities should be carried out based on the needs and

desires of consumers, such as adding lodging houses. And add unique icons to mountain valley agro-tourism.

Mountain Valley Agrotourism should also install cash withdrawal machines (ATMs) as one of the supporting facilities in several corners of tourist attractions to make it easier for consumers who don't carry a lot of money. The development of tourist facilities must also be carried out regularly with new innovations so that consumers do not feel bored with tourist facilities that they have often felt and seen.

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