MARKETING STRATEGIES FOR DEVELOPING AGROTOURISM IN JEMBER REGENCY

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ABSTRACT

This research was aimed to identify the agrotourism potential in Jember Regency, to identify the condition of internal and external environment of Sukorambi Botanic Garden. The research used the Importance Performance Analysis (IPA) method to find out the level of the visitors' interest and satisfaction. For the internal and external analyses, the Internal Factor Evaluation (IFE) method, the External Factor Evaluation (EFE) method, Strength Weakness Opportunity and Threat (SWOT) and the Analytic Hierarchy Process (AHP) were used to determine the strategies for marketing Sukorambi Botanic Garden. Three resource persons were used by purposive sampling technique. Thirty respondents were used for analytical level of interest by distributing questionnaires to visitors. The results of the research showed that the priorities of marketing Sukorambi Botanic Garden were 1) the strategy to maximize the concept of recreation while studying such as crop cultivation and animal farming, 2) the strategy to increase the number of outbound games, 3) the strategy to coordinate intensively with stakeholders for improvement and sustainable development, 4) the strategy to get a loan from a financial institution to increase capital, 5) the strategy to optimize promotion activities, (6) the strategy to improve the quality of community services through improved performance and transportation facilities, 7) the strategy to improve the quality of services through trainings for the employees to improve the company's management system, 8) the strategy to realize facility development on the remainder of the land accompanied by improvement of existing facilities, and 9) the strategy to optimize online promotion activities.

Keywords: Agrotourism, marketing development strategy, Sukorambi Botanic Garden, AHP, SWOT

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi potensi agrowisata di Kabupaten Jember, mengidentifikasi kondisi lingkungan internal dan eksternal Taman Botani Sukorambi dan menentukan prioritas strategi pengembangan pemasaran agrowisata Taman Botani Sukorambi. Penelitian ini menggunakan metode Importance Performance Analisys (IPA), untuk mengetahui tingkat kepentingan dan kepuasan pengunjung, analisis internal dan eksternal menggunakan metode analisis Internal Factor Evaluation (IFE), Eksternal Factor Evaluation (EFE), Strenght Weakness Opportunity and Threat (SWOT) dan Analytic Hierarchy Process (AHP) untuk menentukan strategi pemasaran Taman Botani Sukorambi. Narasumber ahli yang digunakan sebanyak tiga orang dengan teknik penarikan contoh yang digunakan adalah purposive sampling. Responden yang digunakan untuk analisis tingkat kepentingan adalah sebanyak 30 orang dengan menyebarkan kuisioner kepada pengunjung. Hasil penelitian menunjukkan bahwa prioritas strategi pemasaran Taman Botani Sukorambi adalah 1) strategi memaksimalkan konsep rekreasi sambil belajar seperti budidaya tanaman dan beternak, 2) strategi penambahan jumlah permainan outbond, 3) strategi koordinasi yang intensif dengan stakeholders untuk perbaikan dan pengembangan berkelanjutan, 4) strategi melakukan peminjaman kepada lembaga keuangan untuk meningkatkan modal, 5) strategi optimalisasi kegiatan promosi 6) peningkatan kualitas pelayanan melalui peningkatan kinerja, dan kemudahan akses transportasi, 7) strategi peningkatan kualitas pelayanan melalui pelatihan bagi karyawan, memperbaiki sistem manajemen perusahaan, 8) merealisasikan pengembangan fasilitas pada lahan tersisa disertai dengan pembenahan fasilitas yang sudah ada dan (9) strategi optimalisasi kegiatan promosi secara online.

Kata kunci: Agrowista, strategi pengembangan pemasaran, Taman Botani Sukorambi, AHP, SWOT

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INTRODUCTION

Agrotourism can be defined as a form of tourism activities that apply agribusiness as a tourism object with the intention to expand knowledge, recreation, and business relation in the field of agriculture. Agrotourism development that utilizes the land based on local culture is expected to be able to increase the farmers' income as well as to reserve land resources, and to care for local culture as well as local technology (indigenous knowledge) which is generally in accordance with its natural environmental condition (Dept. of Agriculture, 2005). In the regional autonomy era, agrotourism can be developed by each region, by presenting typical agrotourism attractions according to the regional culture and condition. The increased agrotourism growth in the regions makes regional agrotourism face a high competition.

One of the companies in Jember Regency that has applied agrotourism as their business unit is Sukorambi Botanic Garden. This agrotourism business unit uses the concept of recreation while studying. In carrying out this agrotourism business activity, Sukorambi Botanic Garden faces various constraints, namely the presence of competitors and fluctuation of visitor number that is unpredictable and varies every day. In 2012 the number of visitors decreased, which showed that agrotourism competitiveness was increasing. This became a threat to the company, since the existence of tourism objects depends very much on the number of visitors. Therefore, Sukorambi Botanic Garden needs a good management to maintain and develop its business.

The marketing strategy in this research was carried out on the tourism object using agrotourism concept, like the one carried out by Sabrina (2013) in agrotourism business "Warso farm" in Bogor, which showed that the strategy to improve service quality and maintain a good relation with customers was an appropriate strategy for the company. This kind of research that was also conducted by Rinawati (2014) in the agrotourism of Gunung Mas Plantation PTPN VIII in Cisarua, Bogor produced a strategy of improving the marketing performance and promotion effectiveness to get more visitors. Both researches became a foundation to carry out a marketing development strategy in Sukorambi Botanic Garden agrotourism. This research was aimed 1) to identify the agrotourism potential in Jember Regency; 2) to analyze the internal and external condition that includes Sukorambi Botanic Garden agrotourism in Jember; and 3) to formulate an appropriate strategy of marketing development in Sukorambi Botanic Garden in Jember.

METHODS

This research was carried out for three months, from February to March 2014. The data for the research were primary and secondary. Primary data were obtained through an indepth interview with the management. The sampling technique was purposive sampling with three interviewees. The method to get samples for interest analytical rate (IPA) in this research was carried out by distributing questionnaires to visitors using convenience sampling method with 30 respondents.

This research used a qualitative and quantitative descriptive method. The technique for processing and analyzing the data used IFE matrix (Internal Factor Evaluation), EFE (External Factor Evaluation), IE matrix (Internal External) SWOT (Strength Weakness Opportunity and Threat) and AHP (Analytical Hierarchy Process). The AHP method was used as a further method of determining the strategic priorities. The IPA (Importance Performance Analysis) analysis was also used to know the level of customers' satisfaction as a role of both expectation relations that focused on importance attribute and performance evaluation.

This research was started with identifying the visitors to know the level of their interest and satisfaction by using the IPA method. The results of IPA analysis were used as reference for making strategic alternatives. The next stage was identifying the problems to be researched, namely identifying internal and external environment of the company. The results of the internal environment analysis were presented in IFE matrix, while the results of the external environment analysis were presented in EFE matrix. Both IFE and EFE matrixes were matched to get some strategic alternatives of marketing using IE matrix to know the recent position of the company. The IE matrix became one of the foundations for determining the strategies in the SWOT matrix. The marketing strategic priorities suitable for the company were determined using AHP. The frame of thought of the research is presented in Figure 1.
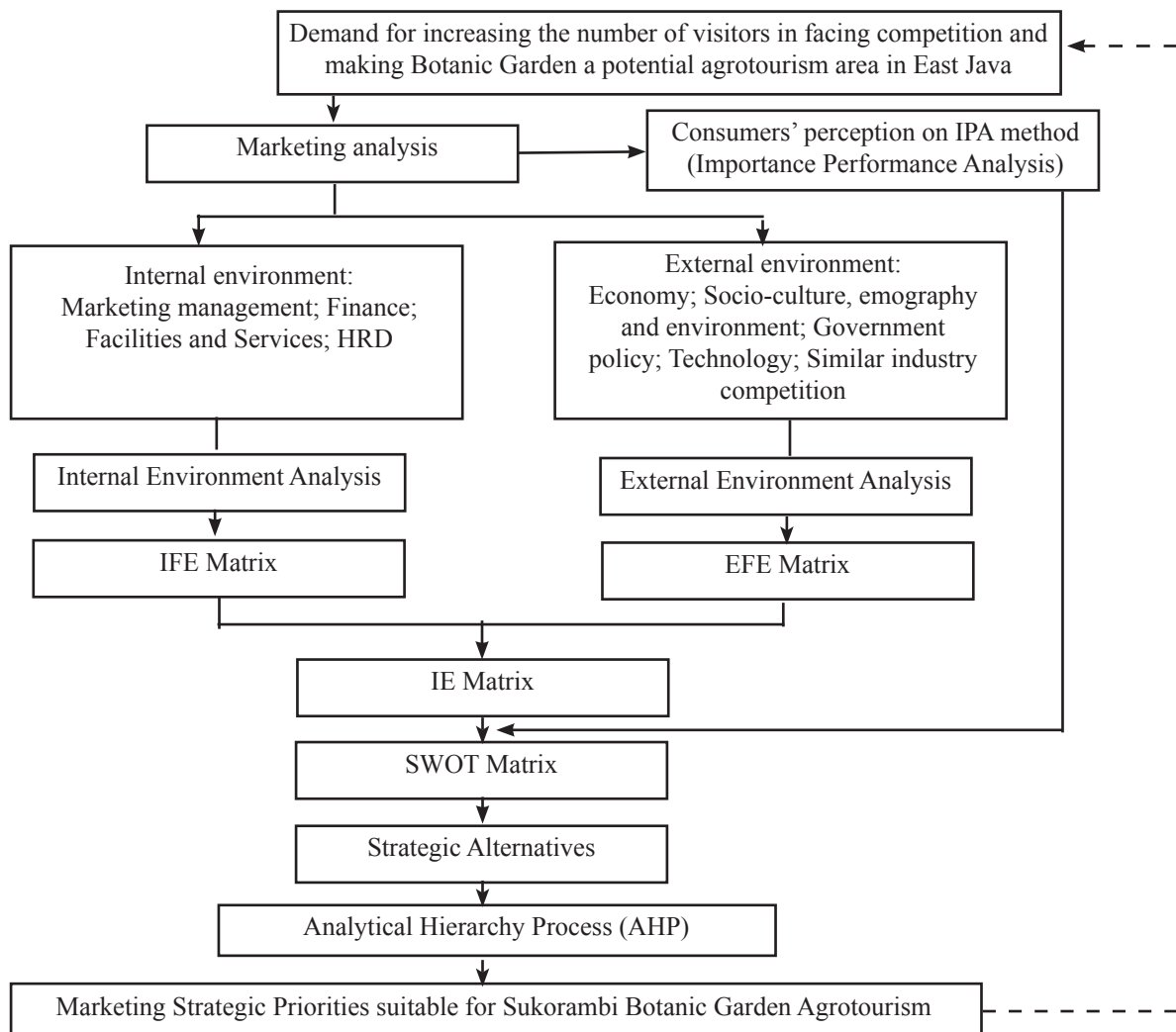
Figure 1. Research framework

RESULTS

Agrotourism Potential in Jember Regency

Jember Regency astronomically is situated in 6º27'29" until 7º14'35" East Longitude and 7º59'6" until 8º33'56" South Longitude with an area of 3.293,34 Km². It has ±76 islands, the largest of which is Nusa Barong Island. Based on its geographical position, Jember Regency has the following borders:

- to the north : Bondowoso and Probolinggo Regency
- to the south : Indian Ocean
- to the east : Banyuwangi Regency
- to the west : Lumajang Regency

The use of land in Jember Regency is dominated by cultural activities. The land cultivated for agriculture is 46,41% of the total area, while the rest is used for settlement (9,93%), forest (21,17%) and others (22,49%).

Jember Regency is located at the altitude of 0–3.330 m above the sea level. An area of 100–500 m height above the sea level is the widest, i.e. 1.240,77 km² or 37,68 % of the total area of Jember Regency, whereas the narrowest is the area of more than 2.000 m above the sea level, with an area of 31,34 km² or 0,95 % of the total area of Jember Regency. Jember Regency has a topographical characteristic of fertile canyon plains in the middle and the south, and it is surrounded by mountain range from the west and east borders. In the south-west area there is a plateau of 0–25 m above the sea level, while in the north-east bordering with Bondowoso Regency and in the south-east bordering with Banyuwangi Regency the altitude is more than 1.000 m above the sea level.

In view of the number of population, based on the statistical data from 2013, the number of population in Jember Regency was 2.529.967 persons, and its density was 787,47 persons/km (JDA, BPS 2013), and most of them are of young age group. Looking at the

demographical condition, it shows that Jember Regency has potential human resources as a supplier and bidder of manpower in the field of tourism industry.

Jember has a potential of ecotourism, agrotourism, and cultural tourism that can become a reliable and specific icon to be sold outside the area. From the west-end to the east-end there is a variety of plantation with various commodities. The good geographical and topographical condition of Jember Regency makes it a well-growing agrotourism. Agrotourism areas in Jember Regency are as follows:

1. Gambir Mountain Agrotourism
2. Glantangan Agrotourism
3. Gumitir Mountain Agrotourism
4. Rembangan Agrotourism
5. Pasang Mountain Agrrotourism
6. Jampit Kalisat Coffee Plantation Agrotourism
7. Jember Tobacco Agrotourism
8. Coffee and Cocoa Agrotourism

IPA Analysis

According to Wijaya (2011) Importance-Performance analysis (IPA) is a procedure to show the relative importance of various attributes on the company's performance. This analysis was also used in the research carried out by Wardhani (2006) and Puspitarini, Suliantoro, Kusumawardhani (2010). IPA combined the measurement of satisfactory dimension and interest dimension into two girds. Then the combination was plotted inside. The interest value is represented by a vertical line and the satisfactory value by a horizontal line, using the average value in the interest dimension and satisfactory dimension as the center of their cutting line (pusat pemotongan garis).   Based on the various perceptions on the visitors' interest level, the most dominant interest level was formulated. This analysis method was carried out by distributing questionnaires to visitors (convenience sampling). The research carried out by Yola and Budianto (2013) also distributed questionnaires to supermarket visitors to find out the level of interest and satisfaction of the supermarket visitors. Primary data were obtained through literary study, internet and journals that supported the research. The analyzed results of each attribute of Sukorambi Botanic Garden using quadrant analysis can be seen in Figure 2 and its explanation in Table 1.

The IPA analyzed results described in Kartesius diagram include the following:

Quadrant A. Attributes belonging to quadrant A are fruit crops I and information service 11. The interest value level is above the average while the satisfactory value level is below the average. This shows that the Sukorambi Botanic Garden visitors' expectation on the implementation of attribute 1 and 11 is high, while the consumers' satisfactory level on attribute 1 and 11 is still low. In this area the Sukorambi Botanic Garden management must carry out improvement continuously so that their performance will keep increasing. One aspect that needs to be done for improvement and adaptation is adding fruit crops because they are still not plenty and varied.
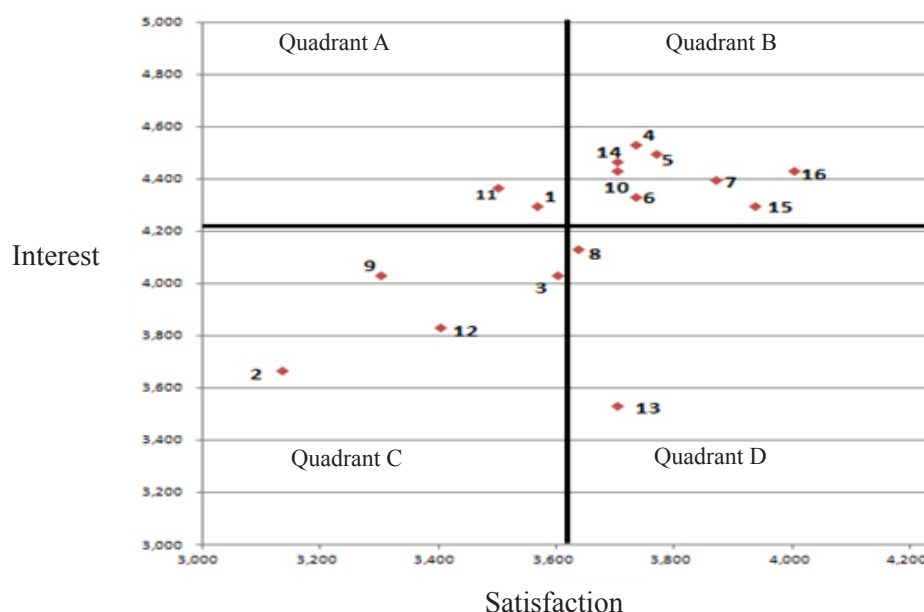
Gambar 2. Cartesius diagram of customer satisfaction towards Sukorambi Botanic Garden attributes

Quadrant B. Attributes belonging to quadrant B are attributes 4, 5, 6, 7, 10, 14, 15, and 16. The satisfactory level value of all the attributes mentioned above is above the average and so is the interest level of the visitors. This shows that implementation of all the attributes' performance is in accordance with the expectation (interest level). Therefore, the attributes in this area must be maintained continuously because they are the most superior according to visitors.

Quadrant C. Attributes belonging to quadrant C are attributes 2, 3, 9, and 12. The visitors' satisfactory value level is below the average, and their interest value level is also below the average. These attributes are considered not to give any significant impacts on the Sukorambi Botanic Garden. For the attributes in this area the improvement on each attribute needs to be reconsidered because their influence on the visitors' benefits is very small.

Quadrant D. Attributes belonging to quadrant D are attributes 8 and 13. The visitors' satisfactory value level is above the average while the visitors' interest value level is below the average. This shows that the visitors' satisfactory level on all attributes' implementation exceeds the visitors' expectation. These attributes are not the main objective of improvement, and they are even the ones that need to be reduced.

Analysis of the internal environment

Analysis of the internal environment in this research was aimed at evaluating the internal strength and weaknesses that significantly influenced the strategy of marketing development of Sukorambi Botanic Garden agrotourism. This analysis was also used by several other researchers, among others, Azhari, Yantu, Asih (2013), and Afrillita (2013). The internal condition faced by Sukorambi Botanic Garden can be seen from the weighted scores in the IFE matrix.

The IFE total weighted score (2,538) indicates that Sukorambi Botanic Garden is in an average position, which means that the company's internal position is moderate. The total weighted score for the strength factor is 1,954 and the weakness factor is 0,584. This shows that Sukorambi Botanic Garden has a greater strength factor than a weakness factor.

Based on the calculation in IFE matrix a complete tourism concept completed with outbound facilities can be obtained. This is a major strength factor weighting 0,085 and average rate of 4 and the score obtained is 0,342. The major weakness factor of Sukorambi Botanic Garden is the fund used comes from a private source (not a bank loan) weighting 0,102 and average rate of 1 and the most important factor having an average score of 0,102. The results of IFE matrix analysis is summarized in Table 2.

Table 1. Results of attributes belonging to visitors' satisfactory quadrant of Sukorambi Botanic Garden

Quadrant	Number of attribute	Attribute
A	1	Fruit plant samples
	11	Information service
B	4	Adding types of crops
	5	Variety of crops
	6	Layout of building and design of Botanic Garden location
	7	Business concept offered (outbond, horse-riding, restaurant, fruit crops, fruit sale outlet, library)
	10	Hospitality and employee service
	14	Cleanliness of location
	15	Easiness to reach location
	16	Convenience of location
C	2	Fruit products sold
	3	Playing facilities
	9	Promotion effort
	12	Number of employees
D	8	Entry ticket price
	13	Supporting facilities (praying place, toilet, etc.)

Table 2. IFE matrix of Sukorambi Botanic Garden

Internal strategic factors	Weight	Rating	Score
STRENGTH			
Clear division of and high motivation conferment to employees	0,082	3	0,245
Tourism concept completed with outbound facilities	0,085	4	0,342
Available supporting facilities	0,084	4	0,337
Landscape condition	0,085	3	0,256
Services provided	0,083	3	0,249
Entry ticket price	0,077	4	0,307
Strategic location and cozy nature	0,073	3	0,218
Total			1,954
WEAKNESSES			
Minimum promotion and visitor management	0,078	2	0,156
Private fund (no bank loan)	0,102	1	0,102
Simple management information and financial record	0,075	2	0,151
Increase of production cost	0,093	1	0,093
Limited employees' educational level	0,083	1	0,083
Total	1,000		0,584
Total IFE			2,538

Analysis of External Environment

The external condition faced by Sukorambi Botanic Garden can be seen from the total weighted score in the EFE matrix. The EFE total weighted score obtained is 3,075, indicating that Sukorambi Botanic Garden's effort to carry out strategies and utilize opportunities and avoid threat is above the average. The total weighted score for the external factor to become opportunities is 2,788 while the threat factor is 0,287. The result of calculation shows that Sukorambi Botanic Garden is able to respond to opportunity well and able to handle threats. The EFE matrix results can be seen in Table 3.

Results of EFE matrix show that the natural tourism trend factor (agriculture) and group tourism trend factor are the biggest major opportunity for Sukorambi Botanic Garden with its weighted score 0,374. The factor becomes an opportunity that has the highest interest level because it weighs 0,095 and the company's response to this factor is very high, score 4. The threat factor that becomes a major threat is competition of similar industries with its weighted score of 0,072. This factor is considered the most important because it weighs 0,072 and the company's response is also high, the rate of 1.

Position of Sukorambi Botanic Garden Agrotourism Development

Based on the results of IFE and EFE matrix, it is found that the IFE score is 2,579 and the total EFE score is 3,075, which puts Sukorambi Botanic Garden in the second cell, namely growth and build. The intensive strategies that can be carried out by the company are market penetration, market development and product development. IE matrix can be seen in Figure 3.

SWOT Matrix

According to David (2012) SWOT matrix is a matching tool that is used to help managers to develop four kinds of strategy. This analysis method is also used in the research carried out by Payeras, Jacob, Garcia, Alemany, Alcover, and Ribes (2011). The strategies are SO strategy (strength-opportunity), WO strategy (weakness-opportunity), ST strategy (strength-threat), and WT strategy (weakness-threat). The SWOT matrix of Sukorambi Botanic Garden is presented in Figure 4.

Table 3 EFE matrix of Sukorambi Botanic Garden

External strategic factors	Weight	Rating	Score
OPPORTUNITIES			
Trend of natural tourism (agriculture) and trend of group tourism	0,095	4	0,374
Trend of outbound tourism for students and employees	0,088	4	0,354
Increase of population number in Jember Regency	0,087	3	0,262
Government's support to regional tourism development	0,083	4	0,334
Mass leave stipulation	0,088	3	0,265
Rapid technological development in the community	0,091	3	0,273
Good Stakeholders	0,090	4	0,359
People's ability to do family recreation	0,073	4	0,293
Availability of transportation means needed by community to reach recreation places	0,091	3	0,273
Total			2,788
THREATS			
Competition of similar industries	0,072	1	0,072
Visitors have power on the company	0,068	1	0,068
Natural condition (unpredictable weather)	0,073	2	0,147
Total	1,000		0,287
Total EFE			3,075

IFE Total
Value weighted

	Strong 3,0–4,0	Average 2,0–2,99	Weak 1,0 –1,99
High 3,0–4,0	I	II	III
Moderate 2,0–2,99	IV	V	VI
Low 1,0–1,99	VII	VII	IX

EFE total weighted value

Figure 3. IE matrix Sukorambi Botanic Garden's

AHP Analysis

The analytical hierarchy process handles a problem in the frame of thought in an organized way so that it can be expressed to make an effective decision over the problem. This analysis is also used in the research carried out by Upadani IW, Darmawan DP, Tenaya IM (2013), and Pattiapon (2011). The experts' evaluation is carried out to see the importance level of each element in the matrix over each element's comparison as described by Saaty (1993). The SWOT matrix analysis results in nine strategic alternatives that can be carried out by Sukorambi Botanic Garden. The choice of strategic priorities that is considered the most suitable is the

Analytical Hierarchy process (AHP) whose results can be seen in Table 4.

The results of AHP analysis shows that the strategy to maximize the concept of recreation while studying (crop cultivation and animal farming) is the major priority strategy weighing 0.148. This strategy is the one that is designed to utilize the company's internal strength to get benefits from the external strength. Sukorambi Botanic Garden should carry out development in the concept of recreation while studying, for example adding the number the existing plant variety, from decoration plants, fruit crops, medicinal crops, forest crops, or extinct crops.

IFE / EFE	(STRENGTHS - S) 1. Clear division of and high motivation conferment to employees 2. Tourism concept completed with outbound facilities 3. Available supporting facilities 4. Landscape 5. Services provided 6. Entry ticket price 7. Strategic location and cozy nature	(WEAKNESS - W) 1. Minimum promotion and visitor management 2. Private fund (no bank loan) 3. Simple Information management and financial record 4. Increase of production cost 5. Limited employees' educational level
(OPPORTUNITIES – O) 1. Trend of natural tourism (agriculture) and trend of group tourism 2. Trend of outbound tourism for students and employees 3. Increase of population number in Jember Regency 4. Government's support to regional tourism development 5. Mass leave stipulation 6. Rapid technological development in the community 7. Good Stakeholders 8. People's ability to do family recreation 9. Availability of transportation means needed by community to reach recreation places	STRATEGY S –O 1. Increase number of outbound facilities (S2, S3, S4 Vs O2, O7, O8) 2. Maximize recreation concept of recreation while studying (crop cultivation and animal farming) (S3, S4, S5 Vs O1, O8) 3. Optimize online promotion activities (S8 Vs O6) 4. Coordinate intensively with stakeholders for improvement and sustainable development (S3, S4 Vs O3, O4, O5, O7) 5. Facilitate transportation access (S1, S3, S4, S6, S7 Vs O4, O7)	STRATEGY W – O 1. Optimize promotion activities (W1 Vs O1, O2, O3, O5, O6, O8, O9) 2. Ask for a loan from financial institution to increase capital (W2, W4, Vs O4, O7)
(THREATS – T) 1. Competition in similar industries 2. Visitors have power over the company 3. Natural condition (unpredictable weather)	STRATEGY S – T 1. Realize facility development on the remaining land by fixing the existing facilities (S1, S2, S3, S4, S5, S7, S8 Vs T1, T2, T3)	STRATEGY W – T 1. Improve service quality through employee training and improve the company's management system (W1, W2, W3, W4, W5 Vs T1, T3)

Figure 4. SWOT Matrix of Sukorambi Botanic Garden

Table 4. Results of AHP in Sukorambi Botanic Garden

Priority	Alternative strategies	Score
1	Maximize the concept of recreation while studying (crop cultivation and animal farming)	0,148
2	Increase the number of outbound games	0,141
3	Coordinate intensively with stakeholders for improvement and sustainable development	0,137
4	Ask for a loan from financial institution to increase capital	0,128
5	Optimize promotion activities	0,124
6	Facilitate transportation access	0,124
7	Improve service quality through employee training and improve the company's management system	0,092
8	Realize facility development in the remaining land by fixing the existing facilities	0,057
9	Optimize online promotion activities	0,050

Managerial Implications

Based on the results of AHP and IPA analyses, we can get a strategic recommendation that can be implemented by Sukorambi Botanic Garden management. There are three managerial implications produced in this research, namely:

1. Entertainment
   The strategies related to entertaiment are as follows:
   a. Add the number of outbound facilities
   b. Maximize the concept of recreation while studying (crop cultivation and animal farming)
   c. Increase information services
   d. Realize facility development in the remaining land by fixing the existing facilities.

2. Managerial
   The strategies related to managerial are as follows:
   a. Optimize online and non-online promotion activities
   b. Facilitate transportation access
   c. Improve service quality through employee training and improve the company's management system
3. Expansion
   The strategies related to expansion are as follows:
   a. Coordinate intensively with stakeholders for improvement and sustainable development
   b. Ask for a loan from the financial institution to increase capital

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the objectives of this research it can be concluded that:
The potential of agrotourism in Jember Regency is very high, if it is seen from the geographical location and its topographic characteristic of fertile plateau in the middle and the south and it is surrounded by mountains ranging from the west border to east border. Because of its strategic location, there are many kinds of agrotourism that can be developed in Jember Regency. Analysis on the company's marketing environment which consists of internal and external environment produces strength, weakness, opportunity, and threat.

The strategic factor that becomes the main strength and is relatively high is the concept of recreation completed with outbound. The main weakness strategic factor that is relatively high is the use of private fund (no bank loan). The main opportunity strategic factor is the trend of natural tourism trend (agriculture) and group tourism trend. The main threat strategic factor that is relatively high is competition of similar industries.

The strategy that becomes the main priority produced from AHP analysis is the strategy to maximize the concept of recreation while studying. Sukorambi Botanic Garden should carry out development of the concept of recreation while studying, for example adding the number of the existing crop varieties, from decoration plants, fruit crops, medicinal plants, forest plants, or extinct plants.

Recommendations

Some recommendations that can be proposed to the management of Sukorambi Botanic Garden to improve the performance of the company so that it can satisfy the visitors' needs are as follows: 1) Sukorambi Botanic Garden needs to improve its service quality and get along well with visitors, increase cooperation with the present stakeholders, and increase promotion activities. 2) Sukorambi Botanic Garden is advised to conduct survey of importance level and customers' satisfaction periodically in order to increase the visitors' satisfaction. To improve the visitors' satisfaction survey, it is better to add factors measured so that they can enrich the survey results. 3) Further research to implement strategic alternatives that have been recommended is very much needed for the company's development.

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