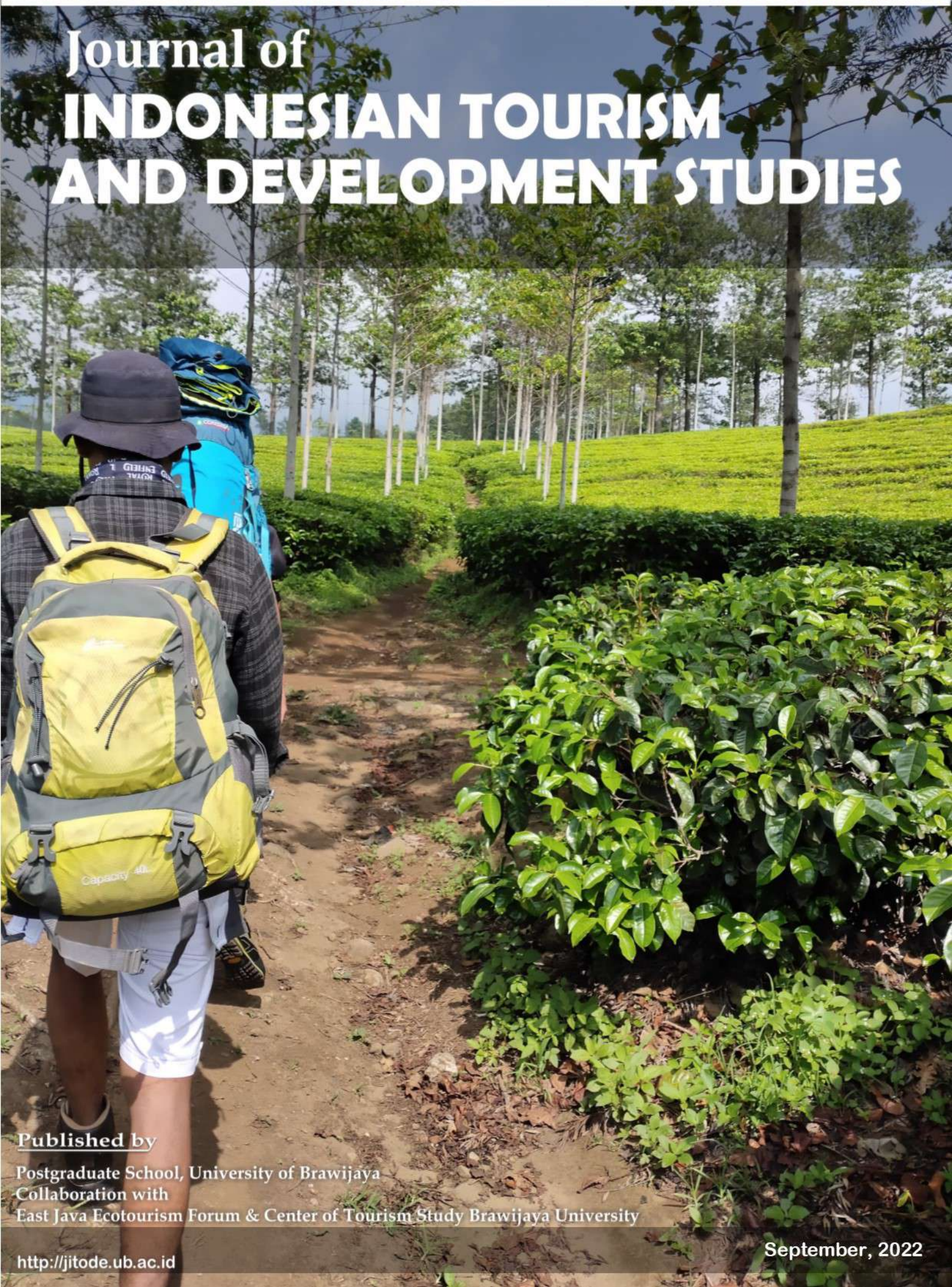
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# Economic and Socio-Cultural Impact on Tourism Activities in *Godong Ijo*

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**Abstract**

The economy is a human activity related to the production, consumption, and distribution of services and goods of social culture. Meanwhile, social culture concerns unique and distinctive characteristics related to the socio-cultural aspects of each society in a sovereign country. Tourism is an activity in which there are various supporting components and facilities in an area, so tourism is directly related to the economy and socio-culture of the area. This research was conducted to discuss the impact of tourism activities in *Godong Ijo* Village on the economy, society, and culture. The object under study is the Godong Ijo tourist attraction located on Jl Cinangka, Serua Village, Bojongsari District, Depok. Tourism activity in Godong Ijo affects the economy and socio-culture of the surrounding community. This study uses quantitative methods and data collection techniques such as questionnaires, observations, interviews, field research, and literature research. The results showed that tourism activities positively impact the economy, such as increasing the economy of the surrounding community, job opportunities, and increasing local government revenue. The research results show that economic variables influence tourism activities, but socio-cultural variables do not influence tourism activities.

**Keywords:** Agro-Tourism, Economy, *Godong Ijo*, Socio-Culture.

## INTRODUCTION

Tourism is a factor that significantly influences the economy and empowers the people in whose area tourism activities occur [1]. The Indonesian government sees a massive potential for the tourism industry. Tourism activity is a phenomenon that arises because of the relationship between the interaction of tourists, service providers, and localities in attracting visitors [2]. Tourism is a growing sector and a decisive factor with great potential for economic growth in Indonesia [3]. It can be seen from the increasing number of local and foreign tourists visiting the country. It is in line with the data in access to bps.go.id, which shows that the percentage of tourism to GDP is quite good at 4%, making the tourism sector one of the sectors that are sufficiently calculated to move the national economy.

Tourism activities are inseparable from its role as a foreign exchange earner for the Indonesian state [4]. The tourism sector also has several impacts, namely economic impacts, environmental impacts, and political and socio-cultural impacts. From this impact can be seen the positive and negative side of tourism activity itself. Tourism activities at this time have experienced a shift in one of the needs that must be met by humans and turned into part of a lifestyle [5]. Tourist activities have been done by people from all walks of life who have varied interests, so the providers of tourist attractions always make the appropriate products to meet the needs of tourists. For example, educational tours are created to meet the needs of tourists who want to have a learning experience, either learning about particular sciences or learning about the places they visit.

According to Harris [6], educational tourism is a program where visitors in tourist activities, especially children, travel to tourist areas with the primary purpose of getting a direct learning experience related to the tourist area visited. There are four types of educational tourism in Indonesia: Science Education Tourism, Sports Education Tourism, Culture Education Tourism, and Agro Business Education Tourism [7].

Depok City has the potential for natural, artificial, cultural, and educational tourism. However, not much potential has been developed to attract tourists to visit. Looking at the tourism potential in Depok City, it should be developed thoughtfully to impact regional economic income positively. *Godong Ijo* as one of the tourism villages in Depok, was established 20 years ago. This tourist area is popular, especially in the Jabodetabek area. *Godong Ijo* has easy access for both tourists using private vehicles and public transportation.

Tourism development, in general, impacts improving the economy and socio-culture of local communities. The impacts caused by tourism activities can be positive or negative, both on tourism areas, the economy, and the socio-culture of local communities.

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Tourism development, in general, will impact the economy and socio-culture of the local community and the tourism area itself because the area originally usually used by local residents must now be shared with tourists. The impact of the tourism area can be positive or negative, both to the tourism area and to the economy and social culture of the local community. The development of tourism activities in *Godong Ijo* has a logical consequence in the form of influence on the economy and socio-cultural aspects of the city of Depok, both positive and negative. The direct influence on the economy is the opening of jobs for the surrounding community and the contribution of tourism sector revenue to the GDP of the Government of Depok. Related to social and cultural aspects, it usually has a negative impact on the norms that prevail in society. However, this does not happen in the community around the Godong Ijo tourist attraction. The surrounding community still maintains the prevailing norms, and the surrounding community still maintains order and security in the area.

The year 2021 is a burdensome year for the tourism industry because people are required to change productivity and minimize contact between individuals due to government policies to minimize the impact of COVID-19. The *Godong Ijo* tourist attraction can adapt to government regulations at that time, where they can still generate visitors to enjoy this tourist area by enforcing regulations that have been set by the government and making innovations by implementing virtual tourism in this tourist area. This study aimed to discuss the impact of tourism activities in Godong Ijo Village on the economy, society, and culture.

## MATERIAL AND METHOD

### Study Area

This study was conducted in the *Godong Ijo* tourist attraction at JL Cinangka, Serua Village, Bojongsari District, Depok. *Godong Ijo* is located on Jalan Cinangka Raya KM 10 Number 60, Serua, Bojongsari District, Depok City, West Java 16517. *Godong Ijo* is a family tourist spot with an inner-city forest concept that offers family fishing activities, educational tourism, vertical gardens, and restaurants with a rented function room for holding events. With an area of 2.5 hectares, this tourist attraction has a greenhouse with a plant showroom for plant cultivation equipment, which also includes a plant salon, restaurant, agricultural equipment shop, meeting hall, and fishing spot. The fishing facility is called Lake *Banyu Ijo*, with an area of 4,000 meters and a depth of 5 meters. It is equipped with a *lesehan* area. *Lesehan* is a place to rest for visitors if they feel tired due to tourist activities, and it is usually equipped with food and beverage areas. *Lesehan* word itself is taken from the Sundanese language). The *Godong Ijo* adapted to government regulations for COVID-19 in 2021, where visitors can still enjoy this tourist area and maintain the number of visitors.

### Data Collection and Analysis

In this study, the sampling technique used is nonprobability sampling with purposive sampling. Nonprobability sampling does not provide equal opportunities for each element or member of the population to be selected as a sample [8]. At the same time, purposive sampling is a sampling technique with specific considerations. Therefore, the study chose a purposive sampling technique that sets considerations or criteria that must be met by the samples used in this study.

This study used the Likert scale to measure the data collection instrument (questionnaire). The Likert scale used to measure the attitude, opinion, and perception of a person or group of people about a thing [9]. With the Likert scale, the variables to be measured are translated into variable indicators. Then, the indicator is used as a benchmark for compiling instrument items as statements or questions. The analysis used as a hypothesis test in this study is the analysis of Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. Structural Equation modeling generally tests causality or theory, whereas PLS is more of a predictive model.

## RESULTS

Visitor data in *Godong Ijo* shows that the average number of visitors in 2021 is 6,820 per year (Table 1). It shows that *Godong Ijo* tourism is a tourist destination that attract community around and outside Depok City, even in this COVID-19 outbreak era. *Godong Ijo* tourism managers have adapted by reducing the capacity of the number of visitors shown in Table 1 to allow tourists to enjoy tourism. The table show that government regulations influence the number of tourists in *Godong Ijo* in dealing with the COVID-19 outbreak, namely PPKM (Implementation of Community Activity Restrictions).

**Table 1.** Number of Visitors Data

| Month | Number of Visitor | Capacity | Visits (%) | COVID-19 Policy |
|---|---|---|---|---|
| January | 6.525 | 46.500 | 14 | PPKM |
| February | 9.449 | 42.000 | 22 | PPKM |
| March | 5.648 | 46.500 | 12 | PPKM |
| April | - | 45.000 | 0 | PPKM |
| May | - | 46.500 | 0 | PPKM |
| June | 3.951 | 45.000 | 9 | PPKM |
| July | 4.662 | 46.500 | 10 | CLOSED |
| August | 6.749 | 46.500 | 15 | PPKM |
| September | 4.813 | 45.000 | 11 | PPKM |
| October | 13.328 | 46.500 | 29 | PPKM |
| November | 9.338 | 45.000 | 21 | PPKM |
| December | 17.319 | 46.500 | 37 | PPKM |
| **Total** | **81.728** | **271.500** | **30** | **-** |

**Sources:** *Godong Ijo* Annual Data, 2021
**Notes:** PPKM (*Pemberlakuan Pembatasan Kegiatan Masyarakat* - Implementation of Community Activity Restrictions) is the implementation of community social restrictions carried out by the government to reduce the infection rate due to the COVID-19 virus.

In the new normal era, Godong Ijo tourism can accommodate an average number of tourists reaching 45,000. It will result in a decline in the number of tourists, more than 50%, in 2021. This was emphasized by (BPS 2020), explaining that almost 80% of companies experienced a decline. However, at the end of 2021, the government began implementing New Normal regulations to stabilize the community's socio-economic activities. The increased number of visitors to the Godong Ijo tourist attraction in December is shown in Table 1.

We tested the validity of indicators for observing the impact of tourism activities, including social culture and economics, in Table 1. Shows that all indicators of tourism, social, cultural, and economic activities meet the criteria; validity testing uses the results of the criteria from [10] that Outer Loading with a value of >0.7 is accepted, AVE (Average Variance Extracted) >0.5 is accepted. Meanwhile, for initial research, Cronbach alpha and Composite Reliability have the criteria that the alpha and Composite reliability values in the range of 0.6 - 0.7 are acceptable.

The structural model in Table 3 shows that social culture and economics can explain the influence of the impact of tourism activities. Economic variables show that the value (*t-stact*: 2.33, *P-value*: 0.020) significantly affects tourism activities. Meanwhile, socio-cultural values (*t-stact*: 1.252, *P-value*: 0.211) variables do not significantly affect tourism activities.

Based on the structural model shown in Figure 1, it is known that the *R-square* value of the relationship between economics and socio-culture on tourism activities is 0.366, which means 36.6% of tourism activities can be explained by economics and socio-culture. Meanwhile, 63.4% is explained by other variables not considered in this study.

**Table 2.** Result of Validity and Reliability Indicators

| Variable | Validity | | Reliability | | |
|---|---|---|---|---|---|
| | Outer Loading | AVE | Composite Reliability | Cronbach's Alpha | Rho_A |
| **Tourism Activities** | | **0.733** | **0.943** | **0.927** | **0.931** |
| Y1.1 | 0.817 | | | | |
| Y1.2 | 0.823 | | | | |
| Y1.3 | 0.803 | | | | |
| Y1.4 | 0.888 | | | | |
| Y1.5 | 0.914 | | | | |
| Y1.6 | 0.885 | | | | |
| **Economy** | | **0.722** | **0.940** | **0.923** | **0.924** |
| X1.1 | 0.835 | | | | |
| X1.2 | 0.834 | | | | |
| X1.3 | 0.867 | | | | |
| X1.4 | 0.849 | | | | |
| X1.5 | 0.871 | | | | |
| X1.6 | 0.843 | | | | |
| **Socio-Cultural** | | **0.667** | **0.923** | **0.900** | **0.911** |
| X2.1 | 0.791 | | | | |
| X2.2 | 0.889 | | | | |
| X2.3 | 0.789 | | | | |
| X2.4 | 0.870 | | | | |
| X2.5 | 0.807 | | | | |
| X2.6 | 0.745 | | | | |

**Sources:** Data Analysis, 2022

**Table 3.** Hypothesis Test Result

| Hipotesis | Original Sample | Sample Mean | Standard Deviation | T- Statistics | *P*- Value |
|---|---|---|---|---|---|
| $H_1$: E → TA | 0.395 | 0.393 | 0.169 | 2.333 | 0.020** |
| $H_2$: SC → TA | 0.221 | 0.235 | 0.177 | 1.252 | $0.211^{ns}$ |

**Notes:** TA: Tourism Activity, E: Economy, and SC: Socio-Cultural; ns = not significant

The economic coefficient value for tourism activities is 0.395, as shown in Figure 1, and the P-value shown in Table 3 has a value of 0.020. It shows that the economy has a positive influence on tourism activities. So, the first hypothesis ($H_1$) states that the influence of the economy on tourism activity is significant. According to previous research in Godong Ijo, various tourist attractions are on offer, including interaction with flora and fauna, culinary delights, and educational tour packages (making ceramics, *batik* training programs, and *angklung* classes) [11]. It can attract tourists and encourage active community participation aimed at improving welfare and the economy [12,13].

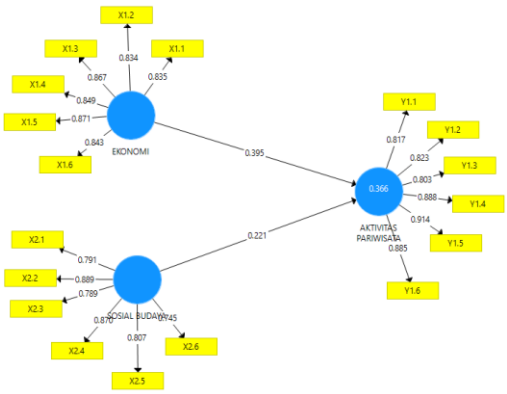



**Figure 1.** Diagram PLS Model in *Godong Ijo*

The socio-cultural coefficient on tourism activities is 0.221, as shown in Figure 1, and the p-value has a value of 0.211, as shown in Table 3. The results of the analysis show that socio-culture does not have a significant influence on tourism activities. According to previous research, the influence of the socio-cultural coefficient is not significant because tourism activities have both negative and positive impacts. The negative impact of tourism activities is the emergence of inequality and prosperity in the community between tourism actors and other communities [14]. Apart from that, tourism activities have a positive impact on social culture, namely by increasing the existence of traditional arts and culture [15].

## DISCUSSION

Based on the results of data processing research, it can be concluded that economic variables influence tourism activities in the *Godong Ijo* area. It is in line with previous research and the theory of [16,17], the relationship between tourism and economic growth has been analyzed using the TLG (Tourism Led-Growth) hypothesis approach, which states that economic variables positively affect tourism activities. Tourism activities can increase macro and micro economic growth characterized by an increase in population income, employment of productive age workers, community economic turnover and purchasing power. It can be concluded that the tourism industry will encourage economic growth and conversely economic growth will encourage the growth of the tourism industry.

In the context of tourism supply and demand theory, the number of tourist visits and the amount of tourist spending are included in the demand side. The large opportunities for the tourism sector in encouraging economic growth have led to the existence of driving factors in developing tourist attractions and tourist competitiveness to be able to increase economic factors.

Meanwhile, the socio-cultural variables do not affect tourism activities in *Godong Ijo*. It is assumed to be due to the low level of community participation [18] in organizing tourism activities [15], and the lack of arrival of foreign tourists. Most of the tourist visit are local tourists so that people rarely interact directly with foreign tourists which means no social culture change and results in no influence on social culture.

Therefore, *Godong ijo* educational tourism is necessary in helps increase children's knowledge of the environment with attractive programs. The program is also intend to create a direct impact on the economy by opening up employment opportunities [19] for the people of this tourist attraction area and the contribution of tourism sector income to the GDP of the Depok City Government.

## CONCLUSION

Economic variables and tourism activities in the *Godong Ijo* area reciprocately affect each other. Tourism activities increase economic growth, while economic growth encourages the growth or development of the tourism industry

in *Godong Ijo*. Conversely, socio-cultural variables do not affect tourism activities. It is due to the lack of community participation and a low number of foreign visitors.

Based on the research that has been done, the authors put forward some suggestions for attractions in *Godong Ijo*, as follows. *Godong Ijo* attractions can improve the economy, creating livelihoods and good income for the broader community because *Godong Ijo* attractions can be a reason for visitors to become a good tourist spot to visit and an educational tourist refreshment for the community. *Godong Ijo* tourism object must continue to be optimistic about becoming a tourist spot that has the characteristics of social culture for the wider community and is able to become an education driver as a modern tourist attraction container in increasingly fierce competition by utilizing the cleanliness of the tourist attraction land.

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# Halal Tourism Destination Revitalization Strategy in the Tretes Ecotourism *'Plezier'* Area

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**Abstract**

The Tretes Ecotourism area has been a *plezier* tourist destination since the Dutch colonial era, which offered mountainous natural charm, the weather that urban people desire, strong community culture, and the strategic position of the city center that had not shown the number of visits it should have. Especially if it is compared to Batu Tourism City, which is located further from Surabaya. Several problems were still unresolved, such as the availability of tourism diversity infrastructure and services. Moreover, the stigma of a location for hidden prostitution was a serious problem that can reduce tourist confidence. Using Butler's Tourism Area Life Cycle (TALC) theory about the development phases of tourism destination areas, this paper offered three revitalization strategies to return the Tretes Tourism Area as a favorite tourist destination. First, the Optimization Strategy, namely optimizing the potential possessed; Second, the Response Strategy, namely overcoming the crucial and urgent problems that are felt by tourists when visiting Tretes; Third, the Connection Strategy, which was to connect potential with market needs (link and match), services and tourism trends at the domestic and foreign levels. Developing Halal Tourism *(Halal Tourism)*, which was becoming an international tourism trend, was expected to be an exit strategy for various tourism problems in Tretes by optimizing the potential for environmental tourism (Ecotourism) so that it became an alternative destination for the educational tourism market and family tourism in Indonesia.

**Keywords:** Ecotourism, Halal Tourism, Tretes.

## INTRODUCTION

To provide holiday facilities for expatriates and foreigners who work and live in the city of Surabaya, the Dutch government built a tourist area as a destination to fill work holidays on weekends. Tretes was one of the favorite destinations and the closest to the city of Surabaya. Another alternative destination was Batu City in Malang, and the farthest was Mount Bromo. However, compared to Batu and Bromo, Tretes had attractions that city tourists needed, such as exotic natural panoramas, cool natural weather, strong culture, historical aspects, and easy access to locations [1].

Since the beginning of the nineteenth century, Surabaya has become a modern city, and it is described that Surabaya was better and livelier than Batavia. In the city, there were many trade office buildings and markets. Surabaya was developing not only as a trading city but also as an industrial and craft city. Tjiptoatmodjo in 1983 and Handinoto in 1996 stated that many factories and craft centers of Daendels turned Surabaya into a small European city complete with facilities such as the Artellerie Constructie Winkel weapons factory, military hospital, coin-making factory, and others [1].

Busyness As a 'city of work' created a need for Europeans living in Surabaya to eliminate the fatigue of working with tours or holidays every weekend. The European lifestyle filled free time with travel and escapes from fatigue. This was commonly called a *plezier*, or Indonesian people know it as a *plesir* (pleasure). Europeans in Surabaya regarded leisure as a primary need that had to be met, considering they had the highest social stratification in the Dutch East Indies with a high economic level and a luxurious lifestyle, especially in terms of spending their free time and pleasure [2].

There were two types of excursions carried out by Europeans in Surabaya, namely outdoor excursions and closed spaces. Traveling in an enclosed space meant going to a societal or so, watching a movie or comedy show in the cinema, watching an opera, eating at a famous restaurant, staying at a hotel, and so on. Outdoor excursions were done by going to city parks or outside the city, such as Batu, Malang, or the Bromo mountain area, including the closest to the Tretes area in Prigen.

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The popularity of Tretes in the colonial era was different from the current situation of Tretes. Government data shows that cumulatively, tourist visits in the Tretes area from 2009 to 2013 were only 2,719,514 people [3]. This figure was far below the number of tourist visits in Batu City, which in one year (before the COVID-19 pandemic) reached 4,188,910 tourists in 2017. Of that number, 4,184,288 were domestic tourists and the remaining 4,622 were foreign tourists. The following year, it increased to 5.6 million tourists, exceeding the target in 2018, which was Rp. 5.2 million people [4]. The threat of competition also comes from natural tourism areas around Tretes, such as Pacet and Trawas in Mojokerto Regency. Wonosari Tea Garden Tour in Lawang, Malang Regency.

This study departed from various previous studies which found various causes of the decline in tourist interest in Tretes and how to revitalize the Tretes area as a mountainous ecotourism area. Ariani's research found that the cause of the decline in the prestige of Tretes Tourism lies in the less optimal infrastructure and the less attractive creation of tourism and cultural agendas that should be offered to tourists [5]. Whereas, a study in 2021 by Purbowo and Daroini mentioned that additional services and increased tourism would be increasing the number of visits each year [6]. Meanwhile, research by Rahmadani found that tourists were reluctant to visit Tretes because of the perception of Tretes as a prostitution area. From the survey conducted, 49% respondents have a negative perception of Tretes [7]. Based on these problems, we assesed the strategy of revitalizing Tretes as a tourist destination by optimizing the potential of Mountain Ecotourism and big names as tourism objects since the colonial era.

## MATERIAL AND METHOD

The author used a descriptive-qualitative method by conducting a literature review and analyzing problems using theory to find solutions to the problems posed. In theory, the author uses Butler's Tourism Area Life Cycle (TALC) theory [8], which states that the development of a tourism destination area would go through phases/stages of the evolutionary cycle of tourism development since a new tourist destination was discovered (discovery), then develops and eventually declines (Fig. 1). Documents from regional government, Office of Tourism, BPS-Statistic Indonesia, and other tourism related reports were also used to describe the existing condition.

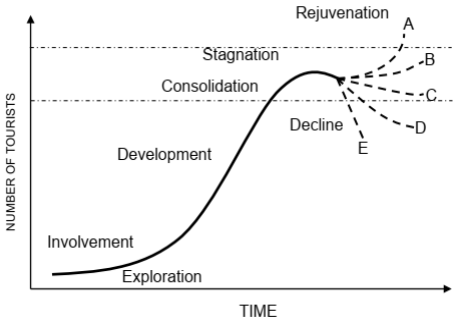



**Figure 1.** Butler's Tourism Area Life Cycle (TALC) (**Source:** Butler, 2006 in Judisseno [8])

## RESULTS AND DISCUSSION

Referring to Butler's Tourism Area Life Cycle (TALC) theory, the situation in the Tretes tourist area is entering the final stages of the six stages of developing a tourism area [5]. The six stages of TALC theory are the exploration stage, the involvement stage, the development stage, the consolidation stage, and the stagnation stage, which end with the decline or rejuvenation stage [9]. Since its discovery at the beginning of the XIX century, the Tourism Area has gone through the first four stages of Butler's. It is currently entering the fifth stage, namely stagnation, and continuing in the final stage, namely the stage of choosing whether to enter the declination phase or even rise back to the rejuvenation trend.

### The Exploration and Involvement Stage

Within the framework of Butler's theory, the Dutch colonial government had carried out the initial stages of developing the Tretes Tourism area. The exploration and involvement stage was carried out by the Dutch government after discovering Tretes, which is one of the out-of-town excursion services for European families in Surabaya to experience the cool and fresh air that they do not get in the city. De Graaf, in 1970, explained that the main objective was actually a tourist attraction in Batu, such as Selecta and Songgoriti, thus inviting accommodation business developers to open villas and hotel businesses in this area [1].

To get to Batu, the Surabaya-Malang railway line had been built. From Malang Station then took the *Batoe Omnibus Maatshappij* (BOM). Those who were looking for a destination that had the same climate as Malang and was not far

away chose Tretes and Prigen. Mount Welirang and Penanggungan, located in this city, are the main attractions for European families in Surabaya [1]. The clean air, dense trees, and calm atmosphere provided positive energy for visitors who were tired of the density of Surabaya.

**The Development and Consolidation Stages**

The development and consolidation stages were carried out by the Dutch government by providing many villa and hotel facilities in this area. One of them is the Prigen Hotel, which was founded in 1890 on Mount Penanggungan. In addition to offering villas and hotels, the Netherlands also provided a variety of baths and swimming pools in the Prigen and Tretes areas. Sunjayadi related tourism development in the Dutch East Indies era to the policy of the Colonial Government to impose *Cultuurstelsel* (forced labor) in the 1930s (until the 1870s) [10] following the dissolution of the *Vereenigde Oostindische Compagnie* (VOC) at the end of the 18th century [2]. At that time, Java was transformed into a plantation economy supported by the *Nederlandsche Handel Maatschappij* (NHM) so that the Dutch could re-establish strict control over Java's foreign trade.

Starting from the 19th century, the Dutch emphasized the formation of a modern state and capital entry in Java by investing in transportation and communication technology [11]. Transportation technology was developed through the provision of infrastructure such as railroads, road construction, ports, postal communications, telegraph channels for communication, and the construction of accommodation in the form of hotels and guesthouses. The development of tourism in this era, with the availability of infrastructure and accommodation business, was in the context of the strategic policy of the colonial government to build a modern state in Java as their colony.

The stages of development and consolidation were also continued by the Government of Indonesia, as evidenced by making Tretes the venue for the National Conference (Munas) Tourism II, 12-14 June 1958, in which the term and meaning of Tourism was coined in this forum. Suryadana [12] interpreted this event as showing the seriousness of the Indonesian government in making Tretes an important location in the map of tourism development in post-independence Indonesia.

The development and consolidation stages in question can be seen from the government's focus on strengthening the tourism sector in the accommodation, infrastructure and hotel aspects as well as promotion by forming various organizations and special agencies related to tourism, such as the National Hotel Center Agency (BPHN, 1946), State Hotel and Tourism Agency (HONET) (1947), Interdepartmental Committee for Tourism Affairs (1952), the Hotel and Tourism Association of Indonesia or SERGAHTI in 1953 to the Tourism Indonesia Foundation (Yayasan Turisme Indonesia-YTI) in 1955 [13]. These agencies succeeded in lifting Indonesian tourism so that there had been a *tourism fever* for several years. The 1st YTI Congress, also called the National Conference or 1st Munas Tourism, was held on 12-14 January 1957, giving birth to the Indonesian Tourism Council (DTI).

**Current Stage of Tretes**

Within the framework of Butler's Theory, the Tretes Region is currently in the stages of stagnation and declination/rejuvenation. The fact that the stagnation occurred along with the number of tourist visits did not move, both because of less than optimal infrastructure and the lack of a tourism agenda [5] and the stigma of prostitution areas [7]. As part of a tourism that has had a big name since the pre-independence era and has great tourism potential, Tretes has the potential to be redeveloped to the rejuvenation stage and not a decline, as in TALC Theory. The author proposed three revitalization strategies. First, the *Optimization Strategy*, namely optimizing the potential possessed; Second, the *Response Strategy*, namely overcoming the crucial and urgent problems that are felt by tourists when visiting Tretes; Third, the *Connection Strategy*, which was to connect potential with market needs (link and match), services and tourism trends at the domestic and foreign levels.

**Optimization Strategy**

The optimization strategy was carried out by various competitive and potential advantages of the Tretes Tourism Area. According to Sujali [14], tourism potential is the ability in an area that may be utilized for development, including nature and humans, as well as the work of humans themselves. In addition, tourism potential is everything that is contained in a tourist area and becomes an attraction that makes tourists visit the area. There are four

reasons tourists are interested in visiting tourist destinations [15]: 1) *Natural Attraction*, in the form of scenery and geographical aspects; 2) *Cultural Attraction*, in the form of history and folklore, religion, art, and special activities; 3) *Social Attraction*, in the form of local people's habits, livelihoods, language; 4) *Built Attraction*, in the form of historic buildings and modern architectural buildings.

***Tourism Potential***

*Natural Attraction*

Tretes has several prerequisites and potential as a tourist destination. Wiretno noted that there are at least three tourist attractions in Tretes (also Batu and Bromo) that the colonial government offered to tourists: natural phenomena, weather, and culture [1]. Nature tourism at the foot and slopes of the Arjuno-Welirang Mountains, Tretes offers a variety of experiences and views from waterfalls [6], mountains, and forests, to culinary areas, complete with facilities as well as villas and hotels for lodging, karaoke cafes, and resorts [16]. Natural tourism utilizes the potential of natural resources, both in natural conditions and after their cultivation, to allow tourists to obtain physical and spiritual freshness, gain knowledge and experience, and foster inspiration and love for nature [17].

The attraction of the weather or the coolness of the air in Tretes was still attractive as a resting place for families not too far from the center of Surabaya. The Tretes people called Tretes's charm the jargon: *Senden Gunung, Njejek Segara* (Leaning on the Mountain, with legs stretched out to sea). Khofifah described the beauty of Tretes as a beautiful place to get away from the hustle and bustle of the city [18]. Mount Welirang and Mount Arjuno are clearly visible in the morning, then recede by fog in the afternoon. If tourists spend an afternoon in Tretes, they will see the solid mountains covered with fog. Tretes has a natural charm with the nuances of tropical forests, highlands, and waterfalls.

*Cultural Attraction*

Tretes' cultural appeal was no less shiny. Mount Arjuno, in the History of Ancient Java, has a high spiritual value, where Lord Arjuna meditated until he attained a spiritual degree at the highest culmination point. Then, the mountain where the god Arjuna was imprisoned, whose peak was thrown far to the west to become Mount Wukir in Yogyakarta today, exploded. Therefore, Sunyoto in 2018 found evidence that the Islamic Propagators or Walisongo in Java had to first subdue the spirituality of Mount Arjuno before starting their da'wah in *Jawadwipa* [19]. In the era of the Kingdom and the power of the Javanese kings, this area also became an important site, as evidenced by the existence of the *Jawi* Temple, a relic of the Singosari kingdom, before entering the Tretes area.

In the recent next civilization, the Pasuruan Regency Government released a Website containing the history of the Tretes area [20]. The history of the Tretes area could not be separated from the story of a group of former Diponegoro troops who spread propaganda following the capture of the Prince by the Dutch in the Java War between 1825 and 1830. Prince Diponegoro was arrested and imprisoned until he died in Makassar. Meanwhile, his disciple continued the cultural struggle against the colonialists by establishing an Islamic religious education center in the form of a boarding school. *Buyut* (red: eldest) Kaliah, Andan Bumi, Radiman (Klosot), Suradi, Cendono, and Syeh Jenar are several disciples who agreed to disguise themselves, spreading Islamic belief in the areas of Mount Arjuno and Welirang towards the north, Tretes in the east and Lawang on the south side. They have their own territory and often hold meetings in Tretes, where *Buyut* Kaliah is the host.

*Buyut* Kaliah had a high level of *Kadigdayan*-a noble mental and moral level accompanied by a humble character. His social spirit stands out, so the Tretes area was visited by many immigrants until it became a small hamlet. *Buyut* Kaliah's message is that whoever lives in Tretes has to protect nature and the environment and preserve it so that nature can provide happiness, prosperity, and peace for humans. Whoever follows this advice, even if he is not rich, his life and livelihood would not be lacking. *Buyut* Kaliah's teachings about the environment were embodied by the newcomers who eventually became members of the Tretes community by cultivating coffee. Tretes coffee was so famous that it was able to attract the attention of the Dutch East Indies government. The best quality selected coffees are purchased by contract *(paid up front)* for a share of exports to the Netherlands. Lower-quality coffee is sold to Pandaan by hitting it and walking; then, it is sent to Bangil using the Tram (Train) service or on foot.

Culturally, Tretes already had a philosophy of ecological conservation and the noble heritage of the teachings of the Buyut Kaliah. So, the word Tretes cannot be separated from the description of environmental conditions that are safe, cool, and rich in water. At every corner, there are drops of water, so that is the name *Tretes*. Water constantly dripping from the cracks of the stone walls in various corners of the Tretes area, one of which can be found in Dong Biru is still found today. Lamade in the Book of the Golden Triangle of Pasuruan Regency mentioned [21], in addition to offering the feel of natural coolness at an altitude of 2,500 meters above sea level (above sea level), refreshing natural water, two towering mountains, Arjuno and Welirang, two waterfalls of *Kakek* (red:grandpa) *Bodo* and Puthuk Truno. Tretes have a rich diversity of germplasm (biodiversity) in the form of flowers and various ornamental flora (plants). Not only in Tretes but most of the villages in the Prigen Sub-district were also developing flower and ornamental plant cultivation, starting with orchids, roses, and other ornamental plants. Then, Tretes will be a cool giant flower garden that promises serenity.

The potential of Tretes culture with a strong history could be introduced to the public through festival activities, exhibitions, periodic cultural events and planned media promotions. The social potential of Tretes which had a community structure of coffee farmers and other plantation commodities, flower farmers and social interactions in the Flower Garden which will be developed as well as the structure of a religious santri community can be a special attraction for tourists. The potential for historic buildings was likely to be revitalized considering that since the pre-independence era in Tretes, colonial buildings in the form of hotels and inns have been transformed into museums or cultural heritage buildings with historical value. The iconic modern building was the next step, to attract tourists as a favorite location for taking selfies together (selfie or groufie) for tourists.

**Response Strategy**

The second strategy, namely the Response Strategy, was carried out by finding solutions to various problems still perceived as weaknesses and shortcomings that reduce Tretes' competitiveness. Various studies had shown various findings, which when grouped will lead to the following important things: providing infrastructure, engineering tourism services, and resolving the stigma of hidden prostitution locations that were still attached to Tretes. These three problems must first be addressed collectively, between the business world and the government and local communities.

A previous study proposed the concept of integrated tourism development on tourism objects and attractions in the Tretes area [5]. First, providing alternative notable routes between tourism objects, namely from the *Kakek Bodo* tourism object to Puthuk Truno (Prigen-Tretes Highway and Puthuk Truno Road), as well as connecting roads from the Puthuk Truno tourist attraction to *Kakek Bodo*, (Bromo Road and Puthuk Truno Road). Second, holding an annual or special event that displays the diversity of culture or community traditions on the *Kakek Bodo* and Puthuk Truno tourist routes, namely the Bull Art around the *Kakek Bodo* and Puthuk Truno tourism objects and *Selamatan Desa*or *Sedekah Bumi* (thanksgiving) in each village.

In addition to the lack of facilities, infrastructure, and attractive destinations for tourists and promotions, the government and tourism businesses in Tretes were required to formulate an exit strategy to reverse the negative perception of Tretes as a prostitution destination into a clean, safe, and halal tourist area. A study by Rahmadani in 2009 stated that 49% percent of respondents had a negative perception of Tretes [7].

> "*Based on the result, from 123 respondents as samples in this study, 51% of tourists have a positive perception of Tretes tourism, while 49% have a negative perception of it. Where 35% of respondents aged between 25-29 years old, 58.5% of respondents stayed in Tretes for less than 24 hours, and as much as 32.5% of respondents were motivated by Play--too pleasant cheerfulness, enjoyed many kinds of games or toys, which projection of childish, an effort of escape from daily activity—to visit." - Rahmadani*

The Stigma of Tretes as a prostitution area and the lack of optimal infrastructure, facilities, choice of destination rides, attractions, and tourism promotions were factors that have made this area subside from the list of tourists' agendas. This situation was compounded by strong aspirations of rejection from the community and the Government of Pasuruan Regency, which was known to have the dominant reality of the *Santri* (boarding school students) community towards the dimly lit prostitution practice in the Tretes area.

Anggraini's research in 2015 included the practice of prostitution in the Tretes area in the category of disguised prostitution [18]. Through the Pasuruan Regional Regulation Number 10 of 2001, the Pasuruan Regency Government had decided to close and prohibit the practice of prostitution in the area but had not received a response from the prostitution business.

The results of research by Khofifah [18] presented the economic aspects behind the practice of covert prostitution in Tretes. The local community and government regarded the practice and network of prostitution in Tretes as an act that violates immoral norms [22]. On the other hand, there was support from the Tretes community for reasons of economic dependence in the form of livelihoods behind prostitution activities. However, not a few people choose livelihoods that are not related to prostitution by becoming factory workers. The reason was that even though the wages were not as big as if they provided a villa for prostitution, according to them, it would be more blessed.

Research by Nurdiana *et al.* in 2016 on the strategy for the development of Islamic Tourism areas in Tretes Pasuruan founded the strong desire of the community for the Tretes area to be managed as a more Islamic tourist area, away from the impression of prostitution [23]. Meanwhile, business actors focused more on structuring regional development strategies (Table 1) and promotions that were more aggressive so that the number of tourists coming to Tretes was high again, even if without the purpose and intent of prostitution.

**Table 1.** Islamic Tourism Area Development Strategy in Tretes

| No | Problems | Strategy |
|---|---|---|
| 1 | Optimal Operationalization of Regional Regulations | 1. Optimizing the Operational of Regional Regulations |
| 2 | Clean Water Infrastructure | 2. Environmental safety |
| 3 | Lighting through the Electric Network | 3. Participation and empowerment |
| 4 | Development of Tretes Tourism Area Destination Objects | 4. Residential functions (hotels, inns)<br>5. Public sector<br>6. Infrastructure development<br>7. Controlling the ecological impact of tourism<br>8. Ecotourism education<br>9. Islamic marketing. |

**Source:** Author's Summary (2022)

Nurdiana's research proposed an Islamic Tourism Area Development Strategy in Tretes that considers the economic, social, cultural, and environmental impacts of the community and responds to the needs of visitors, industry (tourism), the environment, and the host community [23]. The practice of Islamic tourism did not only mean religious tourism. However, it was more about applying rules and culture that was in accordance with religious teachings and collaborating between stakeholders, the community, and tourists [24].

**Connection Strategy**

The third strategy, namely the Connection Strategy, was carried out by connecting the strong needs of tourists, tourism business actors, the community, and the government regarding clean, family-friendly, and Islamic tourism services. The need for tourism services was an excellent opportunity to encourage the Tretes area to be developed as a destination that carries the concept of educational tourism or educational tourism (edutourism), family tourism, or even Halal Tourism, which is now a global trend. These tourism concepts are based on ecotourism, which offers natural, weather, and mountainous tourism. The combination of the concept of ecotourism and halal tourism would be a strong attraction for the development of Tretes, which will become a favorite destination for fans of educational tourism and family tourism.

Basically, Halal Tourism carried the concept of tourism that offers a tourist service approach for Muslim tourists [25] and is growing quite rapidly as an industry in several countries in the world, especially Asia, at least until before the COVID-19 pandemic hit the world at the end of 2019. From 7 million world tourists in 2013, 1.2 million were Muslims. Halal tourism offers Muslim tourist-friendly services such as hotel services, places of worship, food, restaurants, as well as halal spa services [26]. Domestic tourist market demand for halal tourism services was also increasing, including for restaurants labeled as halal and hotels that are safe for families and children [27]. The Standing Committee for Economic and Commercial Cooperation (COMCEC) of the Organization of the Islamic Cooperation [22] called Halal Tourism the term Muslim Friendly Tourism (MFT) and defines it:

*"Muslim travelers who do not wish to compromise their basic faith-based needs while traveling for a purpose, which is permissible. Halal tourism serves*

*Muslim tourists who do not want to violate the basic teachings of religion when traveling to a destination that does not violate religion. Halal tourism is also defined as tourists who are aware of halal, traveling for any purpose, but are kept halal or allowed by religion (halal conscious travelers, traveling for any purposes, which is halal or permissible)*." - COMCEC

Jaelani added that Halal tourism is tourism that prioritizes halal products and is safe for consumption by Muslim tourists [29]. In the Top 10 Muslim Expenditures issued by the State of the Global Islamic Economy Report 2018/19, four countries in the Middle East have the highest levels of Halal tourism spending: Saudi Arabia, United Arab Emirates (UAE), Qatar, and Kuwait. The accumulated spending value of these four countries reached US$ 60 Billion or around 900 Trillion Rupiah. Tourists from the Middle East would feel comfortable when visiting Indonesia, where 90% of the population is Muslim, and almost every corner has places of worship, including hotels. Another attraction was the food that is guaranteed to be hygienic and halal.

The main factors that will affect the number of outbound from the Middle East to Indonesia are the lack of entertainment venues, promotion of prices and holiday packages by airlines, and a strong economic recovery. The beauty of tourist destinations in the form of tropical and mountainous natural charm that was not found in their home country is also a determining factor. In addition, the quality of their shopping was also high. Ministry data shows Middle Eastern tourists were, on average, 30-45 years old, traveling with large groups (families), so they also spent a lot of money [26].

However, it should be essential to note that developing Halal Tourism amid a mountainous natural environment requires further studies to ensure that there will be no ecological damage in the Mount Arjuno area where Tretes was located. Therefore, the transformation of the management of the Tretes Ecotourism area into the realm of the Halal Tourism industry had to be at least done by constructing three critical approaches [23] from the nine approach strategies proposed. These three things are (1) Control of the ecological impact of tourism; (2) ecotourism education for the community and tourists; and (3) conduct Islamic promotion and marketing. Therefore, further research needed to be carried out by the author, which focuses on how the concept of Halal Tourism for Environmental Conservation refers to the universal Islamic values that must be contained as a consequence of using the word Halal in this type of tourism.

## CONCLUSION

For the purpose of rejuvenating the management of Ecotourism Areas, Tretes has the potential to be developed as a Halal Tourism destination. The combination of the concept of ecotourism and halal tourism will be an attraction for the development of Tretes as educational tourism and family tourism. The potential for the natural charm of the mountains, the strategic position and easy access from Juanda International Airport as well as the strong support capacity of the Muslim community and culture (Islamic boarding schools and *Santri* communities in Pasuruan Regency) are a number of carrying capacities that can be optimized to increase tourist visits which will increase state revenue, including area. In addition, the development of Halal Tourism in Tretes can be an exit strategy from a number of problems such as inadequate infrastructure, diversity of tourism and promotion services and the negative stigma of prostitution.

Transformation into a Halal Tourism Destination for the development of the Tretes Area must be fully framed in three revitalization strategies. First, the Optimization Strategy, namely optimizing the potential possessed; Second, the Response Strategy, namely overcoming the crucial and urgent problems that are felt by tourists when visiting Tretes; Third, the Connection Strategy, which is to connect potential with market needs (link and match), services and tourism trends at the domestic and foreign levels.

**Recommendation:** It is necessary to conduct a more operational study of the application of the Halal tourism concept in the Tretes Ecotourism Area. As a continuation, a study of the concept and value of halal for saving the environment in the operation of Halal Tourism also needs further research, considering Tretes is a mountainous area that should not be damaged by industry, including the tourism industry.

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# Development of Tourism Destination Management in Oro-Oro Ombo Village, Batu City

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**Abstract**

Oro-oro Ombo Village has a strategic geographical and topographical position in Batu City. Located on the southern slopes of Mount Panderman, Batu City, it provides a potential panoramic view of Batu City from the top of the mountain. Many tourist destinations are scattered in this village, mostly on the slopes of Mount Panderman, an icon of Batu City. The obstacle faced is that the village government has not managed the destination properly through the Village-Owned Enterprise (BUMDes), precisely to seize the opportunity, as well as the operational and technical concept of the development. Researchers from the University of Brawijaya (UB) were invited by the Village Head to conduct a series of coordination meetings. The meeting focused on identifying the potential and strategies for its utilization to generate economic benefits. The researchers' initial activity from UB was carried out in 2021 by *Doktor Mengabdi* (DM) grant, with focus group discussion and observation. The study included identifying potential tourist spots within the *Panderman Evergreen* Tourism Area and its development as a New Icon of Batu City Tourism, which combines the concepts of recreation, education, conservation, and attraction innovation. The researchers also mapped stakeholders' roles and duties in the development of the *Panderman Evergreen* Tourism Area. A total of 19 destinations were identified. The development also focused on increasing the rest area to accommodate groups of tourists who use buses, with UB helping develop the Master Plan for the rest area and product creation center. The government of Batu City, State-Owned Forestry Company KPH Malang, Village Government, BUMDes, BUMD of Batu City, and community groups are the relevant stakeholders in mapping the tourist area of Oro-Oro Ombo Village. Research activities by UB is expected to have a positive impact on the development of tourism in Oro-Oro Ombo Village, by developing the master plan. BUMDes Oro-Oro Ombo expects UB to provide continuous assistance in tourism development further in implementing the plan.

**Keywords:** BUMDes, Management, Tourist Destinations.

## INTRODUCTION

Oro-Oro Ombo village is one of the villages in Batu District, Batu City, located on Mount Panderman's slopes. It has an altitude of 850 - 970 meters above sea level and an average temperature of 24°C- 26°C [1]. The scenery on the slopes of Mount Panderman has excellent potential as a tourist destination in Batu City. Oro-Oro Ombo village has 1,381 ha, of which most of the land is *Perhutani* (State-Owned Forestry Company)/ protected forest 650 ha, settlements 363 ha, dry land agriculture 196 ha, and the rest are other land uses [2]. Oro-Oro Ombo Village has a dense population of 14,982 people, with many unemployed, i.e. 1,221 people or 8.15%. The demographic structure shows that the most significant proportion of the population is the productive age, 19-60 years old, as many as 8,090 people (54.55%). The majority of the population do not have permanent jobs, among others, namely 2,679 labors, 2,181 entrepreneurs/traders, 1,743 farmers and 541 other occupations [3]. The demographic structure of Oro-Oro Ombo Village shows that the potential for human resource capital to be developed through various trainings, especially in managing village tourism, is still very high [4].

Oro-Oro Ombo Village has a strategic geographical and topographical position in Batu City. Located on the southern slopes of Mount Panderman, it provides a potential panorama of Batu City from the top of the mountain [5]. There are many tourist destinations scattered in this village. The various destinations include paragliding's Take off, Trail Motor Circuit (under the Jalibar Rest Area), Educational Conservation Model Area (AMKE), Pine Café, Cafe De-Kleine, *Mega Star* Horse Farm, Stone Flower Garden, Coban Rais, and the most famous is Batu Night Spectacular (BNS) [6]. The types of destinations are diverse, ranging from natural tourist destinations to culinary, and artificial

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tourist destinations developed by private parties to complement the tourist area on Mount Panderman. Most of these tourist destinations are scattered on Mount Panderman as an icon of Batu City [7]. However, the Oro-Oro Ombo Village Government has not been able to play a role in managing tourist destinations in the region. Tourist destinations in Oro-Oro Ombo Village is still managed by private companies or individuals in collaboration with State-Owned Forestry Company KPH Malang and obtains a tourism business permit from the Oro-Oro Ombo Village Government. The Village Government hopes that the surrounding community will participate in managing tourist destinations through Village Owned Enterprises (BUMDes).

Oro-Oro Ombo Village is also one of the targets of the Batu City Government stakeholders in developing the Panderman Slope tourist area with the theme *Great Experience of Panderman*. The Batu City Government has compiled a study and development master plan for 2020 [8]. Several passageways have been built from Toyomerto Village (west direction) to Tlekung Village. Tracking areas, downhill dirt bikes, and mountain bikes on the slopes of Panderman are starting to be developed [9]. Tourist destinations on the slopes of Mount Panderman were developed with the concept of educational tourism and environmental conservation that must involve many stakeholders, including the Oro-oro Ombo Village Government [10]. It encourages the Village Government to develop the community's productive economy based on tourism.

The Oro-Oro Ombo Village Government encourages BUMDes managers to seize tourism opportunities by developing rest areas. The village Government hopes that BUMDes managers can take advantage of village treasury lands covering nearly 100 ha in various areas to build tourism-supporting infrastructure to meet the priority development of the Panderman Mountain Slope tourist area. BUMDES has taken several steps to develop the rest area by involving several MSMEs (UMKM) to promote culinary tourism, by selling Oro-Oro Ombo specialty products, and also involving the surrounding community to assist operational activities such as maintenance of the rest area, managing parking area, etc. However, the process management that the BUMDES has carried out has not been maximized. In fact, many opportunities can be created and developed, such as destination packages on the slopes of Mount Panderman. Thus, the Oro-Oro Ombo Village Government invites the University of Brawijaya (UB) team to conduct a series of coordination meetings to identify potential and strategies for their use in improving the community's economy.

The general objective of Researchers from UB is to assist the Village Government in utilizing its potential to synergize with the various tourist destinations it has. *Doktor Mengabdi* (DM) grant activity partners hope that through this Research activity, UB can provide benefits for increasing the productive economy and equitable distribution of people's income. Meanwhile, the specific objectives of this research activity include the identification of potential tourist spots, developing the *Panderman Evergreen* Tourism Area, and mapping the tourist package and duties of stakeholders in developing the *Panderman Evergreen* Tourism Area. Partners eagerly await the research activities from UB in Oro-Oro Ombo Village. BUMDes Oro-Oro Ombo expects the MoU to provide continuous assistance so that the existence of UB has a positive impact on the people of Batu City in general and Oro-Oro Ombo Village in particular.

## MATERIAL AND METHOD

This study uses qualitative methods by conducting interviews with several relevant sources (stakeholders), focus group discussions FGD), and observations. The success of the Tourism Village is not only a factor abbreviated as 4A, namely attraction, accessibility, accommodation, and ancillary [11], but also other factors, namely village institutional support [12,13], Local Leadership [14,15], Stakeholder participation [16,17] and village partnership [14,18]. The implementation method describes the activity stages, supporting instruments, and target participants as objects of research activities (Table 1).

The planned DM activities are comprehensive and mutually supportive, where the first solution is also a supporting factor for the success of the next solution. The method of implementing the DM Program is generally divided into:

1. Utilization of village treasury land assets to build supporting infrastructure for tourism villages with activities such as compiling a rest area master plan and facilitation of its development,
2. Initiating, training, and assisting the development of productive economic activities in tourist villages, starting with the formation of a tourism village management team, facilitating collaboration with tourism destination managers, developing tourist packages at competitive prices, promoting tourist villages through websites, managing tourist visits and managing BUMDes finances, in an accountable and efficient way.

**Table 1.** Methods of Research activities

| Activity | Implementation Method | Target Participants |
|---|---|---|
| Preparation of the rest area master plan and its governance system | • Focus Group Discussion with the Village Government, BUMDes and tourism management groups to collaborate on development of rest areas.<br>• Survey of potential village treasury lands for rest areas.<br>• DM team designed the initial draft of the rest area master plan design.<br>• The DM team presented the results of the rest area master plan design in front of all stakeholders and made revisions according to suggestions. | ✓ Village government.<br>✓ BUMDes management.<br>✓ Tour Management Group<br>✓ Other Social Groups, Youth Organizations, PKK, etc |
| Development of village tourism service products | • Prepare a road map for the Oro-Oro Ombo tourism village,<br>• Identify the potential of village tourism economic products and services.<br>• Develop training modules for managing village tourism packages and promotions. | ✓ DM Team.<br>✓ BUMDes management.<br>✓ Tourism Management Team. |
| Training on Management of Village Tourist Packages | • Coordination to preparation, target participants and team from DM.<br>• Implementation of four days training and evaluation of training.<br>• Assistance in the practice of managing group visits of tourists. | ✓ BUMDes management.<br>✓ Tourism Management Team. |
| Develop the village tourism website and training to manage the website | • FGD related to the variety of information to be displayed on the website.<br>• Design and create a website according to the information needs to be presented.<br>• Create content for promotion and update information on the website.<br>• Conduct training to manage (input, update and delete content) website. | ✓ Tourism Management Team |

**Notes:** BUMDes = Village Owned Enterprises, DM = *Doktor Mengabdi* grant, PKK (*Pemberdayaan Kesejahteraan Keluarga*) = Family Empowerment and Welfare

The expected activity outputs for partners from the DM Program, as shown in Table 2. The general outcomes through an increase in the number of tourist visits to the Oro-Oro Ombo tourism village. About 14,400 people visit the village rest area and lead to an increase in BUMDes income of at least 750 million in the first year (in 2021). Meanwhile, the activity output indicators include:

1. *The availability of rest area master plan document* as the basis for the realization of development by the Village Government (infrastructure increases).
2. *The skills and competencies of the village tourism management team* under the BUMDes to promote and manage village tourism packages have increased
3. *Visits to the official website* of village tourism have increased.

The service performance indicators include the publication of accredited national scientific journal articles, articles on international scientific proceedings, and invited speakers at national / international scientific forums. There were also publication of YouTube channel videos, local print and electronic media publications, and book chapters from the Tourism Management Book.

The people of Oro-Oro Ombo Village hope that there will be followed up program interventions in the following year to contribute to village development as a follow-up to the Master Plan for the *Great Experience of Panderman* Tourism Area. It is also hoped that the findings in this activity can contribute to LPPM (Research and Community Services Unit) UB's policy-making in developing research activities. Evaluation of the activity's success was carried out inherently after it is completed, and comprehensive periodic evaluation was carried out two times, i.e., the progress report and the final report. This master plan involves the following villages, namely Pesanggrahan (west side), Ngaglik, Oro-Oro Ombo, and Tlekung, which stretches along the slopes of Mount Panderman. Priority programs that have been running in support of this are the through road from Toyomerto Village (west direction) to Tlekung Village, collaborated with State-Owned Forestry Company KPH Malang.

The high interest of relevant stakeholders in developing the potential of Oro-Oro Ombo Village is a great provision. It requires the synergy of ABCGM (Academic, Business, Community, Government, and Media) in a Master plan grand design concept [19]. The methods and indicators used in evaluating the success of the activities are presented as following Table 2.

**Table 2.** Evaluation indicators for research activities in Oro-Oro Ombo Village, Batu City

| Activity | Indicator of Evaluation | Method of Evaluation |
|---|---|---|
| Preparation of the rest area master plan and its governance system | 1. The rest area master plan document is prepared and approved by stakeholders.<br>2. The rest area management system is structured according to the relevant stakeholders.<br>3. The number of tourist visits in the rest area is 14,400 people.<br>4. Total BUMDes revenue from rest area management is IDR 750 million. | • Compliance of documents.<br>• Visit book data and photo documentation.<br>• Revenue data in the BUMDes financial application system. |
| Development of village tourism service products | 1. Document road map for tourism village development.<br>2. Number of tourism village management teams.<br>3. Brochure with the price of village tour packages.<br>4. The number of managers of tourist destinations in the Oro-Oro Ombo Village who work together. | • Fulfillment of road map documents.<br>• Number of teams formed and a list of tour packages offered.<br>• Number of cooperation documents. |
| Training on Management of Village Tourist Packages | 1. Number of trainees.<br>2. Number of village tour packages that were successfully sold.<br>3. Number of tourism package sales strategies that are explored and ready to be implemented. | • Attendance of training participants.<br>• Data on sales of tour packages in the financial system.<br>• Evaluation of strategy implementation with FGD. |
| Development of a village tourism website and training to manage the website | 1. Establishment of an official village tourism website.<br>2. Filled and updated village tourism website content.<br>3. Increased ability of the BUMDes team to manage websites for promotion. | • Surveys and browsing village tourism websites.<br>• Evaluation questionnaire on website operators related to trouble shooting.<br>• Visitor satisfaction survey on website information. |

## RESULT AND DISCUSSION

BUMDes Oro-Oro Ombo as a DM activity partner from UB and surrounding stakeholders desire BUMDes develop a development design model for the *Panderman Evergreen* Tourism Area. Identification is needed to map out the roles and functions of each stakeholder involved in the Master Plan for the development of the *Panderman Evergreen* Tourism Area model design [14,20]. The Master Plan was agreed by stakeholders and strengthened by Regional Regulations. System design on management and economic institutions for each stakeholder is needed to manage the *Panderman Evergreen* Tourism Area.

### Identification of Potential Tourist Spots

Oro-oro Ombo Village is one of the important pillar villages for the development of the Panderman Slope tourist area with the theme *Great Experience of Panderman*by the Batu City Government starting in 2020. Oro-Oro Ombo Village has the most areas that are passed in the development of this area, so it has very strategic role. From the number of tourist destinations on the Panderman slopes, 19 destinations were identified. About 10 of them are located in the Oro-Oro Ombo Village area, namely Take off paragliding, Trail Motor Circuit, Rest Area Jalibar, Educational Conservation Model Area (AMKE), Pine Café, Cafe De-Kleine, *Mega Star* Horse Farm, Stone Flower Garden, Coban Rais Waterfalls, and the most famous one Batu Night Spectacular (BNS).

The potential of tourist destinations that are so abundant also requires connectivity and integration of tourism that can brand an area with more specific and dominating advantages [11]. The development of the Panderman area is a priority for the Batu City Government, and the Village Government provides support by setting priorities for a productive economy based on village tourism. The first important output point is the rest area, which accommodates groups of tourists who use buses. Bus groups need a place to rest for tourists to wash, bathe, and defecate, etc., as well as a mosque for a place of prayer. So, there needs to be a rest area with plenty of toilets and bathrooms and an adequate place of prayer for the whole group of tourists.

Although there are several rest areas in Batu City, there are still a few rest areas that can accommodate large amounts of transportation. Thus, Oro-oro Ombo Village has the potential to be a temporary destination (hub/port) before activities. Visitors could enjoy the view of the superior village and local products. The results of the training have shown that the Oro-Oro Ombo community is able to arrange tour packages and provide services to tourists well. In this tour package, tourists are invited to tour the village to enjoy destination attractions and special foods and make it easier for tourists to stay longer, thereby providing accommodation (homestay). Homestays offered to tourists are equipped with a good quality

standard, suitable for tourists to stay temporarily. In addition, the price is affordable, and the most important thing is that tourists can interact with and learn about the local community's culture [12,15].

**Development of Tourism Destination**

The village government of Oro-oro Ombo owns many village treasury land assets scattered in various locations. The total amount of land is estimated to be approximately 100 ha. However, so far, the utilization of the cash land has not been optimal. Several hectares cooperated with the BNS manager to expand the vehicle with an annual rental system. However, many lands are very strategically located but have not been able to be utilized for economic activities. The results of the location survey show that some of these strategic land locations are close to BNS destinations and AMKE. Plus, the view is good because it is on the slopes of Mount Panderman overlooking Batu City.

Therefore, Village Asset Management for economic activities must be immediately carried out by the Village Government or village economic institutions (BUMDes). The strategic location, supported by good road conditions, makes mobility high in the Oro-Oro Ombo Village. This provides an opportunity for BUMDes managers to offer the attractions of the Oro-Oro Ombo Village, for example, by offering village tour packages. It is hoped that the training and assistance that has been provided can increase the motivation of the community. They can continue to actively support village government programs to improve the welfare of the Oro-oro Ombo village community. Meanwhile, from the results of observations and interviews, the existence of BUMDes has not been able to contribute much. This is due to a lack of understanding of managing rest areas.

The Village Government needs a team of lecturers from UB who are members of the DM Grant Program to assist in making the Master Plan for developing the right rest area and product creation center (Fig. 1). The village head of Oro-Oro Ombo invited the DM team to discuss and give thoughts on the BUMDes so they can grow and develop to manage the existing economic potential. The results of the discussion between the DM team and the Oro-Oro Ombo Village Government are as follows:

1. *Expansion of through-road access and main roads* in tourist areas from Toyomerto Village to Tlekung Village
2. *The tracking adventure for motorbikes and mountain bikes* penetrates the Panderman forest area from Toyomerto Village through the Rainbow Forest to the Japanese Cave tourist spot in Tlekung Village while enjoying a rest area in the Panderman forest.

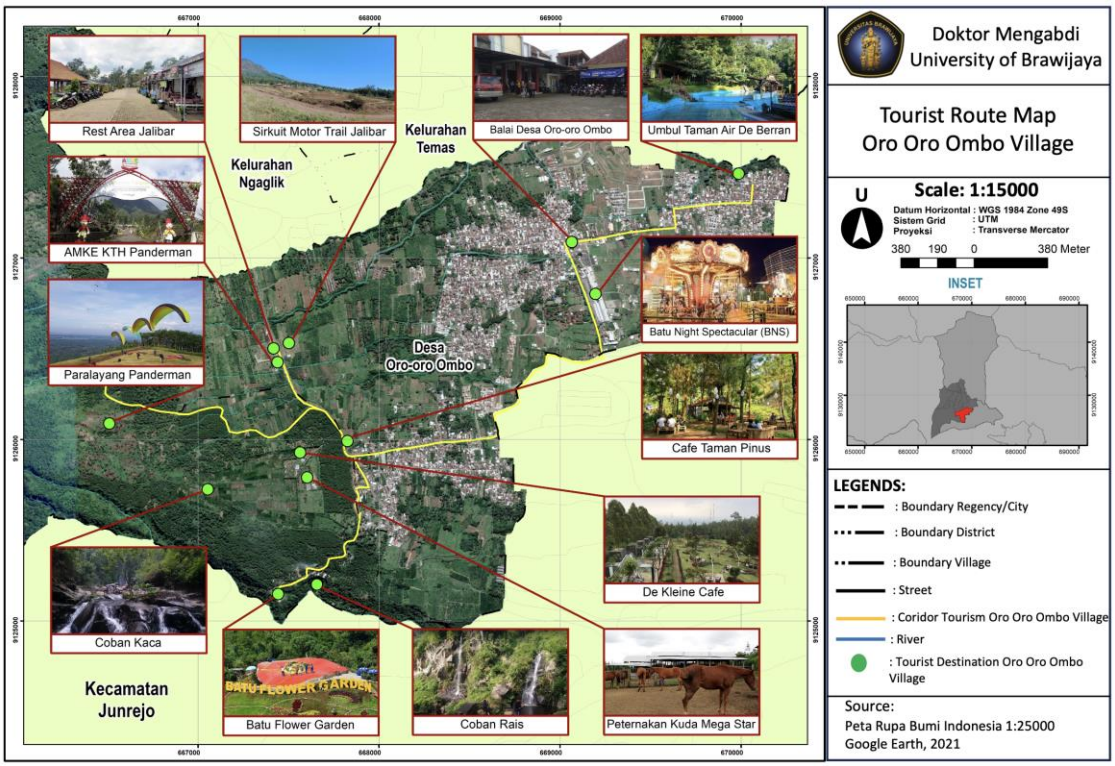



**Figure 1.** Tourist Route Map in Oro-Oro Ombo Village

3. *Development of new tourist spots/attractions* on the main route of the Panderman Tourism Area, such as AMKE, Herbal Service Center, Texas Mega Star Village, etc.
4. *Institutional arrangement and tourism management* in the Panderman tourist area by involving stakeholders and their respective roles and functions
5. *The development of Rainbow Forest* on the slopes of Panderman with various labyrinthine tourist spots, Garuda Pancasila ambient media, paragliding take off, etc.
6. *Preparation of regulations and development of commitment of all stakeholders* to mutually maintain sustainable tourism activities that combine the concepts of Recreation, Education, Conservation, and Attraction Innovation.

**Mapping the Roles and Duties of Stakeholders**

The demographic structure of Oro-Oro Ombo Village is also very supportive and an integral part of the Master plan for the development of the Tourism Village. Of the total population of 14,982 people in 2020, as many as 8,151 people, or 54.4% of the residents of Oro-Oro Ombo Village, are of productive age, and from that age, as many as 1,221 people, or 8.15%, are still unemployed and only work or do odd jobs. This condition is an obstacle and, at the same time, a challenge that must be resolved so that they have access to more specific and prosperous economic activities. Community businesses that can be developed are, of course, goods and services that support tourism activities in the vicinity [16,19,21]. The potential of villages and Batu City that exist and are developing at this time is tourism. So, exploring economic activity to produce goods and services based on tourism support has made it a tourist village. The participation of relevant stakeholders in mapping the tourist area of Oro-Oro Ombo Village is explained as following Figure 2.

**CONCLUSION**

This village tourism development activity is very important because it will encourage the entire community to be active, creative, and innovative in exploring and developing various potential tourism products and services. This not only has an impact on opening job opportunities and people having better jobs, but it can also reduce the negative impact of unemployment itself. The large participation of the village community is expected to encourage equal income distribution to the whole community. In the future, sustainable, productive economic activities will encourage village competitiveness so that Oro-Oro Ombo Village can become an independent tourist village. With the achievement of this assistance, the research team in Oro-Oro Ombo Village wants to provide more comprehensive and consistent assistance in the form of preparing the RPJMDes, preparing village finances, and improving the skills of PKK (Family Empowerment and Welfare) and Karang Taruna (Village's Official Youth Organization).

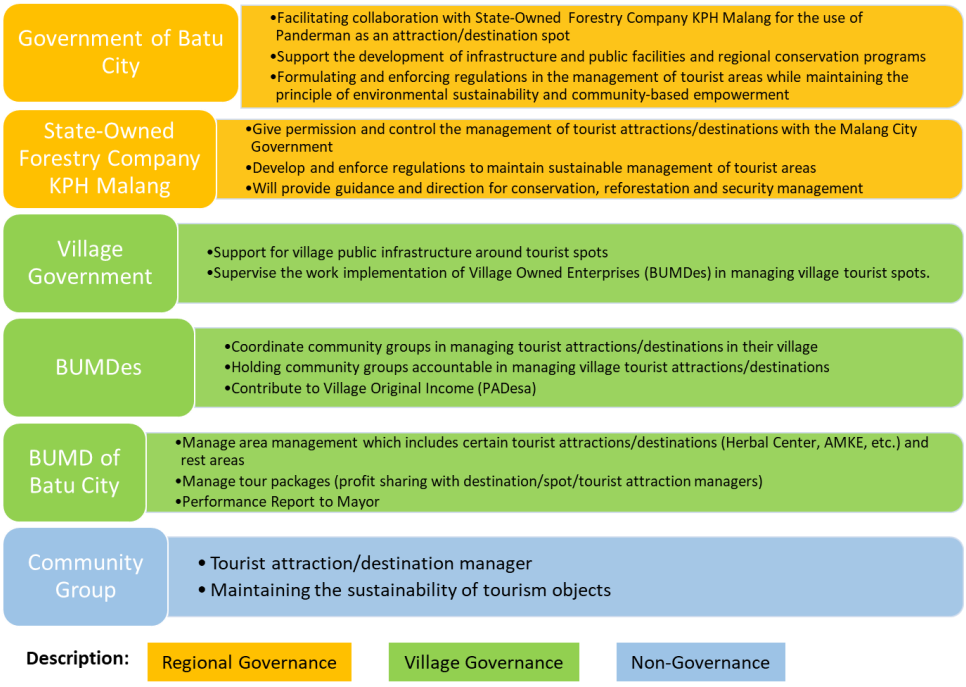



**Figure 2.** Roles and Duties of Stakeholders in The Tourism Development of Oro-oro Ombo Village

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# Community Based Eco-Tourism Development Strategy on Sebesi Island, South Lampung

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**Abstract**

The advantages of tourism potential in the Lampung Region include the natural beauty of the land and sea, which is surrounded by green hills and mountains overgrown with various species of flowers and trees. Cultural diversity and local wisdom also look unique and interesting. One of the interesting areas to be researched is Sebesi Island, South Lampung Regency, which is located between the islands of Java and Sumatra, so it becomes a strategic area for development. This study aims to determine the strategy for developing community-based ecotourism in Sebesi Island, South Lampung. The object of this research is Tejang village, which has four sub-villages, namely Bangunan, Inpres, Segenom, and Regahan Lada. Before conducting the research, the researcher assessed the tourism component of Sebesi Island with 4A, attractions, facilities, accessibilities, and ancillary services. The theory used for ecotourism research is the theory of Cobbinah, namely the principle of tourism, the principle of nature conservation, the principle of preservation and cultural preservation, the principle of economics, and the principle of community participation. This research used mixed methods with a dominant use of qualitative analysis. It is supported by quantitative analysis as a reinforcement for supply aspects of analysis and SWOT analysis, or sequential exploratory design. The sample of this research uses purposive sampling of parties related to the development process. While determining the strategy for developing ecotourism on Sebesi Island, some data analysis is needed, including supply and demand analysis to determine the value of development feasibility and SWOT analysis to determine the right development strategy. The determination of the SWOT variable consisting of internal and external factors then provides an assessment of each element that is considered to influence the development of ecotourism on Sebesi Island. The next step is to determine the position of alternative strategies from the SWOT analysis consisting of strengths – opportunities (SO) and strengths – threats (ST), weakness - opportunities (WO) and weakness - threats (WT), and the last step is to create an 8 Quadrant SWOT matrix to determine what strategy to implement. The results of this study indicate that the Rapid Growth Strategy can be used. The strategy is to take advantage of various opportunities for the development of Sebesi Island as an ecotourism area in a responsible manner while maintaining its function by improving visitor services based on Standard Operational Procedures and collaborating with related parties in preparing ecotourism activities. It is to increase tourist interest and the income of local residents.

**Keywords:** Ecotourism, Community, Development Strategy, Sebesi Island, SWOT

## INTRODUCTION

Indonesia is a maritime country with approximately 75% of the territorial waters and an island of about 17,508 islands with a coastline of 81,000 km. Therefore, the management of coastal areas and small islands is an activity that must be carried out by planning, utilizing, monitoring, and controlling human interactions in utilizing existing natural resources. In the 2015-2019 Strategic Plan of the Ministry of Tourism, one of the problems in the development of the tourism industry is the gap between regions in Indonesia, namely the infrastructure gap; this can be seen from the availability of road infrastructure, electrical energy, and telecommunications [1].

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The basis of reference used to develop regional destinations based on Indonesian law is the management of coastal areas and small islands in Indonesia on RI Law No. 27 of 2007 and Tourism Law No. 10 of 2009, also on Achievement of SDG's Agenda 30 to implementation Sustainable Tourism Development. Tourism development on small islands has become a challenge for the Indonesian government. As an archipelagic country, Indonesia has various potential marine natural resources, both biological and non-biological. In this case, the government seeks to explore and develop natural and cultural potentials to be used as new tourist destinations. However, for tourism management that has yet to focus on environmentally friendly management, the concept of an ecotourism approach has emerged as a middle way to excessive tourism.

The definition of ecotourism has undergone an evolution of meaning; according to Fennel [2],

there are two key factors in ecotourism, namely increasing sentiment toward sustainable development and ensuring benefits for local communities. Cobbinah's research concluded that the meaning of ecotourism in the period before 1990 was environmental conservation and education. Then, in the 1990s, there were two additional meanings, namely benefits or advantages in socioeconomic and equity dimensions. Moreover, in the 2000s, there were two additional meanings: ecotourism must prioritize sustainability (ethics/awareness/ responsibility) and cultural preservation. It is concluded that currently, ecotourism has five meanings, namely environmental conservation and education, benefits in socioeconomic and equity dimensions, prioritizing sustainability and cultural preservation [3].

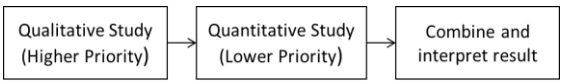
The development of special interest tourism or ecotourism in Indonesia is a new target for the Ministry of Tourism, increasing tourism in Indonesia after the COVID-19 pandemic. The new travel pattern makes ecotourism more attractive to tourists who are bored due to COVID-19 and choose to visit outdoor tourism and other dynamic activities. In addition, COVID-19 provides important lessons in risk management, visitor management, setting visitor quotas, and developing small and large groups in ecotourism activities. The most important thing is the implementation of new protocols, especially those related to health, safety, and comfort, which must continue to apply even though the pandemic is over [4]. Natural preservation in destination is also a challenge that must be managed carefully because the potential for ecotourism in each region is diverse and has different developments. Maximizing the natural potential of the area is better than building artificial attractions that can reduce the essence of ecotourism that is natural and can damage the surrounding ecosystem.

The tourism potential exists in Lampung, especially Sebesi Island, and the local community believes that in the future, it will have an impact on the economy and improve the welfare of the population. However, it is important to know that poor management of natural resources will have a harmful impact on humans and the environment. According to Vanhove, the economic impact of tourism is an increase or generation of income, an increase in labor, an increase in income from taxes, a balance of payments effect, and an improvement in the economic structure of a tourist area [5].

To be able to realize this potential, real strategies and implementation are needed that can make Sebesi Island an ecotourism-based tourism destination that can be used as an example of ecotourism development in other areas. Therefore, researchers will make Sebesi Island a place of research to be studied.

## MATERIALS AND METHOD

This article can be considered a mixed methods study, with a dominant use of qualitative analysis. It is supported by quantitative analysis as a reinforcement for supply aspects of analysis and SWOT analysis, or sequential exploratory design (Fig. 1). According to Creswell [6], an exploratory strategy is data collection that begins with data collection and then continues with quantitative data collection. The purpose of collecting data in the first stage is to explore the existing phenomena first. The second stage is to collect quantitative data to explain a relationship variable found in qualitative data. The main weight of this strategy is on qualitative data. Here is a sequential exploratory design.




**Figures 1.** Squential Exploratory Design [6]

The use of qualitative methods in this study is used to answer the formulation of the first and second problems. The first is the prospects for developing the attractiveness of ecotourism activities on Sebesi Island, while the second is the roles and expectations of the community in developing ecotourism on Sebesi Island. Meanwhile, the use of quantitative methods is used to answer the third problem formulation, what strategies can be done to run community-based ecotourism on Sebesi Island. Quantitative analysis was used for weighting, positioning the matrix SWOT 8-quadrant, and determining the development strategy using Matrix of Strategy Factor Analysis Summary (SFAS).

### Data Collection

The data collection methods used in this study were observation, in-depth interviews, and documentation. Data collection methods used in this study were observation, interviews, and in-depth documentation. In this study, the author uses a sample using purposive sampling or a sampling technique with specific considerations, one of which uses 15 informants, i.e. two from the Tourism and Creative Economy Office of South Lampung Regency, two from Tourism Managers, one from the Regional BNPB, two from Tourism

Service Providers, three from Local Communities, and five Tourists.

**Qualitative Data Analysis**

The data obtained is processed and analyzed by analyzing the existing internal environmental factors (strengths, weaknesses) and external environmental factors (opportunities, threats) using SWOT analysis. In addition, this analysis is also used to determine the opportunities for ecotourism development that can be explored on Sebesi Island, South Lampung. In addition, to test the validity of the data, the data that has been concluded from the field results needs to be validated using source triangulation [7].

Furthermore, qualitative demand analysis is used to determine the demand from potential visitors to Sebesi Island. This analysis aims to determine the public's response to the management plan and ecotourism development activities to the general condition of Sebesi Island. This analysis includes the characteristics of motivation, perceptions, and community expectations.

**Quantitative Data Analysis**

The quantitative data analysis used is supply analysis, demand analysis, and Development Strategy Analysis with SWOT. The data analysis is described as follows.

***Supply Analysis***

Supply analysis is used to see the ecotourism potential that exists on Sebesi Island related to 4A, a) Attraction, Amenities, Accessibilities, and Ancillary Service in accordance with the ecotourism potential assessment. Data on the potential of natural tourist attractions (ODTW) was processed using a scoring method, based on the modified 2003 PHKA Directorate General's Guidelines. The score for each criterion was determined in Table 1.

**Table 1.** Scoring of potential of natural tourist attractions (ODTW)

| No | Criteria | Weight |
|---|---|---|
| 1 | Tourist Attraction | 6 |
| 2 | Accessibility | 5 |
| 3 | Conditions Area | 5 |
| 4 | Management and service | 4 |
| 5 | Climate | 4 |
| 6 | Accommodation | 3 |
| 7 | Amenities | 3 |
| 8 | Clean water availability | 6 |
| 9 | Relationship with surrounding attractions | 1 |
| 10 | Security | 5 |
| 11 | Visitor Rules | 3 |
| 12 | Marketing | 4 |
| 13 | Market Potential | 3 |

**Notes:** modified 2003 PHKA Directorate General's Guidelines

ODTW assessment was calculated using the following equation. The resulting scores are then compared to the classification values for each criterion. The weights obtained from the classification table are averaged for each category (good, fair, poor) to get the final assessment.

$$\text{Score} = \text{N x W}$$

**Description:**
N = number of values for the elements within the criterion
B = the weight assigned to the criterion

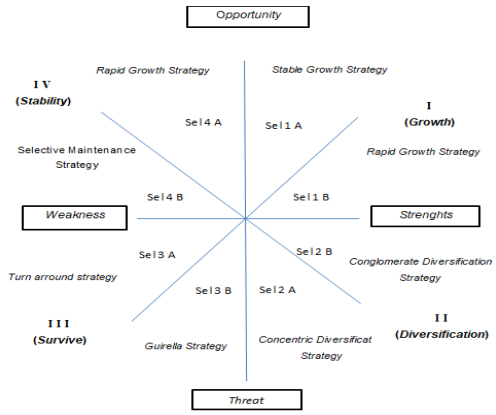
Potential assessment by classification:
a) Total Value 437 – 571 : Potential to be developed
b) Total Value 303 – 436 : Potential is quite feasible to be developed
c) Total Value < 303 : Potential not worth developing

***Demand Analysis***

Demand analysis was used to see the demand from potential visitors to Sebesi Island. In addition, to learn more about the community's response to the management plan regarding ecotourism development activities on Sebesi Island. This analysis includes motivational characteristics, perceptions, and expectations of the local community.

***Development Strategy with SWOT Analysis***

To formulate a strategic direction for ecotourism development, a SWOT analysis approach was used, including Internal Factors (IFAS), External Factors (EFAS), Matrix of SWOT 8-Quadrant, and Matrix of Strategy Factor Analysis Summary (SFAS). From the calculation of IFAS and EFAS, to determine the coordinates of the quadrant, which consists of Quadrant I growth, Quadrant II diversification, Quadrant III Survival, and Quadrant IV stability. The Matrix of SWOT 8-Quadrant is a development of the SWOT 4 analysis, which is then divided into two sub-quadrants, A and B (Fig. 2). This method is expected to produce a more accurate and appropriate strategy for ecotourism development on Sebesi Island.




**Figures 2**. Matrix of SWOT 8-Quadrant [8]

## RESULT AND DISCUSSION

### Supply Analysis

After conducting a feasibility assessment, the researchers conducted a site analysis to describe the potential for tourism activities that could be carried out in the Sebesi Island area. Through the zoning system, the community hopes that development and training can be carried out for ecological education activities regarding plantation products, beekeeping, turtle conservation, wild boar hunting, fishing in rivers and around the island, hiking or climbing Mount Sebesi activities, in the hope of making homecoming and community involvement. These activities are expected to increase visitors' interest in choosing Sebesi Island as a unique tourist destination.

Supply analysis can be interpreted as the need for attractions, accessibility, and amenities offered to tourists in a tourist area. To utilize the potential of ecotourism, it is necessary to conduct an assessment and calculation in a precise and directed manner using 15 criteria (Table 2). This research is focused on tourism objects in the form of plains on Sebesi Island. Based on the criteria and development of the mainland tourist attraction of Sebesi Island, it can be concluded that Sebesi Island has a score of 436, which means it is quite feasible to be developed as Ecotourism.

### Demand Analysis

The demand from potential visitors on Sebesi Island includes motivational characteristics, perceptions, and expectations of the local community. Increasing public awareness about the environment has encouraged the birth of tourists who care about the environment and have motivation, among others [9], as follows.

a) Motivation to enjoy nature and a beautiful, intact, and calm environment.
b) Motivation to seek life in a different environment.
c) Motivation to gain new experiences.
d) Motivation to study and study natural processes.
e) Motivation to enjoy the natural panorama.
f) Motivation to seek inspiration and appreciation.
g) Motivation to add insight into the diversity of flora and fauna.
h) Motivation to explore; because tourists have an adventurous nature in the wild.

To determine the demand for tourism, the researcher interviewed five informants who had visited Sebesi Island and participated in tourism activities. Based on the results of these interviews, it can be concluded that there were several requests from visitors, as follows.

a) Adding tourist attractions on Sebesi Island
b) Inform about potential disasters and the evacuation process in the event of a disaster.
c) Provide and improve health facilities close to visitor areas
d) Create a typical culinary menu to be served to tourists.
e) The role of youth in traditional arts is believed to help promote marketing through their social media.

**Table 2.** Recapitulation of potential assessments

| No | Criteria | Weight (W) | Number of values (N) | Total Score (N x W) |
|---|---|---|---|---|
| 1 | Tourist Attraction | 6 | 230 | 1380 |
| 2 | Market Potential | 5 | 62 | 310 |
| 3 | Accessibility | 5 | 175 | 875 |
| 4 | Conditions Area | 5 | 190 | 950 |
| 5 | Management and service | 4 | 85 | 340 |
| 6 | Climate | 4 | 95 | 380 |
| 7 | Accommodation | 3 | 15 | 45 |
| 8 | Amenities | 3 | 60 | 180 |
| 9 | Clean water availability | 6 | 90 | 540 |
| 10 | Relationship with surrounding attractions | 1 | 580 | 580 |
| 11 | Security | 5 | 105 | 525 |
| 12 | Carrying capacity | 3 | 115 | 345 |
| 13 | Visitor Rules | 3 | 25 | 75 |
| 14 | Marketing | 4 | 30 | 120 |
| 15 | Market share | 3 | 80 | 240 |
| | **Total Score** | | | **6540** |
| | **Total Score Assessment /15** | | **6540 / 15 Criteria** | **436** |

**Notes:** Potential assessment by classification:
a) Total Score 437 – 571 : Potential to be developed
b) Total Score 303 – 436 : Potential is quite feasible to be developed
c) Total Score < 303 : Potential not worth developing

The following is an analysis in determining ecotourism activities based on the expectations of the people of Sebesi Island. This paper will describe every activity with its unique characteristic which is expected to attract tourist to visit Sebesi Island.

***Observing and feeding the Hawksbill Turtle (Eretmochelys imbricate)***

Hawksbill turtles first appeared two weeks before the 2018 eruption and tsunami disaster, and after the tsunami, until now, Hawksbill turtles still appear around the pier. Hawksbill turtles are omnivores or eat everything. They usually eat sea sponges or sponges, algae, jellyfish, and sea anemones [10]. According to the tourist manager, Tejang Pier has a water depth of about 7 meters below it; there is also food that turtles like. In addition, they also really like bananas. Things that need to be explored further regarding the conservation of hawksbill turtles are their activities, such as migration patterns and routes, feeding habitats, laying places for female turtles, and breeding sites.

To maintain the conservation of hawksbill turtles in Sebesi Island, tourism management must collaborate with several experts and managers of turtle conservation in Indonesia to increase knowledge about how to manage conservation sites, especially hawksbill turtles on Sebesi Island. Thus, Sebesi Island can also add activity goals in the form of education and conservation in marketing Sebesi Island Ecotourism activities. Here are the areas where turtles appear on Sebesi Island (Fig 3).

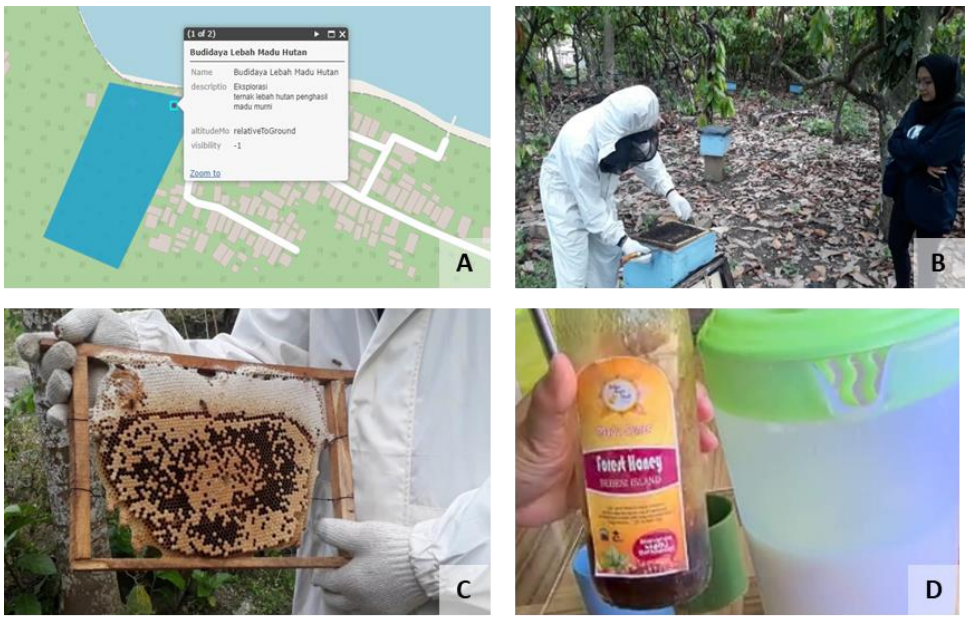



**Figures 3**. Hawksbill turtle area at Tejang Pier

***Exploration of forest bees that produce pure honey***

In this case, the role of the local government in assisting honey cattle farming on Sebesi Island must be carried out in a sustainable manner, starting from basic knowledge to marketing by utilizing existing organizations such as women's groups, farmer groups, and youth groups. The activity of visiting forest honey bees can be used to educate tourists and introduce and market Sebesi Island forest honey.

To support these activities, it is necessary to prepare facilities near livestock such as huts, signboards, and places to relax to enjoy honey and various preparations that can be served, such as coconut ice added with honey, taste honey that is harvested directly from the nest without being processed, eat fried bananas with honey and other dishes. Here is some documentation taken by the author from Wasis's bee farm (Fig. 4).




**Figures 4**. Cultivation of honey-producing forest bees
A = bee farm area, B = harvesting honeycomb, C = harvested honeycomb, D = honey products

***Wild Boar Hunt***

Hunting is one of the ecotourism activities in the field of adventure. The development of hunting wild boar as a sport is a combination of intercultural and recreational sports. According to informants of the local community, wild boars are the primary pests for community gardens on Sebesi Island because they damage fields and fences and even attack local residents. Based on the results of previous research regarding the hunting of wild boars in the Padang Pariaman district [11], the benefits of hunting are helping farmers reduce wild boar pests, relieve boredom and stress, improve physical condition, maintaining culture as a recreational sport, and increase brotherhood and mutual cooperation. In addition, the tourism service for hunting wild boar requires the empowerment of local communities with the provision that one gun must be accompanied by four community members. The most enormous wild boar that has been hunted weights ± 200 kg.

The needs needed to develop wild boar hunting attractions are regulations regarding hunting terms and conditions, hunting zoning, limits on the number of visitors, use of weapons, local community involvement, service fees, tree house construction, groups involved as companions, and insurance. This is necessary so wild boar hunting activities are manageable and safe from all parties. They should continue to be carried out according to the principles of nature conservation, where these activities must minimize the negative impacts caused and are environmentally friendly.

***Development of New Tourist Attractions***

Based on the motivation of visitors and community expectations regarding the Ecotourism development, the development of new tourist attractions can be adjusted to the principles of Ecotourism, namely, the principle of tourism, nature conservation, the principle of education and cultural preservation, the principle of community participation, and the principle of economics [3]. The need to be improved in the process of developing Ecotourism on Sebesi Island, which are:

a) Preparation of SOPs for the services offered
b) Mapping or Zoning.
c) Drafting regulations with the community.
d) Innovative and creative skills and development.
e) Intense and consistent promotion of Ecotourism on social media by utilizing the role of youth on Sebesi Island.
f) Establish a research center for domestic and foreign academics.

**SWOT Analysis**

SWOT analysis (Strength – Weakness – Opportunity - Threat) used identify any relationship between ecotourism and other resources so the strengths and weaknesses of these resources need to be emphasized from the start. Alternative strategies (Table 3) generated from the use of elements of regional strengths to obtain existing opportunities (SO), use of existing strengths to deal with future threats (ST), reduction of existing regional weaknesses by taking advantage of opportunities (WO) and reduction of existing weaknesses in the face of threats (WT).

**Table 3.** Alternative Strategies generated from SWOT analysis

| S – O | W – O |
|---|---|
| • Ecotourism development that prioritizes the quality of services and products that can be profitable<br>• Developing the potential of ecotourism attractions by promoting distinctive local wisdom so that it attracts tourists<br>• Developing the concept of ecotourism in a sustainable manner to attract tourists, students and researchers from various area<br>• Utilizing the potential of other regions to develop ecotourism in a synergistic manner | • Promoting Sebesi Island attractions by using environmental education packages<br>• Prepare tour packages run by corporate operators and travel bureaus in collaboration with the government and the surrounding community<br>• Develop Standard Operational Procedures (SOP) with experts according to development needs<br>• Making Sebesi Island an example of safe ecotourism management against disasters |
| **S – T** | **W – T** |
| • In order to avoid negative impacts on sensitive biodiversity, it is necessary to preserve the value of ecological planning development<br>• Improve the facilities and buildings needed to attract the number of tourists<br>• Improve staff skills to monitor and protect the island, especially in enhancing conservation and disaster mitigation.<br>• Increase information through tourism events and promote through electronic and print media regarding ecotourism activities on Sebesi Island<br>• Making Sebesi Island a research and education center for surrounding universities | • Assign professionals who are able to manage short-term and long-term plans related to ecotourism<br>• Conduct management zoning on the mainland of Sebesi Island for ecotourism activities<br>• Making SOP as guidelines for tourists, guides and managers to maintain environmental quality, reduce risks or hazards that may occur |

**Notes:** S – O = strengths to obtain existing opportunities, W – O = reduction of existing weaknesses by taking advantage of opportunities, S – T = strengths to deal with future threats, and W – T = reduction of existing weaknesses in the face of threats.

**Internal and External Factor Strategy**

In formulating a development strategy, it is necessary to analyze internal and external factors. From these internal and external factors, the ecotourism development strategy is based on the SWOT analysis as following Table 4 and 5.

The result of the weighting of strengths is 3.86 with a total of seven variables, while the weighting of weaknesses is 3.95 with eight variables (Table 4). It can be concluded that the difference between strengths and weaknesses has a negative value of -0.09 because the weakness variable is more than the strength variable. The strength with the highest rating regards the potential of various natural resources, not only the potential of the sea but also the potential of the mainland of Sebesi Island, which can be used for ecotourism activities. Meanwhile, the internal problems with a high rating are financial support, marketing strategies regarding ecotourism activities, and needing a Management and Implementation SOP for carrying out ecotourism activities on Sebesi Island. Furthermore, the EFAS results are shown in Table 5.

The results of the weighting of opportunities are 4.34 with a total of six variables, while the results of the weighting of threats are 3.37 with five variables (Table 5). It can be concluded that the difference between opportunities and threats has a positive value of 0.97 because the opportunity variable is more than the threat variable. Opportunities expected from the development of ecotourism on Sebesi Island are to increase the local community's income, and Sebesi Island can be used as a research center for academics and the general public. Meanwhile, external problems with a high rating are regarding the threat of natural disasters on Sebesi Island, namely earthquakes and tsunamis. The following strategies can be implemented with the Matrix SWOT 8 Quadrant in Figure 5.

**Table 4.** Internal Factors Strategy (IFAS)

| No | Internal Factor | Weight | Rating | Score |
|---|---|---|---|---|
| | **Strength** | | | |
| 1 | Diverse natural resource potential | 0.17 | 5 | 0.83 |
| 2 | Motivate the community to get involved | 0.17 | 3.5 | 0.58 |
| 3 | Community knowledge about disaster mitigation | 0.11 | 3 | 0.33 |
| 4 | Diverse and educational attractions | 0.17 | 4 | 0.67 |
| 5 | Supporting facilities available | 0.11 | 3 | 0.33 |
| 6 | Experienced tourism agency | 0.11 | 4 | 0.44 |
| 7 | Affordable travel packages | 0.17 | 4 | 0.67 |
| | **Total** | 1.00 | | **3.86** |
| | **Weakness** | | | |
| 1 | Limited professional tour guide | 0.11 | 4 | 0.42 |
| 2 | Lack of information regarding the history of Sebesi Island | 0.11 | 3 | 0.32 |
| 3 | Lack of financial support | 0.16 | 5 | 0.79 |
| 4 | Construction and repair of amenities | 0.11 | 3.5 | 0.37 |
| 5 | Waste problem | 0.11 | 3 | 0.32 |
| 6 | Lack of marketing strategy | 0.16 | 4 | 0.63 |
| 7 | Determination of levy fees | 0.11 | 3 | 0.32 |
| 8 | Do not have established SOP management and implementation | 0.16 | 5 | 0.79 |
| | **Total** | 1.00 | | **3.95** |
| | **S – W** | | **-0,09** | |

**Table 5.** External Factors Strategy (EFAS)

| No | External Factors | Weight | Rating | Score |
|---|---|---|---|---|
| | **Opportunity** | | | |
| 1 | Increase income | 0.19 | 5 | 0.97 |
| 2 | Research and education center | 0.19 | 4.5 | 0.87 |
| 3 | Preservation of ecosystems in an effort to minimize environmental impacts | 0.19 | 4.5 | 0.87 |
| 4 | Attract many tourists from other regions if it continues to be developed | 0.13 | 3.5 | 0.45 |
| 5 | Strategic location and easy access | 0.13 | 3.5 | 0.45 |
| 6 | Included in the special economic zone program | 0.16 | 4.5 | 0.73 |
| | **Total** | **1.00** | | **4.34** |
| | **Threat** | | | |
| 1 | Does not have an icon if it is assessed by visitors | 0.19 | 3 | 0.56 |
| 2 | Polluted ecosystem because the waste produced is not treated properly | 0.22 | 3 | 0.67 |
| 3 | Regulations from the government that are less supportive | 0.19 | 3 | 0.56 |
| 4 | Natural disasters | 0.19 | 5 | 0.93 |
| 5 | Land disputes hinder development | 0.22 | 3 | 0.67 |
| | **Total** | 1.00 | | **3.37** |
| | **O - T** | | **0.97** | |

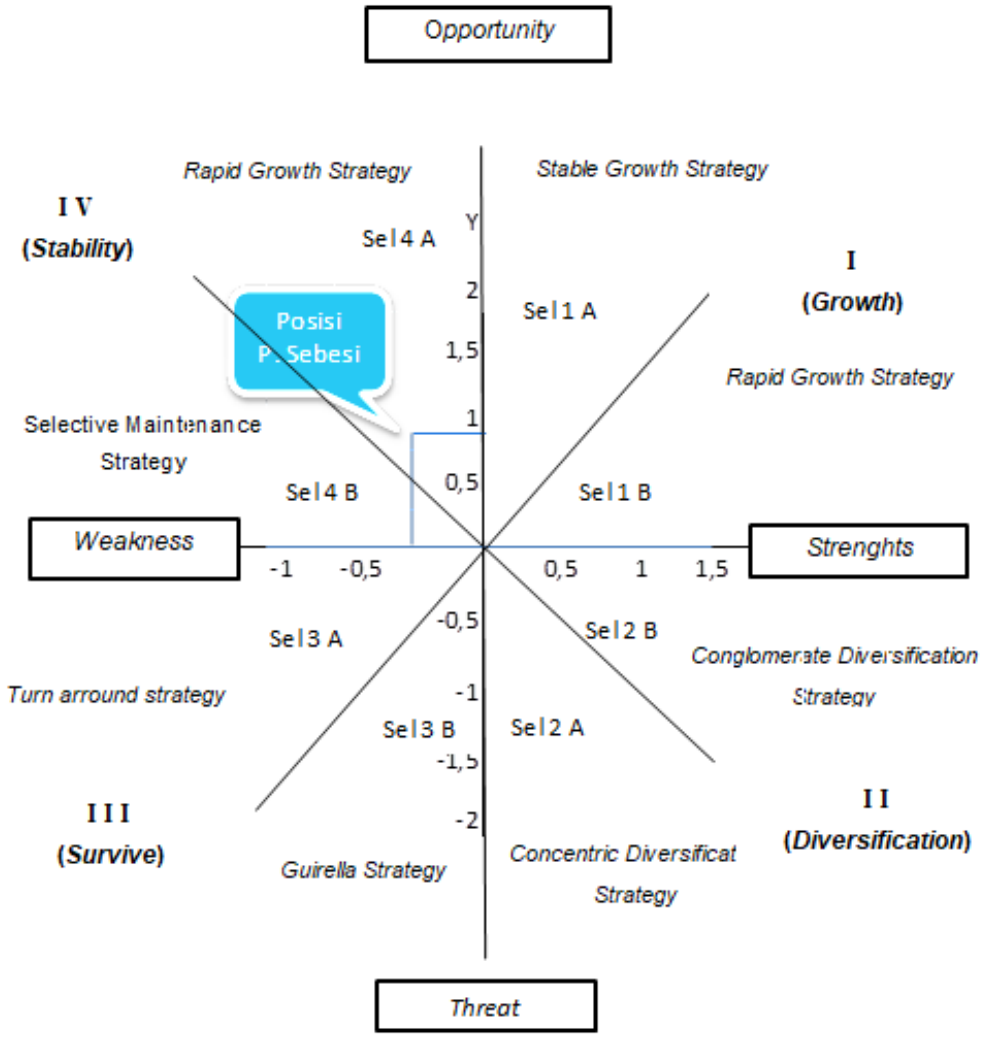



**Figure 5.** SWOT Matrix Model with 8 Quadrant

From the results of the 8 quadrant SWOT matrix, it is concluded that the coordinate points are in Quadrant 4 A cells, namely with an aggressive defense strategy with a rapid growth strategy. Based on the WO strategy, the strategy is carried out by taking advantage of various opportunities for the development of Sebesi Island as an ecotourism area in a responsible manner while maintaining its function by improving visitor services based on SOPs and collaborating with other parties in preparing ecotourism activities in order to increase tourist interest. Moreover, increase local residents' income.

SFAS analysis can determine a strategy that can be executed based on a short, medium, and long-term plan [12]. The results of the SFAS analysis can be seen in Table 6. In the short-term plan, this stage can be carried out every year, and what has been carried out must be evaluated, and the next direction must be determined. The strategy that can be implemented is to involve the community in every process, such as building and repairing supporting facilities and infrastructure to create a unique icon regarding Sebesi Island, then determine the marketing strategy of ecotourism activities to attract local and international tourists, maximizing government support both regulatory and financial.

The medium-term plan can be implemented every two years, but once a year, an evaluation is carried out to make the right decisions for policies that will be carried out in the future. Strategies that can be implemented are to prepare attractions for ecotourism activities that are educational in nature as expected by the community regarding commodity processed products, study the cultivation of forest bees and the resulting honey, study and open research for hawksbill conservation, hold wild boar hunting activities to reduce pests main on Sebesi Island.

**Table 5.** Matrix Strategy Factor Analysis Summary (SFAS)

| No | SFAS Factor | Weight | Rating | Score | Period/Term | | |
|---|---|---|---|---|---|---|---|
| | | | | | Short | Middle | Long |
| 1 | Limited professional tour guide | 0.10 | 4 | 0.40 | | x | |
| 2 | Lack of financial support | 0.10 | 5 | 0.50 | | | x |
| 3 | Construction and improvement of supporting facilities and infrastructure | 0.10 | 3.5 | 0.35 | x | | |
| 4 | Waste problem | 0.10 | 3 | 0.30 | x | | |
| 5 | Lack of marketing strategy | 0.10 | 4 | 0.40 | | x | |
| 6 | Do not have an established SOP for management and implementation | 0.10 | 5 | 0.50 | | | x |
| 7 | Increase the income of the people | 0.10 | 5 | 0.50 | | | x |
| 8 | Research and education center | 0.10 | 4.5 | 0.45 | | x | |
| 9 | Efforts to minimize environmental impacts by preserving ecosystems | 0.10 | 4.5 | 0.45 | | x | |
| 10 | strategic location and easy access | 0.10 | 3.5 | 0.35 | x | | |
| | **Total** | **1.00** | | **4.20** | | | |

**Notes:** orange = Short-term strategy, yellow = Middle-term strategy, and green = Long-term strategy.

The final plan is the long term, which takes at least five years and is evaluated yearly to make synergistic and sustainable decisions so that the strategy is correct and can develop. The strategy needed to support the short and medium-term plans is financial support and special regulations regarding ecotourism development, and the essential thing in realizing sustainable tourism is to develop specific SOPs and synergies in every implementation of community-based ecotourism development activities on Sebesi Island.

**Ecotourism Principles**

The management needs to implement ecotourism principles when carrying out the development plan. The principles of ecotourism consisted of nature conservation, community participation, and economic principles. The principles are described as follows.

***Principle of Nature Conservation***

To minimize the negative impact, the manager needs to make a zoning system, and the availability of visitor facilities needs to be adjusted to the carrying capacity assessment. Based on observations, the number of visitors on Sebesi Island has not been limited.

As part of the effort to minimize the impact on waste, it's crucial to apply regulations and requirements such as a checklist system. This tool is of utmost importance as it ensures that all visitors' belongings that have the potential to cause garbage are noted. If garbage is left behind, visitors will be charged a fine according to the management's provisions. If the fine set is large, the potential for visitors to leave trash will be very small. This is very effective and can be seen in previous research on implementing ecotourism principles in Clungup Mangrove Conservation [13].

***Principles of Education and Cultural Preservation***

To optimize education and cultural preservation simultaneously, managers can make local community wisdom into a code of ethics that every community visitor must maintain. The community and other parties can determine the preparation of the code of ethics, and they can approach and ask for advice and input from local community leaders. In addition, the code of ethics also applies to managers and ecotourism business actors involved.

In addition, many activities can be used as educational attractions, such as forest honey bee cultivation, traditional palm sugar production, and the conservation of hawksbill turtles and coral reefs. On Sebesi Island, what is unique is education about how people can survive on a small island that has the potential for volcanic ash disasters from volcanic eruptions, earthquakes, and tsunamis because it is located close to active volcano Mt. Anak Krakatau. This can be used as educational material for visitors based on the local wisdom of the community. The community hopes they will also get new information from visitors about other knowledge that will help their lives and work. According to informants, past experiences or stories are cultural attractions that can become tourist attractions.

***Principle of Community Participation***

The role of the community in the management of ecotourism is vital. Apart from being the implementer, the local community can be a supervisor and prevention. In addition, it requires good support and response from relevant parties regarding local governments in determining regulations and financial support, educational institutions as third parties regarding the implementation of research, and other supporting agencies.

***Economic Principles***

The development of ecotourism is expected to benefit the community, especially in terms of increasing the local community's income. Prior to the development, based on the author's observations, the community, although still limited, was already involved as tour guides, shop traders in the visitor area, rental of snorkeling facilities, boat rentals to surround the island, people who made their homes as homestays, groups women for particular food providers for tour packages (catering), tent rentals for camping, documentation rentals. Etc. The essential thing to realize economic principles is that the manager can set various rates for each service needed, such as a snorkeling equipment rental fee of IDR 70,000 - 90,000, a tent rental fee of IDR 50,000 per night including land rent, a fishing boat rental fee of IDR 150,000 for 3 hours.

The way that ecotourism in Indonesia can run well and can compete with other countries requires good governance. In other words, all parties support each other to produce effective performance by the functions and roles determined in the guidebook or SOP. This SOP is a firm guideline for all parties, both visitors and tourists, the manager, and the tourism service to maintain the preservation of nature and the environment, mutual comfort, and reduce risks or dangers that may occur due to ecotourism activities or natural disasters.

**CONCLUSION**

Based on the results of the analysis of the resulting data and the alignment with ecotourism principles, this research shows that Sebesi Island is feasible to develop. In the future, more detailed and precise meetings and discussions regarding the concept of ecotourism development on Sebesi Island must be scheduled to implement it immediately. The suggestions from the authors for further research are to assess and evaluate the development of ecotourism on Sebesi Island and to conduct a suitability analysis research regarding the carrying capacity of each mainland tourist attraction on Sebesi Island so that the activities carried out do not interfere with the preservation of nature.

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# The Development of Kapiten's Coffee in Building the Brand of Pasuruan Regency as an Agropolitan Area/Region

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**Abstract**

As a city with an identity, it tends to want to be recognized in the national, regional, and global markets either to get surplus value or as a leading brand in the international arena. Efforts to enter there require commercialization. So as to brand Kapiten coffee goods as the flagship of Pasuruan Regency and brands with quantifiable coffee quality, the idea of commercial is a calculated strategy. Commercialization involves the roles of academics, entrepreneurs (triple helix), and government, so Kapiten's Coffee succeeded in bringing Pasuruan Regency to the best coffee-producing area. In addition, commercialization is also an essential strategy for introducing Kapiten coffee products that are available on the open market both locally and internationally. The research method uses non-metric multidimensional and Critical Path, non-metric multidimensional scaling with ranking data analysis, which is the respondents' assessment of comparing Kapiten Coffee with other coffee brands. The critical path method is used to measure the duration of the work. Research results showed that Kapiten coffee has a superior taste, softer texture, and more attractive packaging, all of which are important strengths for Kapiten Coffee as an open marketer both domestically and abroad. The extensive marketing process for Kapiten coffee takes 51 days, starting from physical inspection of the coffee beans, followed by roasting, grinding, mixing, waste processing, primary and secondary packaging, product pricing, market price determination, marketing strategy preparation, and digital production.

**Keywords:** City Branding, Commercialization, Kapiten Coffee, Stakeholder.

## INTRODUCTION

Coffee is one of the leading plantation commodities in the Pasuruan Regency. The branding of Kapiten Pasuruan (red: *Captain* - original coffee of Pasuruan Regency) started from the development of coffee cultivation at the center of the Agropolitan Area around the volcano, i.e. the slopes of the Arjuno - Welirang mountains, the slopes of the Bromo - Semeru mountains, and Mount Ringgit, to be precise, spread over the eight sub-districts above where each The region has characteristics that affect the taste and distinctiveness of its own.

The potential of coffee commodities in Pasuruan Regency is quite vast, with a planting area of 4,564.01 hectares spread over several sub-districts, including Purwodadi, Tutur, Tosari, Puspo, Lumbang, Pasrepan, Purwosari, and Prigen. One of the highlights of the Pasuruan Captain is the development of organic coffee cultivated through an area-based sustainable agriculture approach by considering the balance of environmental quality and natural resources. The quality of taste and distinctiveness of the Pasuruan Captain has received legality in the form of Geographical Indications (GI) of Pasuruan Regency Robusta Coffee from the Ministry of Law and Human Rights of the Republic of Indonesia in 2019.

City branding is a city marketing strategy that can create an emotional bond in building a relationship between visitors and the city in question through a positive image [1]. At the same time, the primary purpose of city branding, apart from distinguishing the area from others [2], is also a step for the government to promote the region both at national and international levels [3].

Determination of the location and research is based on several reasons. First, since the enactment of Law No. 22 of 1999 and then replaced by Law No. 32 of 2004 concerning Regional Government, research on the development of Kapiten Coffee has never been carried out in building the Pasuruan Regency brand as an Agropolitan region. Second, from the results of the preliminary study, all of stakeholder strongly support research on developing Kapiten Coffee. Third, Pasuruan has unique and interesting characteristics, so these problems are relevant and deserve to be asses scientifically. This study aims to obtain a model and an overview of the development of how the Kapiten Coffee brand of Pasuruan Regency can be commercialized and build Pasuruan Regency with triple helix synergy (Academic-Business-Government).

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**Public Policy**

Public policy is a multidisciplinary science involving many disciplines, such as political science, social science, economics, and psychology. At the same time, Cresswell defined Public policy is government implementation in the form of regulations and programs to achieve goals [4]. Thus, the definition of Thomas R. Dye [5] matches that public policy is everything done and not done by the government.

An example is that the government's decision delayed the implementation of the Anti-Pornography and Pornoaction Law, so in this case, the government does not take any action to implement the Law, which is also a public policy [6]. Suwitri emphasized that public policy is determined by government agencies and apparatus [7].

The theory of good governance requires the use or efforts to design the structure of policy formulation, policy implementation processes, and policy evaluations. These three designs complement each other, which is the focus of government science. As a design, policy implementation is not born by itself but departs from the concept of public policy (public policy).

The implementation of policies related to the collaboration of political decisions becomes a routine procedure through bureaucratic procedures. It concerns the issue of conflicting decisions and who gets what from a Grindle policy [7,8]. Based on the aforementioned opinions, it can be said that the process of implementing policies involves indirectly or directly having a positive impact on political, economic and social power circles. In addition to the actions of administrative bodies in charge of carrying out programs and fostering compliance with the target group. It affects the behavior of all parties involved and ultimately brings logical consequences to both the expected (intended) and unexpected impacts (spillover/negative effects).

Subarsono [9] stated the implementation model as an administrative and political procedure. The model explains how different actors make decisions, with the end result depending on the program material completed as well as the interactions between decision-makers within the framework of administrative politics.

Program implementation consists of three components. The appropriateness of the three components of implementation affects a program's success, specifically [8]. First, The beneficiary and the program must first be appropriate. Second, the program's and the implementing organization's compatibility. Third, the suitability between the beneficiary groups and the implementing organization. Implementation of policies always begins with state actors or the government as an executive agency. There are four actors in the implementation of public policy. The four actors are the government; the government as the main actors and the community as the supporting actors; the community as the main actors and the government as the accompanying actors; and the community [10].

The concept of innovation as a *must* in light of the current crisis has become a significant addition to the *instrument* of public governance. This study emphasized innovation as an approach that can help increase the capacity of the public sector to deal productively and sustainably with public problems. Christiansen and Bunt mentioned that policy must have innovation principles, including results, not solutions [11]. The study also mentioned Fredericia's model, experimentation as an approach to policymaking, and guiding public innovation or private sector, create and facilitate environmental authorizations, and validate innovations.

**Products, Promotions and Consumer Behavior**

Products are the focal point of marketing efforts, because the products produced by the company can be marketed to the market for consumption and function as a tool for the company to achieve its goals. To attract customers to satisfy and purchase a product, the product must offer advantages over competing goods in terms of quality, style, shape, size, packaging, service, warranty and taste.

Products are media in the form of goods that can be offered to the market and the public to be purchased, used and consumed to meet the public's needs and desires. [12]. Brand, packaging, and product quality are a few qualities that go hand in hand with and enhance the product (product attribute features).

Effective and efficient design strategies and sales programs are necessary for managing a marketing communication system. A company's campaign must include sales promotion, and the most effective promotions are those run by happy customers. Promotion includes all types of marketing activities aimed at driving demand. Promotion is one of the company's strategies in

product marketing which is very important to increase public appeal [13].

The type of promotion or promotional mix [14] is the combination strategy from personal selling, advertising factors, and other promotional tools, all of which are designed to meet the goals of the sales program. Five mixes of promotion in product development, including public relations, direct marketing, sales promotion, personal selling and advertising. [15].

The study of consumer behaviour is on how people choose to purchase consumption-related things using the time, money, and effort they have available. When marketers discovered that consumers occasionally behave or respond differently than marketing theory predicts, they started studying consumer behaviour as a distinct marketing discipline. Culture, social status, personal influence, family, and circumstances are some of the factors that affect consumer behaviour.

**Coffee Commodity**

The plantation is one agricultural subsector that relies on natural resources. One of the subsectors that has grown the most steadily in terms of both area and production is the plantation subsector. The plantation sub-sector contributes significantly to providing employment, especially for developing countries such as Indonesia, where providing employment is an urgent problem.

The opportunity to develop coffee as a driving force for the regional economy is enormous, especially for coffee production centers. This opportunity is getting bigger and broader, especially after pioneering the concept of Agropolitan Areas in several rural areas in Indonesia. Sustainable agricultural development activities (economically, environmentally, and socially oriented) begin with efforts to manage natural resources wisely to sustain a sustainable life and to improve the community's quality of life from generation to generation.

Pasuruan Regency, as one of the coffee-producing areas, must see this as an excellent opportunity to produce quality coffee according to consumer demands and fulfill the principles of Sustainable Coffee development. Several factors that can affect coffee cultivation include the type of plant, post-harvest handling, cultivation techniques, and marketing of the final product.

**Agropolitan Area**

According to Law No. 26 of 2007, an agropolitan area is an area consisting of one or more activity centers in rural areas as a system of agricultural production and management of specific natural resources, which is indicated by the existence of functional linkages and spatial hierarchies of settlement system units and agribusiness systems. The goal of agropolitan development is to increase the effectiveness of facilities and infrastructure services that support agricultural activities, both those needed before, in, and after production.

Based on the general guidelines for the development of the East Java agropolitan area in 2014, the boundaries of an agropolitan area are not determined by government administrative boundaries (Village, District, Regency, etc.) but rather by considering economies of scale and economics of scope. Therefore, determining agropolitan areas should be designed locally by considering the realities of agribusiness developments that exist in each region.

In general, the objective of developing agropolitan areas is to increase income and community welfare. The imrovement through encouraging the growth of competitive agricultural systems and enterprises in order to speed up regional development and strengthen ties between rural and urban areas. based on people, sustainable (does not damage the environment), and decentralized (authority rests with local governments). According to the General Guidelines for the Development of the East Java Agropolitan Area in 2014, an area that can be developed into a food production center area (agropolitan) must be able to meet the following requirements: Have land resources with suitable agroclimate to develop agricultural commodities, especially food, Have infrastructure and infrastructure that adequate to support the development of agribusiness systems and businesses, especially food, have human resources with the potential to develop food production center areas (agropolitan) independently, and nature conservation and environmental sustainability for the preservation of natural resources, socio-cultural sustainability and the ecosystem as a whole.

In line with the development of agropolitan areas through the concept of a regional approach, the concept of an approach to empowering human/community resources must also go hand in hand and line. Empowerment of human resources is essential because, with the

support of quality human resources, the development of agropolitan areas with a regional approach will be able to achieve optimal results. Agropolitan is one of the regional planning frameworks that explicitly mentions the need for integrated development between urban and rural areas.

The biggest challenge in agropolitan development is integrating local capacity building and community participation into a program to accelerate the mutual benefits for rural and urban areas within the national development framework [15]. In general, in regional development, developing an agropolitan area is a form of regional development based more on linkages/networks in rural areas (Regional Network). Compared with the growth center development theory (Growth Pole), there are some differences in the basic sector, urban system, rural-urban relations, planning models, and policy areas.

**Triple Helix**

Etzkowitz and Leydersdorff originally popularized the triple helix theory as a method of developing innovation-based policies. This theory shows the importance of creating synergies from three poles, namely universities, companies, and the government in Indonesia, known as the ABG concept. ABG's goal is to develop a sustainable science-based economy. From this synergy, knowledge mobility is hoped to lead to innovation, especially in economic potential or knowledge capital. The third helix is the primary agent must always move to form a knowledge space; a space where the three agents have the same knowledge and understanding of who will lead the three. These agents form a consensus space, a consensus space where these three actors begin to make agreements and commitments to something that will eventually lead to the creation of an innovation hub. This innovation space can be packaged into innovative products that have economic value.

The triple helix is a metaphor for specific interactions between academia, industry, and government, where each maintains its independent identity but can promote the other [16]. The triple helix refers to the interplay among government, business, and academia. It was developed in the 1990s by Etzkowitz and Leydesdorff, and governments now frequently employ it as a tactic to create novel policies. The triple helix argument's central claim is that the best environment for innovation is provided by government, business, and academia. [16].

In developing the creative economy, connecting triple helix factors is very important between academics, business and government, where the three helices are key actors in the birth of innovation, ideas, science, and technology, which are important for developing the creative industry. The close, supportive, and symbiotic relationship between the three entities related to growth of a strong and sustained creative economy will be determined by to the model's basis and pillars. [17].

Sustainable economic development based on science and innovation is the goal of the triple helix concept. Knowledge mobility is hoped to lead to innovation from this synergy, especially regarding economic potential or knowledge capital. The triple helix concept should provide impetus to find the gap between the framework's institutional aspects and its social functions. The combination of two factors, namely layers of knowledge and institutions in three sectors (academic, industry and government) will provide opportunities to solve problems and innovate with collaboration between various sectors. [18].

Triple Helix is the synergy of three actors as a driving force in developing the creative economy. The Triple Helix concept's central principle is the power cooperation of government, business, and academia. Academic circles concentrate on creating useful discoveries and inventions using their resources, science, and technology. Businesses engage in capitalisation, which benefits the community and the economy. In the meantime, by supportive regulations, the government ensures and upholds the durability of its relationship. [19].

The successful collaboration of the three triple helix actors aims to provide a beneficial and balanced synergy so that each can ideally carry out its functions to build a strong and sustainable innovation area [20]. The Ministry of Trade of the Republic of Indonesia stated that the close, mutually beneficial, and symbiotic relationship between the three players is the foundation for the creative sector to stand firm and develop sustainably.

The triple helix model may not be free from problems [21]. Conceptually, the triple helix model has yet to be fully implemented because the government climate and industrial climate still need to be improved to create a knowledge-

based society. For this reason, the role of the triple helix actor is expected to build a strong synergy and mutual trust to contribute positively to the development, especially in increasing local revenue. Innovation development in several countries has transformed. Some countries still adhere to the Static Model, while some have switched to the Laissez-Faire Model, and only a few countries have implemented the triple helix model [22].

## MATERIAL AND METHOD

This research was conducted to develop the branding of Captain Pasuruan Regency coffee in the national and international markets. Data collection in this research was carried out using two combinations of methods, quantitative methods and qualitative methods.

Qualitative and quantitative methods are a combination of mixed research methods approaches [23]. The sources of data were obtained by involving several informants from several actors: government, business, and society. To increase the accuracy of the data, validity/authenticity tests were carried out through triangulation of sources, methods, investigators, and theories.

In this research, preference data is used to rank coffee brands based on respondents' preferences for a number of current features. The data collection process involves conducting respondent/community questionnaires, ranking various brands based on existing features, then mapping the attributes that are considered significant using SPSS 20.0 analysis software.

In addition, this research uses the Critical Path Method to determine the time needed to complete the captain's coffee. The critical path is a series of interdependent activities that must be completed within the planned time. Because the entire project work period will be late if this is not the case. In other words, the time required to complete a project is the amount of time determined by the critical path.

## RESULTS AND DISCUSSION

### Kapiten Coffee as City Branding for Pasuruan Regency

Competition between cities in today's business world is significant in creating branding as a form of identity for its existence. If the city has succeeded in creating a solid brand in the eyes of the public, it will naturally attract many investors [24], consumers, and tourists, both local and foreign [25]. So that, in the end, the brand will be the spearhead in the city management competition. But branding is also seen as a means of projecting a favourable image [27] and managing a city [26], with the goal of boosting competitiveness overall. A positive image helps in presenting a good image to the public, but it does not mean changing the city physically. In particular, good perception can differentiate one city from another [28]. This supports the claim made by Kavaratzis and Ashworth that city branding can influence tourists' perceptions of cities in a morally and ethically responsible way [29]. Kapiten Coffee, which is an agricultural product in Pasuruan Regency, is considered to be able to bring an excellent brand to this area.

According to Law No. 26 of 2007, an agropolitan area is an area consisting of one or more activity centers in rural areas as a system of agricultural production and management of specific natural resources, which is indicated by the existence of functional linkages and spatial hierarchies of settlement system units and agribusiness systems. Efforts that can bring about changes in the living standards of rural communities are made through the concept of the Development and Development of Agropolitan Areas (PKA). Agropolitan Area Development (PKA) is agricultural-based economic development in rural areas (agropolitan), which is designed and put into action by combining several potentials that already exist to promote the growth of decentralised, competitive, people-based, sustainable, and community-driven agricultural systems and enterprises that are supported by the government [30].

The objective of Agropolitan Area Development (PKA) is to increase community welfare income through accelerating regional development and increasing rural and urban linkages by encouraging competitive, populist-based, sustainable, and decentralized agribusiness systems and businesses in agropolitan areas. It is hoped that it can reduce the gap between rural communities and urban communities both in terms of welfare and income, reduce poverty, prevent urbanization of productive workers and increase Regional Original Income. To develop an integrated agropolitan area, it is necessary to prepare a master plan for the development of an agropolitan area which will become a reference for the preparation of a development program.

As an area with advantages in the management of coffee types, Pasuruan Regency

has an excellent opportunity to raise Kapiten Coffee as a city branding that can elevate its local status as the best coffee-producing area. Apart from being the best coffee in terms of taste, Kapiten Coffee is also ranked first in East Java because it has good seeding and harvesting procedures. Therefore, the management and existence of Kapiten Coffee must be preserved as a regional identity, and city branding must preserve the unique taste of Pasuruan Regency. The brand of a product can be contextualized in a country, region, or city, and is only sometimes associated with the character of the company.

**Kapiten Coffee Strategy by Commercialization**

In general terms, commercialization refers to the process and proportion of bringing agricultural products to market [31]. It is part of a broader innovation process to boost company revenue and create a competitive market. The commercialization of agricultural products, especially coffee, influences the perception of the city as a coffee producing area that is ready to compete globally and market segmentation.

Kapiten Coffee is Pasuruan Regency's trademark it has the greatest coffee and is prepared to compete both domestically and internationally. Therefore, in order for the Kapiten Coffeemarket segmentation to be widely disseminated and recognized by the general public, government policies must encourage commercialization in the form of marketing and production. According to FAO data from 2010, global coffee consumption is predicted to rise by 0.4% year [32], providing Indonesia with a chance to export coffee to other markets on a significant scale. This means that Kapiten Coffee has the opportunity to compete in international coffee competitions.

The commercialization strategy of Kapiten Coffee was carried out through organizing various events and winning many coffee evaluation competitions. No wonder Kapiten Coffee, a big Pasuruan Regency brand, can be known among the wider community.

The original coffee from Pasuruan Regency (Kapiten) is expected to become a superior product in line with coffee produced in other regions. Kapiten Coffee comprises various brands and processed coffee products from the Pasuruan Regency. Installing the Kapiten's label will signify that the Pasuruan Regency produces the coffee products circulated in the market. This commercialization strategy has become a concrete step for the government and stakeholders involved in building the city branding of Pasuruan Regency as the best coffee producer in the national and international arena (Table 1).

**Table 1.** The Competion of Kapiten Coffee

| No | Activity |
|---|---|
| 1 | The launch of "KAPITEN PASURUAN" was held on October 25, 2015 at Ampi Theater Taman Candra Wilwatikta Pandaan. |
| 2 | The election for Putri Kopi (Coffee Princess) Pasuruan at the Cheng Hoo Pandaan Mosque Parking Lot on July 30, 2016. |
| 3 | The Kapiten's coffee festival has been held two times, in 2018 and 2019. |
| 4 | 1st Winner of the 2013 Arabica Coffee Development Farmers Group Competition |
| 5 | 2nd Place for Robusta Indonesian Specialty Coffee Contest (KSSI) VIII TH in 2016 |
| 6 | Favorite Champion Indonesian Specialty Coffee Contest (KSSI) IX TH 2017 |
| 7 | 3rd Place Robusta Indonesian Specialty Coffee Contest (KSSI) XI TH in 2019 |
| 8 | The Favorite Arabica Coffee at the International Coffee Conference on Climate Change and Soil Degradation 2017 (IC4SD) held in Bali |

**Triple Helix Collaboration**

This is part of the innovation process in the agricultural sector that various stakeholders support to compete in the free market. The stronger the transformation of coffee farming in Indonesia, the more its commercialization develops. It aligns with Timmer's statement that agricultural transformation is getting stronger because of the impact of competitive commercialization [33].

Kapiten Coffee is a superior product to Pasuruan Regency's agricultural products, and it has succeeded in creating a brand that attracts many people. The Triple Helix actors Academic, Business, and Government are involved in the implementation of this commercialisation strategy. Every actor in the interactive metaphor known as the Triple Helix plays a part in implementing innovative and policy measures [16]. In order for the three players to accomplish the anticipated objectives of economic development and the creative industry [34].

The triple helix concept can also be used to build Kapiten Coffee's branding as the Pasuruan Regency's flagship product. The Pasuruan Regency administration has been implementing this for a long time in an effort to help coffee growers raise the selling price of their coffee on the free market and establish Kapiten coffee as a regional product [35]. The triple helix model is predicated on the interplay of three elements, as theorised by Etzkowitz and Leydesdorff [18].

While industry and entrepreneurs create commodities, the government controls rules and the market, and universities conduct research. [18,36].

The triple helix model is used as a connecting lens between universities, government, and employers in building a policy [37]. It is in line with what Etzkowitz and Leydesdorff said that the triple helix could be a tool for government policy, meaning that this concept will become a policy in Pasuruan Regency if the triple helix factors collaborate with each other towards developing Kapiten coffee as the city's identity. From the triple helix collaboration concept, the Kapiten Coffeecommercialization was carried out in stages, beginning with the local, national, and worldwide communities as well as the Pasuruan Regency's internal government. Additionally, there are additional ways that commercialisation is carried out, from launching the Kapiten Coffeeto participating in coffee festivals and international coffee evaluations. Commercial-ization through triple helix synergy gave birth to new policies, and Pasuruan Regency succeeded in creating a city brand, namely Kapiten Coffee.

**Findings**

Pasuruan Regency has a great chance to establish Kapiten Coffee as a city brand that may improve its local standing as the top coffee-producing region since it has advantages in managing coffee varieties. In addition to having the best flavour, the Kapiten Coffee was named the best coffee with the best seedling method for picking at the East Java level. Therefore, the development and sustainability of Kapiten coffee in terms of quality, taste and characteristics are the identity of Pasuruan Regency. The results of the recapitulation of ranking preference data can even be seen in Table 2 below.

According to the Table 2, Dampit coffee's pricing attribute has a ranking of 1, indicating that it is the most reasonably priced. On the pricing attribute, Kapiten receives ranking mode 3, Aceh Gayo and Ijen Coffee receive ranking mode 4, and Kopi Arjuno receives ranking mode 5. All attributes were also recapped, and the lower ranking (4 and 5) as weaknesses.

After identifying the Kapiten Coffeebrand's shortcomings in relation to other coffee brands, the author will ascertain how the Kapiten Coffeebrand was developed in order to create the Pasuruan Regency brand. The author will explain how each activity is timed based on a time study, how the sequence of activities is prepared based on the production activities, how a network is created, how the production completion time is estimated using the critical path, and whether there is a chance for maximum production completion time acceleration. The Kapiten Coffeebrand development activities project includes a number of tasks, ranging from preliminary planning to completion. The Kapiten Coffee brand development project's work components are as follows.

***Work Item***

The work items to be analyzed are production, packaging, and marketing works. Furthermore, a work breakdown of the three work items is listed in Table 3. Based on the work breakdown, the network diagram based on Critical Path Method (CPM) was made for the development of the Kapiten Coffee brand as seen in Figure 1.

**Table 2.** Recapitulation of Ranking Coffee Preference

| Preferred Attribute | Coffee Brands | | | | |
|---|---|---|---|---|---|
| | Kapiten | Arjuno | Dampit | Aceh Gayo | Ijen |
| Price | 3 | 5 | 1 | 4 | 4 |
| Packaging | 4 | 1 | 2 | 4 | 2 |
| Quality | 3 | 1 | 2 | 4 | 2 |
| Search | 1 | 2 | 3 | 4 | 5 |
| Waste | 3 | 3 | 1 | 4 | 5 |
| Environment | 3 | 1 | 3 | 4 | 5 |
| Aroma | 3 | 1 | 2 | 4 | 2 |
| Character | 3 | 1 | 1 | 4 | 1 |
| Taste | 3 | 1 | 2 | 5 | 4 |
| Texture | 2 | 1 | 1 | 5 | 4 |
| Recommendation | 3 | 1 | 2 | 1 | 4 |
| Superiority | 3 | 1 | 2 | 5 | 4 |
| Enjoyment | 3 | 5 | 1 | 4 | 4 |

**Notes:** ranking was made from 1 (the highest preference) to 5 (the lowest preference).

Based on the use of the critical path method, although we found seven other optional paths, the critical path P1 – P2 – P3 – P4 – P5 – PC1 – PC2 – M1 – M2 – M3 – M4 is obtained according to the red arrow on the work network, with a normal project completion time of 51 days.

**Table 3.** Work Item Breakdown

| Work Item | Code | Duration (days) |
|---|---|---|
| **Production (P)** | | |
| Physical analysis of coffee beans | P1 | 7 |
| Roasting coffee beans | P2 | 4 |
| Coffee grinding | P3 | 4 |
| Mixing | P4 | 3 |
| Waste treatment | P5 | 7 |
| **Packaging (PC)** | | |
| Primary | PC1 | 3 |
| Secondary | PC2 | 3 |
| **Marketing (M)** | | |
| Determine the product's price | M1 | 4 |
| Determine the market target | M2 | 7 |
| Create marketing strategy | M3 | 5 |
| Create online marketing media | M4 | 4 |
| **Total** | | 51 |

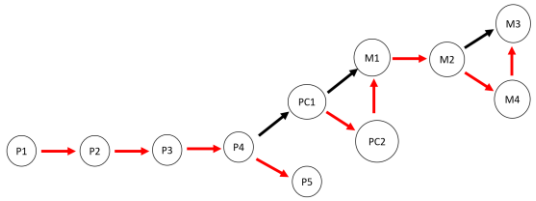



**Figure 1.** Network of Kapiten Coffee's Work Item based on Critical Path Method

**Description:**
**Red arrow:** compulsory path
P1-P2-P3-P4-P5-PC1-PC2-M1-M2-M3-M4 = 51 days

**Black arrow:** possible path
P1-P2-P3-P4-PC1-M1-M2-M4 = 36 days
P1-P2-P3-P4-PC1-M1-M2-M3-M4 = 41 days
P1-P2-P3-P4-PC1-PC2-M1-M2-M4 = 39 days
P1-P2-P3-P4-PC1-PC2-M1-M2-M3-M4 = 44 days
P1-P2-P3-P4-P5-PC1-M1-M2-M4 = 43 days
P1-P2-P3-P4-P5-PC1-M1-M2-M3-M4 = 48 days
P1-P2-P3-P4-P5-PC1-PC2-M1-M2-M4 = 46 days

## CONCLUSION

The commercialization of Kapiten Coffee is an effort to build the city brand of Pasuruan Regency as the best coffee-producing area with measurable quality. This strategy should involve three important actors: government, academics, and entrepreneurs (Triple Helix) and proceed to commercialization. Kapiten Coffee, with serious commercialization involving stakeholders, will lead Pasuruan Regency as the best coffee-producing area.

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# MANUSCRIPT SUBMISSION

## FOCUS AND SCOPE

Competitiveness of destinations, products and Indonesian tourism business; Diversification of tourim products; Incentive system of business and investment in tourism; Information, promotion and communication in tourism; Tourism supporting infrastructure; Security and convenience in tourism; Tourism policy; Unique tourism community life (living culture); Local knowledge, traditions, and cultural diversity; Diversity and attractions in ecotourism; Diversity of natural attractions in ecotourism; Pluralistic diversity of ecotourism society; Diversity of ecotourism activities; Hospitality of the local resident; The quality of torism services; Quality of HR in tourism (Standard, accreditation and competence certification); The market share of tourism and integrated marketing system; Package of tourism attraction; Development of tourism regions; Community based Eco-Toutirsm.

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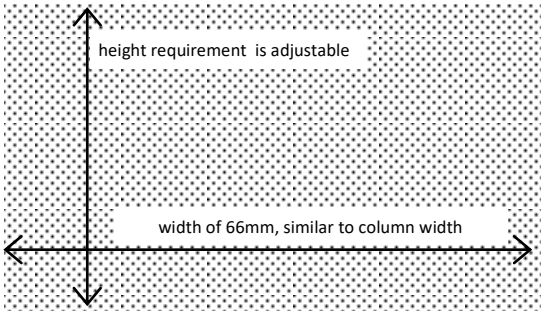



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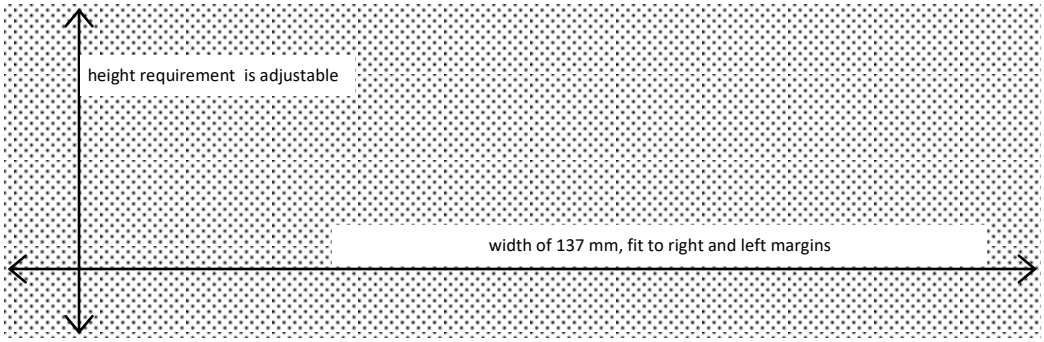



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