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Community Empowerment Based Ecotourism Development Strategy Using SWOT Method (Case Study of Tourism Pilots Managed by Community Groups)

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Abstract: The development tourism in Indonesia growing with the pace of the world economy. Indonesia is a rich in natural touriand cultural tourism, nowadays the government is increasing aggressively developing tourism resources which will be planned as a source of foreign exchange, therefore the government realizes the importance of tourism as a sector that can improve the standard of living of the Indonesian people in general and in particular will improve the standard of living of the people. Regionally, in other words, it will increase the income of people who live in the environment around tourist attractions. Tourist villages are now becoming a trend in improving the economy by utilizing the potential of an area, one of which is in Ayah district. Research focus (1) How is the development of community-based ecotourism in Kebumen Regency, especially Ayah District. (2) How to implementation the development of community-based ecotourism Tourism in Kebumen District, Ayah District. (3) How to evaluate the development of community-based ecotourism in Kebumen, Ayah District. This study aims to provide an understanding of analyzing the formulation, analyzing the implementation, and analyzing the evaluation in developing the tourism sector, especially tourist villages as an effort to empower the community in Kebumen Regency, especially Ayah sub-district. The most interesting strategy that can be implemented in Ayah District tourism is the S-O 1 strategy, namely maintaining pricing, optimizing the quality and quantity.

Keywords: *development strategy; community empowerment; ecotourism*

A. INTRODUCTION

Tourism is often seen as a very prominent sector in the world economy. The world of tourism involves various components, namely the government, small and large entrepreneurs, industry, craftsmen, artists, humanists, the community, both directly and indirectly. In

reality, tourism development does not only have a positive impact but can also have a negative impact. (Arjana 2016)

Environmental changes, developments in science and technology, as well as information systems that are increasingly rapidly driving the birth of a world paradigm that knows no boundaries. The flow of



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mobilization of goods, services and people which is also increasing rapidly has directed the world economic system into a global economic and trade scheme.

The management of the company at the local and international level must be able to keep up with the flow of competition which demands the ability to adapt creatively in order to anticipate increasingly dynamic market changes. This capability is owned so that the company it manages can continue to grow and develop in the long term and is sustainable and must be able to recognize its competitors well. (Muhammad Adam 2015)

The definition of ecotourism has developed from time to time. However, in essence, the notion of ecotourism is a form of tourism that is responsible for preserving natural areas, providing economic benefits and maintaining cultural integrity for local communities. With this definition, the form of ecotourism is basically a form of conservation movement. The first definition of ecotourism was introduced by the organization The Ecotourism Society (1990) as follows: Ecotourism is a form of travel to natural areas that is carried out with the aim of conserving the environment and preserving the life and welfare of the local population. Originally, ecotourism was carried out by nature-loving tourists who wanted the tourist destinations to remain intact and sustainable, in addition to maintaining the culture and welfare of the people. But in its development, it turns out that this form of ecotourism is growing because it is much favored by tourists. Tourists want to visit natural areas, which can create business activities. Ecotourism is then defined as follows: Ecotourism is a new form of responsible travel to natural areas and adventure that can create a tourism industry (Eplerwood, 1999). From these two definitions it is understandable that world ecotourism has developed very rapidly. It turns out that several destinations from national parks have succeeded in developing

this ecotourism. In fact, in some areas a new thought has been developed related to the notion of ecotourism.

The phenomenon of education is needed in this form of tourism. This is as defined by the Australian Department of Tourism (Black, 1999) which defines ecotourism as nature-based tourism by including aspects of education and interpretation of the natural environment and community culture with ecological sustainability management. This definition emphasizes that the related aspects are not only business like other forms of tourism, but are closer to special interest tourism, alternative tourism or special interest tourism with natural tourism objects and attractions. In Ayah sub-district, there are lots of tours that have emerged and become an interesting trend, one of which is natural tourism which is also a beach. On the other hand, with the increasing development of tourism in various regions, it is necessary to choose a good strategy.

B. MATERIALS AND METHODS

Research is an attempt to find, develop and test the truth of a knowledge using the scientific method. Finding means trying to get something to fill the void, while developing means expanding and digging deeper into what already exists, and testing is checking the truth according to facts.

Research or also known as research comes from the English research where *re* means to return and *search* means to search. so that if combined it means looking back for answers to a problem.

In order to find answers to a problem scientifically, appropriate methods are also needed so that the answers generated from the research can be accounted for academically. In language, methodology comes from the Greek, namely *metos* and *logos*, *metos* means the right way to do

something and logos means science or knowledge. So that methodology is the sciences or methods used to obtain the truth using searches in a certain way to find the truth depending on the reality being studied. (Hendri Tanjung 2013)

The results of field research were then evaluated more carefully to obtain the most appropriate conclusions in developing tourism in Ayah sub-district which was managed by community groups using a SWOT analysis which was then used in formulating development strategies. The strategic formulation process goes through three stages of analysis, namely:

1. Data Collection Stage

- a. Evaluation of External factors

The company's external environment in reality is very dynamic and changes rapidly due to the influence of various factors with complex interactions. By understanding the external environment, companies can strengthen internal resources so that strategic fit occurs which provides opportunities for companies to continue to grow and develop. The company's external environment consists of three main groups, namely: General environment, industrial environment and competitor environment. (sampurno 2013)

- b. Evaluation of Internal Factors

Analysis of the company's internal environment has an important meaning, especially to determine the suitability of the company's strategy with internal resources and with the dynamics of the external market as well as the capabilities of its competitors. According to Thomson and Striland, to assess the internal

condition of a company, there are five important aspects that need to be analyzed, namely how the strategy is being implemented, what are the strengths and weaknesses, what are the opportunities and threats, how the company's cost structure is compared to competitors, and the strategic issues faced by the company.

Internal analysis of the company as a whole is a pre-condition for identifying strategic issues that must be known by management to then develop strategies related to company resources and competitive capabilities related to competitive conditions in the industry. (sampurno 2013)

Limitations regarding Tourism Marketing have been put forward by many experts in tourism. In general, an understanding can be given as all activities to bring together demand and supply, so that buyers get satisfaction and sellers get maximum profit with minimum risk.

Marketing in tourism is a very complex matter because products from the tourism industry have characteristics compared to products in the form of goods and besides tourism products are often interrelated with several companies, agencies, institutions in society. On the one hand there must be cooperation but on the other hand it is not uncommon for the opposite to occur, because they sometimes act as competitors.

Tourism is often seen as a very prominent sector in the world economy. If the sector retreats, then many countries or governments are affected economically. International revenue from tourism is an input from outside the domestic economy and has dams

positive side. The most influential issue strategically now and in the future is the impact of the currents of economic globalization which are sweeping fast and have properties that are capable of carrying out structural changes in economic markets.

Several elements or key elements that determine the relationship between tourism and economic development include: types of tourism, economic structure, the relationship between capital transfer and labor migration. (Salah Wahab 1992)

| FE FI | Opportunity(O) | Therats (T) |
|------------------|--|---|
| Strengths (S) | SO Strategies for using strengths to take advantage of opportunities | ST The strategy of using strengths to overcome threats |
| Weakness (W) | WO Strategies to minimize weaknesses to take advantage of opportunities | WT Strategies to minimize weaknesses and avoid threats |

Source: (nugroho 2011)

2. Analysis of Organizational External and Internal Factors

The company's external environment in reality is very dynamic and changes rapidly due to the influence of various factors with complex interactions. By understanding the external environment, companies can strengthen internal resources so that strategic fit occurs which provides opportunities for companies to continue to grow and develop. The company's external environment consists of three main groups, namely: General environment, industrial environment

and competitor environment. (Sampurno 2013) The analysis of organizational external factors obtains several factors including:

- a. Homestay services from the community

Menganti Tourism is located in a mountainous area which is far from urban areas, so it is far from lodging (hotels). The existence of homestay services from the community is very good in the future for Menganti tourism. Wisata Menganti already has homestays in tourist areas, but there are not many of them, only 5 homestays. As a result, during the long holiday season, such as Eid and New Year, there is a great shortage of homestays, so that the offer of homestay services from the community is very profitable for Menganti tourism.

- b. Local cultural events

Karangduwur Village still has very interesting local cultural wisdom, namely sea alms. In the future, the sea alms ceremony on the Menganti coast will be used as a tourist activity to attract visitors.

- c. LMDH cooperation with public transportation

Steep roads prevented tourist buses from entering the Menganti tourist area, so the buses could only park at the Logending Beach area terminal. For tourists heading to Menganti, they are usually transported using angkotes that have collaborated with the Menganti tourism manager.

- d. SOE minister's offer for additional facilities.

The arrival of the Minister of BUMN, namely Mrs. Rini Soemarno, to Ayah District, opened up opportunities for Menganti tourism. Seeing tourism that is clean and beautiful but in terrain that is difficult to reach, the Minister of BUMN, Mrs. Rini Soemarno, offered cooperation in the form of paving roads and adding trash bins. This is very beneficial for Menganti tourism, because the problem that is often encountered is the occurrence of accidents due to steep and narrow terrain, with this collaboration it is hoped that it will be able to minimize the weaknesses in Menganti tourism.

- e. Government policy with the inauguration of YIA airport in Kulon Progo.

In April 2019, YIA airport has been officially used partially. With the construction of the YIA airport, it is hoped that it will open up opportunities for Menganti, namely an increase in the number of visitors to Menganti tourism, especially from outside Central Java.

- a. The Government's policy is to make DupleTrack Kutoarjo-Kroya

In addition to the opening of the YIA airport in Kulon Progo, the government project with the double track railroad is also expected to be profitable and open up opportunities for Menganti tourism, namely by increasing the number of visitors, especially for those who like to travel by train.

- b. The number of visitors always goes up every year.

The average visitor to the Menganti tour is from the Purworejo, Banjarnegara and Purworejo areas and they know about the Menganti tour through word of mouth. With the increasing number of visitors each year, there will be many people promoting Menganti tourism.

- c. Tsunami high wave hazard

The main threat to beach tourism is the presence of high tsunami waves. When the BMKG provides information on social media regarding the tsunami hazard, it is certain that tourist visitors will be quiet. Even the changing tours experienced a decrease in the number of visitors by up to 60%.

- d. Access roads are difficult and steep

Located in a hilly area and with steep and lofty road terrain, it is a threat that Menganti tourism must face

- e. Accidents happen often

Steep roads, lots of inclines, and sharp turns cause frequent accidents, from minor injuries to fatalities. Especially during the holiday season there are frequent accidents because apart from the steep terrain there are also traffic jams uphill and this causes many motorbikes to break down, cars that are not strong and so on.

- f. Kebumen as an area that has many beach tourism

Almost all sub-districts in Kebumen Regency have beaches and the beaches are no less

interesting than Menganti tourism. On average, the beaches in Kebumen Regency have two views, namely besides the beach and hills, it's just that not all of them can be reached.

3. The creativity of competitors is unpredictable and there is still minimal public awareness of tourism potential

Kebumen Regency has many tours such as beach tourism, caves, hills, and reservoirs and of course each tourist is always competing to be the best.

Analysis of the company's internal environment has an important meaning, especially to determine the suitability of the company's strategy with internal resources and with the dynamics of the external market as well as the capabilities of its competitors. According to Thomson and Striland, to assess the internal condition of a company, there are five important aspects that need to be analyzed, namely how the strategy is being implemented, what are the strengths and weaknesses, what are the opportunities and threats, how the company's cost structure is compared to competitors, and the strategic issues faced by the company.

The results of the internal factor analysis of the organization get several factors including:

- a. Interesting natural factors in the form of beaches complete with hills.

The biggest gift given to Menganti tourism is the beach which is complete with hills and attractive scenery. The hills are not only a view but can be accessed and are an inseparable tour package, namely the beach and the hills.

Visitors can visit the beach or the hill at the same time.

- b. White sand beach

Another strength it has is the white sand beach, this is what makes Menganti tourism attractive, because there are no beaches in Ayah's sub-district that have white sand, only Menganti beach.

- c. Tickets are relatively cheap

Entrance ticket for the Menganti tour is IDR 12,500 with free parking and vehicle arrangement services, free shuttle transportation, Wifi, vehicle boarding services, tour guides in each of the main shuttles and saung. The price of 12,500 is said to be very cheap with these facilities, inside there are no more fees except if it goes into a resident's business such as a small hut belonging to the residents of the Karangduwur community, 10,000 will be withdrawn to rent the hut.

- d. There is a fish auction place in the tourist area

Many tourists do not come for recreation but to buy fresh seafood directly from fishermen who feel the price is cheaper. Especially visitors from areas that don't have beaches such as Banjarnegara and Purbalingga.

- e. Community support

Menganti Tourism is purely managed by the Karangduwur community, without strong support from the managing community it cannot be managed properly, because all the managing actors from the community start from fishermen, homestay services, parking management officers,

security officers and so on including all sellers from the Karangduwur community.

- f. Legally incorporated organizations and structured organizations.

LMDH officially became the manager of the Menganti tour in collaboration with Perhutani starting in 2012. LMDH has 34 members with 6 as daily management bodies and 28 as working groups or commonly called working groups.

- g. Empowerment of local communities.

The Menganti Tourism is opened for the welfare of the Karangduwur people, therefore everything in the tour is the Karangduwur people.

- h. Clean environment.

A clean environment creates comfort for tourist visitors, therefore the manager has four cleaners, of which four every morning before visitors arrive and every afternoon cleans the entire tourist area.

- i. Low insurance for visitors.

One of the weaknesses of Menganti tourism is that the manager still cooperates with the lowest number of insurers, even though tourist visitors are increasing every year but until now there has been no renewal of cooperation.

- j. Human resources that are not in accordance with education

Some managers of Menganti tourism are not in accordance with their education, especially in the

field of marketing, because people who are in that field are not graduates of economics or tourism but are purely educated. And this is considered heavy for the head manager because he often works not according to his duties and functions.

- k. Service facilities that still do not meet the needs of visitors.

Another weakness is the imbalance between certain service facilities and the number of visitors who come. These facilities include homestays, shuttle transportation, the number of main huts and the place for queuing for shuttle cars, besides that the road access for shuttles and for visitors is still the same so traffic jams often occur.

- l. Income sharing is too high.

Every year the Menganti tour has to share income between several parties, such as BUMN, Perhutani, the local government, the village, and Karangtaruna Karangduwur Village.

- m. Lack of road guardrails

Steep and ravine roads really need roadblocks, there are already several roadblocks but not all of them use iron, some only use ropes, this causes during the 2019 holidays there are still car accidents plunging into ravines.

- n. The road is impassable for Tourism Buses

The road to the Menganti tour is still narrow for tourist access, so the 60-passenger tourism bus cannot enter the Menganti tour, because if you enter it will cause prolonged traffic jams and more risks. So that the tourism buses

can only stop at Ayah's beach, and head to Menganti by being picked up using public transportation.

- o. The number of homestays is too small.

The number of homestays in Menganti tourism is 5 homestays and this is considered insufficient to accommodate the number of tourists, especially during the holiday season.

SWOT analysis is a systematic identification of various factors in order to formulate a company strategy, where SWOT analysis is based on logic that maximizes strengths and opportunities, but can simultaneously minimize weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies. Thus the strategic planner must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This section is not mandatory but can be added to the manuscript if the discussion is very long or complicated.

- a. STRENGTHS (S)

List of strengths possessed

interesting natural factors in the form of complete beach with hills, relatively cheap entrance ticket, there is a place fish auction in tourist area, support from public, organizations that are legal entities, empowerment of local communities, clean environment.

- b. WEAKNESSES (W)

List of weaknesses Low Insurance for visitors, Human resources that are not in accordance with education, Service facilities that still do not meet the needs of visitors, Income

sharing is too high, Lack of road guardrail security, The road cannot be traversed by Tourism Buses, The number of homestays is too small

- c. OPPORTUNITIES (O)

Homestay services from the community, Events local culture, Cooperation between LMDH and public transportation, The offer of the Minister of BUMN for Additional facilities, Government policy with the inauguration of YIA Airport in Kulon Progo, Government policy by making Double Track Kutoarjo-Kroya, The number of visitors always goes up every year.

- d. THREATS (T)

Danger of high waves and tsunamis, Difficult and steep road access Often accidents happen, Unpredictable competitor creativity and public awareness is still minimal to tourism potential, Kebumen as an area that has a lot of beach tourism

C. CONCLUSION

Based on the SWOT quadrant, the position of tourism is in quadrant I, namely the position of opportunity and strength.

- 1. (SO) Strategy

- a. Setting the price
- b. Optimizing service quality
- c. Maintaining the special characteristics of tourism and upholding local wisdom

- 2. (WO) Strategy

- a. Increase the quantity and quality of tourism infrastructure
- b. Hold certain events

- c. Improving the quality of human resources
- 3. (ST) strategy
 - a. Maintain price
 - b. Innovate new products without destroying nature
 - c. Maintaining image
- 4. (WT) Strategy
 - a. Improving the quality of HR
 - b. Improving service quality

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