Conference Paper

Development Strategy of Agroecotourism Tutur’s Coffee

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Abstract

In the era of economic sustainability in Indonesia, coffee commodity is expected to continue to increase foreign exchange for the country, as well as able to provide jobs for the community so that a concept called agro-tourism is needed. The research question asked is how the strategy of development of Agroecotourism Tutur’s Coffee should be done in order to increase the number of tourists who visit at once can compete with other tourist attractions. The SWOT analysis is used to identify the various factors systematically both forces and opportunities, while simultaneously minimizing the weaknesses and threats from the development of the Agroecotourism Tutur’s Coffee. Analysis of the IFE and EFE matrix results in internal strategic factors in the form of strengths and weaknesses and external factors in the form of opportunities and threats. Power that is owned by Agroecotourism Tutur’s Coffee is a beautiful natural panorama, has a coffee processing from seed to ready to serve as a tourist, and the price of entry is cheap. While the weaknesses are owned by government support focus on the cultivation of coffee has not been to the aspect of tourism. On the other hand, the opportunity is owned by popular nature trend and market segment is not limited by age. While the main threat that must be faced until now the concept of a similar tour.

Keywords: agroecotourism, coffee, SWOT analysis

INTRODUCTION

One of the leading commodities in the estate subsector is coffee. Coffee is a plantation product that has a good market opportunity at home and abroad. In 2015, International Coffee Organization (ICO) said on the international coffee commodity competition map that Indonesia is the fourth largest coffee exporting country in the international market after Brazil, Vietnam and Colombia. Most of Indonesia’s coffee production is a commodity exported to the international market. In 2004, Indonesia produced 647,386 tons of coffee and an area of 1,303,943 hectares. Production continues to increase up to 685,089 tons in 2014 with an area of 1,246,810 hectares. The development of coffee productivity from 2004 to 2012 has fluctuated and is relatively low. This is because the farmers who become coffee producers do not have the capital, sufficient knowledge, and technology

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to manage the plants they have optimally. Productivity in 2004 reached 666 kg/ha (Ministry of Industry of Indonesia, 2015).

In the era of sustainability of the national economic recovery, coffee commodities are expected to continue to increase foreign exchange for the country, as well as able to provide jobs for the community, especially for people in coffee production centers. So by observing some opportunities, advantages, as well as obstacles to make the coffee industry important for analysis. Reflecting on the problem, it needs a concept that can maintain the function of agricultural land and increase the value of agricultural products known as agrotourism. Agrotourism is a form of special interest tourism and a combination of agricultural cultivation and engineering of agricultural objects to be used as a tourist attraction. Choo & Jamal (2009) defines agro-tourism can be grouped into ecotourism, i.e., tourism activities with no damage or pollute nature with the aim to admire and enjoy the beauty of nature, animals or wild plants in their natural environment and as a means education (Fennell, 2002; Bansal & Kumar, 2011).

Marpaung (2002); Kuo & You (2006), explains that the main activity of agrotourism is introducing agriculture cultivation system traditionally or modern, because agro-tourism is principally a business activity that expects the arrival of the consumer directly at the place of the tour. While the goal of agrotourism in addition as a place of recreation is to conserve and preserve the environment. The benefits of agroecotourism are: (Kuo & You, 2006) to conserve natural resources, to conserve local technology, and to increase community incomes around the site by empowering local people.

In geographically, Agroecotourism Tutur’s Coffee in Tutur Sub District is one of agro tourism that has some potential. These potentials are (a) strategic location as one of the golden triangle areas of Pasuruan Regency (Surabaya, Malang and Banyuwangi), (b) accessibility within easy reach, and (c) utilization of landscaping landscapes as landscape visual as well as community empowerment factors.

Agroecotourism Tutur’s Coffee has big enough potential to always increase the number of tourists visiting with facilities owned, which can be developed again in order to attract consumers as well as improve the competitiveness of both the tourist attractions located in Pasuruan and competitiveness with the place tourism located in East Java region.

Various kinds of agro-tourism that have been developed or pioneered new in the region especially East Java, all have various similarities in the concept of business offered. The similarity is that every agro has a land or garden as a tourist attraction and also a factory as a place of processing. In addition, each of the agro has a main focus is as an educational tour for the visitors. But if viewed in terms of uniqueness that is owned by Agroecotourism Tutur’s Coffee compared to other agro-tourism so far has not had its own uniqueness. So agro is very necessary to have a competitive advantage in order to continue to compete.

The development of strategy in the agro-tourism business becomes something that is very important in the effort to get the hearts of consumers, so research and analysis of the development strategy is important to do. The results of the analysis can be a new development strategy. The preliminary determinations of the strategy analysis are to analyze internal and external environments as a way to consider internal and external factors that will affect the existence and the products produced by a business. Based on the description then it can be raised research question is "How to strategy development of Agroecotourism Tutur’s Coffee that must be done in order to increase the number of tourists who visit at once able to compete with other tourist attractions?"

**METHODS**

**1. Site**

The subject of this research is Agroecotourism Tutur’s Coffee located in Tutur District, Pasuruan Regency, East Java. The selection of the study sites was deliberate with consideration (1) many potentials that need to be developed at the location of agro-tourism (2) agro-tourism can be an alternative in introducing agriculture to the general public and young generation in particular. The data collection activities conducted in May to July 2017.
2. **Sampling Methods**

   Determination method of sample used in this research is non probability sampling with purposive sampling technique that is determination of sample which based on predetermined criteria. The purposive sampling technique is used because the study discusses the formulation of a business policy so that the selection of respondents is addressed to the internal parties involved in the company’s strategy and strategy determination. Internal party respondents are the managers and supervisors of Agroecotourism Tutur’s Coffee. Respondents from external parties are representatives from the Department of Agriculture and Food Crops, Plantation and Forestry Service and Tourism Office of Pasuruan Regency. Respondents from external parties are expected to provide a more objective assessment of internal respondents. In addition, there are also respondents from the consumer so that the total respondents as many as 30 people.

3. **Data Analysis**

   SWOT analysis is the systematic identification of various factors to formulate the company’s strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats. The SWOT matrix was obtained from the identification of the IFE matrix and the EFE matrix. The SWOT matrix also shows the suitability between weakness, strength, opportunity and threat (Rangkuti, 2006). The SWOT matrix is an important matching tool in helping managers develop four types of strategies: SO strategies, WO strategies, ST strategies, and WT strategies. Steps in analyzing SWOT are:

   1. Write down the internal strengths and weaknesses of the company.
   2. Write down opportunities and external threats company.
   3. Match internal strengths with external opportunities and record the results of SO strategies.
   4. Match internal weaknesses with external opportunities and record WO strategy results.
   5. Match internal strength with external threats and record ST strategy results.
   6. Match internal weaknesses with external threats and record WT strategy results.

RESULT AND DISCUSSION

1. **Existing Condition of Tutur District Supporting of Agroecotourism**

   Tutur District which is part of Pasuruan regency is one of the areas that has the potential of beautiful natural objects and the development of various businesses in the field of horticulture and fruit development such as chrysanthemum flowers and other types of cut flowers, pabrika and apple orchard. Referring to the unit of development area (SSWP) Pasuruan Regency, and see the condition of natural wealth and agricultural potential of Tutur District will be developed into Agroecotourism Tutur’s Coffee regions the main picture Tutur District adjacent to the northern District Wonorejo and Puspo Subdistrict south of Malang regency east of Tosari District and west of Purwodadi District, 8987.2 km² with 12 villages and 48 hamlets Conditions of area consisting of mountains with altitude of 900-110 meters above sea level, average air temperature 20 °C. Most of the inhabitants work as farmers of vegetables, fruit and flowers, and dairy farmers, in addition to traders, civil servants and services.

   The management of Agroecotourism Tutur’s Coffee certainly can’t be separated from the coffee farmers themselves who are members of the Manunggaling Karso Farmer Group. Manunggaling Karso Farmer Group was established in Tutur Village, Tutur District, Pasuruan Regency in 2005 which started from coffee farmers located on the border of Malang Regency with Pasuruan Regency. Seeing the excellent natural potential in the area so that the farmers are willing to become one in order to achieve higher income than before, especially coffee people with robusta coffee.
2. **Strategy Analysis of Agroecotourism Tutur’s Coffee Development**
   
   **a. Stage of Strategy Formulation**
   
   The input stage contains the basic input information needed to formulate the strategy. The input stage used in the framework of strategy formulation in this research is the IFE and EFE matrix. This input matrix is related to the relative importance of the opportunity, threat, strength, and weakness factors of the internal and external environmental analysis results.

   Based on Table 1. The results of the Internal Factor Evaluation (IFE) matrix, which is the main force of Agroecotourism Tutur’s Coffee is a panoramic view of coffee plantations and coffee-processing factors with a score of 0.48 and 0.44 respectively. Both strategic factors have a great influence on the internal environment of the company and become a major force for the development of Agroecotourism Tutur’s Coffee in Tutur District, Pasuruan Regency, to compete in the tourism industry and other agro-tourism.

   Agroecotourism Tutur’s Coffee is one of the gates that pass when we want to go to Mount Bromo. Tutur District has a variety of unique and unique natural beauty potential of mountainous areas that will not be saturated to be enjoyed. In addition to the coffee garden spreads, various kinds of fruits (such as apples, durian, dragon fruit, strawberry, orange, mango, avocado, jackfruit, golden melon and others), chrysanthemum flowers, peppers, roses, ornamental, vegetables, dairy farms as a dish that is pity to pass up. The streets in the mountains that make cornering shape every morning are always enlivened by farmers and cow milk farmers who will travel to the land of the livelihood of his life.

   The coffee processing plant owned by the Manunggaling Karso Farmer Group actually goes into the realm of production, the coffee beans obtained from the coffee plantations grown by member farmers. Where the best coffee beans have been sorted, there are five stages in processing coffee, from the form of seeds until ready to eat. a) Grading, this process is an early stage in the production process. The selected coffee beans are accommodated in large tubes. In this tube, the seeds will be separated from the remaining foreign objects. In this process, the coffee beans will be sorted out from rocks, twigs, and foreign objects automatically. In addition, the coffee beans will also be separated according to size, large ones will be collected with large seeds as well. Likewise with the small coffee beans. It will be related to the next process. b) Roasting, which determines the character, aroma and taste of coffee to be produced. In this stage, the coffee beans that have been graded, will be distributed to a special roasting machine. Coffee beans will be roasted at temperatures of approximately 200 °C with a duration of approximately 15 minutes. This process will also reduce the water content contained in coffee beans. Keep in mind, the lower the water content contained in the coffee beans, the stronger the aroma and taste of coffee. c) Grinding, after roasted, then coffee beans cooled in a special machine with a temperature of approximately 50 °C. After the coffee beans start to fall in the heat temperature, into the milling machine until smooth and processed until smooth. Automatically, the grinder machine will separate the grinding which is fine and rough. Rough handles are inserted again and milled again until smooth. While the coffee beans are smooth, immediately taken and processed to the next stage, namely mixing. d) Mixing, mixing process is done in different place. In this stage, the coffee powder is ready to be combined with various formulas, such as milk, sugar or other ingredients to produce the type of coffee produced. e) Packaging, this process is a coffee packaging stage that has been formulated with various alloys. This process is followed by an automatic machine, where the coffee dose is adjusted. And wrapped automatically according to the net packaging weight of the product. Good packaging process, aims to produce instant coffee of good quality.
Table 1. IFE Matrics of Agroecotourism Tutur’s Coffee Development

| INTERNAL STRATEGIC FACTORS | WEIGHT | RATING | SCORE |
|---------------------------|--------|--------|-------|
| **Strength**              |        |        |       |
| • Have a beautiful panoramic view of the coffee garden | 0.12   | 4      | 0.48  |
| • Availability of land for development is still available | 0.11   | 3      | 0.33  |
| • Have a coffee place from beans to ready as a tourism | 0.11   | 4      | 0.44  |
| • Cheap admission price  | 0.12   | 3      | 0.36  |
| • Security seeks         | 0.11   | 2      | 0.22  |
| **Total**                |        |        | 1.83  |
| **Weakness**             |        |        |       |
| • Non-intensive and aggressive promotions | 0.06   | 2      | 0.12  |
| • The existing tourism potentials have not been optimally managed | 0.06   | 3      | 0.18  |
| • Limited business partnerships | 0.08  | 3      | 0.24  |
| • Pasuruan Government has support focuses on coffee cultivation not yet on tourism aspect | 0.08   | 4      | 0.32  |
| • Tourism HR management is not maximized | 0.08   | 2      | 0.16  |
| **Total**                |        |        | 1.02  |

Source: Data analysis (2017)

A series of coffee production process is a main attraction for local and international tourists. So as the display then the place and the production process of coffee is open to the public, but it also serves as an educational process.

The main weakness of Agroecotourism Tutur’s Coffee is the support factor Pasuruan Government focus on coffee cultivation yet to the tourism aspect. The coffee farming area of Tutur District needs support from the local district government, mainly in promotion and socialization as one of the leading economic and tourism potentials in this area. It can be explained that Tutur District, precisely in Tutur Village, Pasuruan Regency is an area known as a place to learn directly about local, regional, national and international coffee cultivation that is seen in the book present visit. The area is one of the few areas that became the center of community-based ecotourism, with the popular coffee program. However, the Government still has no role in promoting and promoting information about the region, and incorporating it as part of the tourist destination other than any other nature tourism in Pasuruan Regency. In fact, the ability of people in managing tourism potential in their area is a clear evidence of how community-based ecotourism can run if there is assistance in building local people (Aref, 2011). Thus, in addition to improving the economy of the people, the development of agro-based water-based agro-tourism program should be one effective way to educate the community in preserving the surrounding environment.

Based on the IFE matrix analysis it is known that the total power score for the Agroecotourism Tutur’s Coffee Development Strategy is 1.83 and the total score for the weakness is 1.02. This suggests that respondents provide a
fairly high view on the relatively small strength and response factors for weaknesses. The total IFE matrix score of 2.85 indicates that the internal conditions of the business environment affecting Coffee Tutur’s agro ecotourism are in a strong or above-average condition, because a higher strength score compared to the weakness score indicates that in the development of Agroecotourism Tutur’s Coffee is able to take advantage strength to overcome the existing weaknesses.

Table 2. EFE Matrix of Agroecotourism Tutur’s Coffee Development

| EXTERNAL STRATEGIC FACTORS | WEIGHT | RATING | SCORE |
|----------------------------|--------|--------|-------|
| **Opportunities**          |        |        |       |
| • Popular tourist trends   | 0.10   | 4      | 0.40  |
| • Coffee demands continues to increase | 0.11   | 3      | 0.33  |
| • Coffee Tutur is a brand image Coffee Pasuruan Regency | 0.10   | 3      | 0.30  |
| • Market segment is not age-restricted | 0.09   | 4      | 0.36  |
| • Open society attitude with tourism concept | 0.09   | 2      | 0.18  |
| **Total**                  |        |        | 1.57  |
| **Threats**                |        |        |       |
| • Coffee production is disrupted by the pest | 0.06   | 3      | 0.18  |
| • Mastery of the Coffee Garden by Outsiders | 0.06   | 3      | 0.18  |
| • National Economic Growth | 0.08   | 2      | 0.16  |
| • The existence of a similar tourism concept | 0.08   | 3      | 0.24  |
| • Tour packages are incomplete | 0.08   | 2      | 0.16  |
| **Total**                  |        |        | 0.88  |

Source: Data analysis (2017)

Evaluation of external factors is a step to plan and direct actions that will be taken company based on the development of external factors that affect it. The company’s external analysis identifies the key Opportunities and Threats where those factors are used in analyzing the EFE matrix. The External Factor Evaluation Matrix (EFE) summarizes and evaluates the opportunities and threats that come from the external environment of Coffee Tutur. Based on the results of EFE matrix analysis is an increasingly popular trend factor of nature tourism as the greatest opportunity to be understood in developing Agroecotourism Tutur’s Coffee, with score value of 0.40. Adventuring in the wild becomes a trend of tourism as well as a new lifestyle that brought urban residents. Extensive expanse of coffee gardens sticking out among the must-visit destinations in East Java. Even if observed, the stretches of coffee gardens offer a beautiful beauty not just beautiful to the eye, but also good photographed and immortalized. These factors should be a concern for the management of agro-tourism to continue to develop business so that visitors who visit not feel bored.

While on the threat factor, the concept of similar tourism (0.24) is still a concern because it is directly related to the consumer. Consumers can choose tourist destinations that will be planned to be visited of course for them
although the same concept but which is more compelling than the various facilities and infrastructure of tourism until the package offered in the tour.

In Table 2, the total value of opportunity is greater than the total threat value of 1.57 for the total value of the probability and 0.88 for the total value of the threat. So it can be concluded that Agroecotourism Tutur’s Coffee able to take advantage of opportunities and face threats.

b. Strategy Selection

Based on the description of the strength, weakness, opportunity and threat factors of the SWOT analysis through weighting, it can be briefly presented into the weighting matrix of SWOT analysis seen in table 3.

Table 3. SWOT Analysis Weighted Matrix

| Strengths | Score | Weakness | Score |
|-----------|-------|----------|-------|
| Have a beautiful panoramic view of the coffee garden | 0.48 | Non-intensive and aggressive promotions | 0.12 |
| Availability of land for development is still available | 0.33 | The existing tourism potentials have not been optimally managed | 0.18 |
| Have a Coffee Place from Beans to Ready as a tourism | 0.44 | Limited business partnerships | 0.24 |
| Cheap admission price | 0.36 | Pasuruan Government has support focuses on coffee cultivation not yet on tourism aspect | 0.32 |
| Security Seeks | 0.22 | Tourism HR management is not maximized | 0.1 |

Total 1.83

| Opportunities | Score | Threats | Score |
|---------------|-------|---------|-------|
| Popular tourist trends | 0.40 | Coffee production is disrupted by the pest | 0.18 |
| Coffee demand continues to increase | 0.33 | Mastery of the Coffee Garden by Outsiders | 0.18 |
| Coffee Tutur is a brand image Coffee Pasuruan Regency | 0.30 | National Economic Growth | 0.16 |
| Market segment is not age-restricted | 0.36 | The existence of a similar tourism concept | 0.24 |
| Open society attitude with tourism concept | 0.18 | Tour packages are incomplete | 0.12 |

Total 1.57

Source: Data analysis (2017)

From the table 3 can be seen that the weight of each variable is $S = 1.83; W = 1.02; O = 1.57$ and $T = 0.88$. The $W$ and $T$ variables are a condition that will reduce the competitiveness of agro-tourism so that the value is negative. The coordinate point $X$, $Y$ is 0.69 and 0.81. These variables are incorporated into the SWOT diagram and from the selection of the strategy according to the quadrant at which the point is located as shown in Figure 1.
Figure 1 shows that the position of Agroecotourism Tutur’s Coffee is in quadrant I. Strategy that suits the condition is 0-S or aggressive strategy that is business development by exploiting opportunities and increasing strength owned by Agroecotourism Tutur’s Coffee effort. To maintain this achievement is done by the selection and promotion of promotional media and promotional programs appropriate to the target. Although without promoting consumer interest is still high on agro-tourism because of its attractiveness but agro tourism still requires continuous promotion for image cultivation in the minds of consumers with long-term impacts (Mosammam, et al., 2016). The selection and expansion of appropriate media and programs in line with the targets to be achieved may increase the demand for agro tourism. The media can be printed media such as magazines and electronic media can be through the radio commonly heard by the community and local television can also be utilized.

| TURN AROUND STRATEGIES (WO) | 0,1 |
|------------------------------|-----|
| DEFENSIVE STRATEGIES (WT)    | -0,1|
|                             | -0,2|
|                             | -0,3|
|                             | -0,4|
| AGGRESSIVE STRATEGIES (SO)   | 0,1 |
|                             | 0,2 |
|                             | 0,3 |
|                             | 0,4 |
|                             | 0,5 |
|                             | 0,6 |

Figure 1. SWOT Analysis Diagram of Agroecotourism Tutur’s Coffee

Product development strategy also needs to be done to improve the competitiveness amidst rampant places of recreation-more and more. Completeness of facilities, improved service quality, packaged tour packages are more interesting and additional products that have characteristic can be done to attract consumers and even competitors. Agroecotourism Tutur’s Coffee can add facilities provided for visitors especially for children games as well as utilize the area of chrysanthemum garden and dairy farm, because most agro visitors is a family that bring their children, then facilities that become family favorites, especially children should be the focus of attention. To create an interactive impression with nature it can be provided games or other facilities that blend with nature, eg learn how to plant. Other facilities such as a mini library or gallery that provides a variety of reading about agriculture. Product development can also be done by improving the management of agro-tourism, such as cleanliness and beauty of the garden, cleanliness of the toilet. Market development strategy can be done by cooperating with local travel agents, hotels located in Pasuruan and surrounding areas. While horizontal integration can be done in cooperation with other tourist attractions such as Bukit Flora, Bhakti Alam and Purwodadi Botanical Garden.

CONCLUSION

Analysis of the IFE and EFE matrix results in internal strategic factors in the form of strengths and weaknesses and external factors in the form of opportunities and threats. Power that is owned by Agroecotourism Tutur’s Coffee is a beautiful natural panorama, has a coffee processing from seed to ready to serve as a tourist, and the price...
of entry is cheap. This gives an idea of the main desire of visitors come to travel is to enjoy the beauty of nature and culture that is still natural. In the face of business competition then Agroecotourism Tutur’s Coffee need to maintain the tour package offering the beauty of the rural environment, cultural tourism, and preserving the environment around Tutur District. While the weaknesses of the support of Pasuruan Government focus on the cultivation of coffee has not been to the aspect of tourism, and still limited business partnerships. Agroecotourism Tutur’s Coffee is community-based so it needs to be periodically consigned to the community because the community is the main actors in agro-tourism development, but it also opens the widest opportunity with other parties such as tourism bureaus or even investors jointly manage and develop it.

The existence of Agroecotourism Tutur’s Coffee in Tutur District, Pasuruan Regency in its development has the opportunity that is the popular nature tourism trend, the market segment is not limited by age, the demand for coffee continues to increase. Agro tourism is a combination of tourism activities with agricultural activities. Agricultural tourism activities are activities to walk out of space and scope of work while enjoying the scenery or other things that are not related to work owned tourists. The location of Agroecotourism Tutur’s Coffee includes categorized highland, which has a characteristic low air temperature, cool and cold climate and the topography of the hills. The condition is suitable for the growth of flower plants, vegetables and coffee plants itself that can be a tourist attraction. While the main threat that must be faced until now the concept of a similar tour. In running the business, the existence of market competition is not a new thing. Whether the business has a good market opportunity, or a business opportunity that the market is not very good, thus the need for a strategy that is exactly a strategic strategy.

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