Strategy of the orchard agro-tourism development in Rasau Jaya Tiga, Kubu Raya

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Abstract. The objective of this study was to make strategies for the orchard Agro-tourism development of Edupark RJ-3. The study was conducted in Rasau Jaya Tiga, Kubu Raya. This study was necessary to develop agro-tourism and to create exciting tourism objects. The data were analyzed with SWOT analysis. The data were collected through interviews and field surveys. The samples were determined using Snowball; an approach used to identify key informants who have much information. The first contact helped to find other respondents through recommendations. The results showed that the orchard agro-tourism development was at quadrant I, which means the management needed to utilize their whole power to seize and use the opportunities (Growth Oriented Strategy). Some other possible strategies were: 1) to develop a good tourism concept; 2) to improve the service quality for pre-visit, on visit, and post-visit; 3) to manage the relationship with customers; 4) to improve the outdoor infrastructure; 5) to penetrate the market to increase the number of visitors, and 6) to improve the management systems and services for staying competitive. It was recommended that the management of Edupark RJ-3 make the development based on the result of this study.

1. Introduction

One of the efforts to improve the development of the economic sector was to develop tourism [1-3]. The development of the tourism sector mainly focused on the cultural and environmental tourism sector [4-5]. Few researchers focused on agricultural tourism (agro-tourism). Agrotourism is becoming a global phenomenon and is one of the sectors that are developed continuously. Agro-tourism was a form of tourism where the countryside became a destination for education and recreation [6-7].

Tourism affairs in West Kalimantan are a sector that has the potential to develop to be more advanced. This province has diverse potential in nature tourism, agro-tourism, cultural tourism, and special interest tourism. By object and existing tourist attractions, West Kalimantan has been designated as the top 10 (ten) regions as a national tourist destination, so tourism activities in this area were quite potential to support the regional development. Likewise, development and utilization towards tourism, especially agro-tourism, in Kubu Raya Regency are sought.

One of the agro-tourism locations in the regency is Edupark RJ-3 Orchard, one of the agro-tourism areas that attract local and foreign tourists. It offers views and has collections of various plants such as water apple (Syzygium aqueum), crystal guava (Psidium guajava L.), common guava (Psidium guajava), durian, longan, honey orange, starfruit, and various mango types. Visitors can learn how to plant seeds, cultivate planting media, and tend plants; the orchard is equipped with rides that can train creativity, intelligence, and courage.
As a new tourist destination, Edupark RJ-3 is always required to innovate to continue to be interesting. Various strategies were needed to deal with internal and external conditions [8], which is important because theory-based strategies are different from strategies applied in the field [9]. Therefore, this study was carried out to develop various strategies for developing Edupark RJ-3 Orchard Agro-tourism.

2. Research methodology
This study was conducted in Rasau Jaya Tiga Village, Rasau Jaya Subdistrict, Kubu Raya Regency. This location was chosen intentionally (purposive sampling) because it has agro-tourism areas. The study was carried out for approximately three months, from June to August 2020.

The data used included primary data and secondary data obtained from internal and external sources of the company. The primary data were obtained from direct interviews with respondents. The secondary data to complement the primary data were obtained from literature related to this study.

The number of respondents in the study was 15 people, consisting of two business owners, the government, three academics/experts, eight visitors, and two people from the surrounding community. Sample from the population was determined using the Snowball sampling technique [10-11].

The collected data were analyzed in two stages, namely quantitative and qualitative data analysis. The IE matrix was used for the quantitative analysis to determine the strategy, while the Strengths, Weaknesses, Opportunities, Threats (SWOT) matrix was used for the qualitative data analysis [12,15].

3. Results and discussion

3.1. Internal and external environment of agro-tourism
Analysis of the internal and external environment is helpful for the manager of Edupark RJ-3 Orchard in determining the appropriate agro-tourism development strategy. The internal environment is related to the conditions that include the strengths and weaknesses of agro-tourism and influence decision-making. Meanwhile, the external environment refers to the conditions outside the business; these are factors of opportunities and threats to agro development.

3.2. Internal factor evaluation (IFE) and external factor evaluation (EFE) matrix
Each factor was rated and weighted by the internal strategy factors, involving the strengths and weaknesses of the development activities of Edupark RJ-3 Orchard. These factors serve to compile an Internal Factor Evaluation (IFE) Matrix and find out the internal strategic factors of the orchard concerning its strengths and weaknesses that are considered important. The scores obtained can overview the strategic factors that become the main strengths and main weaknesses for Edupark RJ-3 Orchard. Table 1 shows the IFE and EFE matrix.

Based on the results of the IFE matrix calculations carried out on Edupark RJ-3 Orchard Agro-tourism, the total value is 3.41; the main strength is the educational benefits obtained when visiting the orchard (0.56). In addition to refreshing with their family, visitors also gain knowledge about the cultivation of various types of fruit. Agro-tourism development provided a good interpretation of educational programs through direct learning/practice in agricultural areas [16]. Meanwhile, the main weakness is the low quality and variety of products offered by Edupark RJ-3 Orchard (0.37).

Based on the calculation of the EFE matrix, the total value is 3.48, which shows that Edupark RJ-3 Orchard is in an above-average condition (2.50), which means that the orchard can take advantage of its opportunities to reduce the faced threats. The main opportunity factor that greatly influences the development of Edupark RJ-3 Orchard is the area that has the potential for development (0.74). The little opportunity is the number of visitors during the holiday period (0.42). The threat factor that influences the orchard is unpredictable climatic conditions (0.28), and the slightest threat to it is inadequate access road (0.17).
Table 1. Internal factor evaluation (IFE) and external factor evaluation (EFE) matrix

| Internal Factors                                                                 | Weight | Rating | Weighted Score |
|---------------------------------------------------------------------------------|--------|--------|---------------|
| **Strengths**                                                                   |        |        |               |
| Educational benefits obtained when visiting Edupark RJ-3 Orchard                 | 0.13   | 4.33   | 0.56          |
| Relatively inexpensive entrance fees offered                                    | 0.09   | 4.27   | 0.37          |
| The comfort gained when visiting Edupark RJ-3J Orchard                          | 0.13   | 4.07   | 0.53          |
| The quality of professional human resources in Edupark RJ-3 Orchard             | 0.09   | 4.00   | 0.35          |
| Excellent and hospitable service                                                | 0.09   | 3.93   | 0.34          |
| **Total**                                                                       |        |        | 2.16          |
| **Weakness**                                                                    |        |        |               |
| The low quality and variety of products offered                                 | 0.13   | 2.87   | 0.37          |
| Lack of supporting facilities at the orchard agro-tourism                      | 0.09   | 1.93   | 0.17          |
| Poor promotion practices                                                        | 0.09   | 2.60   | 0.23          |
| Poor cleanliness around the orchard agro-tourism                               | 0.09   | 2.73   | 0.24          |
| Inadequate facilities and infrastructure at Edupark RJ-3J Orchard               | 0.09   | 2.80   | 0.24          |
| **Total**                                                                       |        |        | 1.25          |
| **External Factors**                                                            |        |        |               |
| **Opportunities**                                                               |        |        |               |
| Potential area for development                                                  | 0.16   | 4.67   | 0.74          |
| Information technology development                                             | 0.11   | 4.60   | 0.48          |
| The number of visitors during the holidays                                      | 0.11   | 4.00   | 0.42          |
| People’s back-to-nature lifestyle                                               | 0.11   | 4.33   | 0.46          |
| Local government supports                                                       | 0.16   | 4.20   | 0.66          |
| **Total**                                                                       |        |        | 2.76          |
| **Threats**                                                                     |        |        |               |
| Unpredictable climatic conditions                                               | 0.16   | 1.80   | 0.28          |
| Competitors around the agro-tourism area                                        | 0.11   | 2.53   | 0.27          |
| Inadequate access road to Edupark RJ-3 Orchard Agro-tourism                    | 0.11   | 1.60   | 0.17          |
| **Total**                                                                       |        |        | 0.72          |
| **Grand Total**                                                                 | 1.00   |        | 3.48          |

3.3. **Key success factors**

The determination of key success factors was based on the highest Weighted Score (Total Weighted Score); the highest key success factor from each category, namely strengths, weaknesses, opportunities, and threats, was selected (Table 2).

Table 2. Determination of key factors

| Internal Factors | Opportunity |
|------------------|-------------|
| Strength         |             |
| Benefits obtained when visiting Edupark RJ-3 Orchard | Potential area for development |
| Weakness         |             |
| Quality of the products offered by Edupark RJ-3 Orchard | Unpredictable climatic conditions |

3.4. **Positioning map of orchard agro-tourism of eduprak RJ-3**

Based on the Total Weighted Score, the strength (0.56), weakness (0.37), opportunity (0.74) and threat (0.28), the quadrant coordinate points of the internal-external matrix obtained are at (S-W) = (0.56–0.37) and (O-T) = (0.74 – 0.28), precisely at quadrant (0.19 : 0.46).

Referring to Figure 1, the strategy that must be implemented is the Growth-Oriented Strategy by utilizing all strengths to seize and use opportunities as much as possible. The strategy is a very profitable situation. Managers of Edupark RJ-3 Orchard Agro-tourism have opportunities and strengths to take
advantage of the existing opportunities. Considering that the orchard development map is at quadrant I, the strategy that must be applied is to support an aggressive growth policy (Growth-Oriented Strategy). The strategy is in line with the study strengthening the findings of [13,17].

3.5. Alternative strategy for agro-tourism development of Edupark RJ-3 orchards

The alternative strategies for developing Edupark RJ-3 Orchard were obtained through a SWOT matrix that clearly describes the strategic factors serving as strengths and weaknesses and opportunities and threats for the orchard. The formulation of this strategy was carried out with a SWOT analysis tool. The resulted strategies are combinations of SO (Strength-Opportunities), ST (Strength-Threats), WO (Weakness-Opportunities), and WT (Weakness-Threats).

S-O strategy is a strategy that uses strengths by taking advantage of existing opportunities. This strategy was created to optimize the strengths of Edupark RJ-3 Orchard Agro-tourism by responding to the opportunities. Alternative S-O strategies included: (a) to develop a unique tourism concept; (b) to improve the quality of service to customers from pre-visit, on visit, and post-visit, as well as to manage relationships with customers [20].

S-T strategy is a strategy that uses strength to minimize threats. The strategy was created to minimize the faced threats by maximizing existing strengths. The alternative S-T strategy is the improvement of the outdoor infrastructure. W-O strategy refers to minimizing weaknesses to take advantage of opportunities. This strategy was created to minimize the weaknesses of Edupark RJ-3 Orchard by using its opportunities. Alternative W-O strategies included market penetration to increase the number of visitors (David, 2005). W-T strategy is a strategy by minimizing weaknesses and anticipating threats. This strategy was created to minimize the weaknesses and threats faced by Edupark RJ-3 Orchard. Alternative W-T strategy improved management systems and services to restrain the pace of competition from outside [18].

4. Conclusion

The internal strategic factor which became the main strength of Edupark RJ-3 Orchard Agro-tourism is the benefits obtained when visiting the orchard (0.56). Meanwhile, the internal strategic factor that became its main weakness is the quality of the products offered (0.37). The external strategic factor that became the main opportunity of Edupark RJ-3 Orchard Agro-tourism is the potential area for

Figure 1. Positioning map of orchard agro-tourism of Edupark RJ-3
growth (0.74). Meanwhile, the external strategic factor that threatens the orchard is unpredictable climatic conditions (0.28). Considering the key strengths, weaknesses, opportunities, and threats in developing Edupark RJ-3 Orchard Agro-tourism, the needed strategy to implement is Growth Oriented Strategy. That is by utilizing all strengths to seize and use opportunities as much as possible.

The alternative strategies for the orchard development were obtained using SWOT matrix. The strategies applied by using strengths to take advantage of existing opportunities (S-O) are developing a unique tourism concept, improving the quality of service to customers from pre-visit, on visit, and post-visit, and managing customer relationships. The strategies referring to the strength used to minimize existing threats (S-T) include improving outdoor infrastructure. Both supporting facilities and infrastructure are considered important as a means. The strategy applied to minimize weaknesses by using existing opportunities (W-O) is to penetrate the market to increase the number of visitors. The strategy that is by minimizing weaknesses to anticipate threats (W-T) includes improving management systems and services to restrain the pace of competition from outside.

Based on the study, Edupark RJ-3 Orchard is suggested to: (1) develop a unique tourism concept while preserving the surrounding environment and keep providing social responsibility to both surrounding community and underprivileged communities, and (2) improve or build supporting infrastructure to enhance the quality of service to customers.

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