

Strategy of Agro Potential Management as an Effort in Achieving Agroecotourism in Ciburial Village

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Abstract

This study aims to identify and analyze the external and internal environment, opportunities, threats, strengths, and weaknesses of the management potential of agro, agro potential strategic management priorities, along with appropriate management programs that can be implemented by the manager. The results are expected to contribute in the development of tourism management, especially management. The study was conducted in Ciburial Village, Cimenyan District of Bandung Regency. The research method used was survey with descriptive and qualitative approach. Method analysis used were IE (Internal-External) analysis, SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, and AHP (Analytical Hierarchy Process). The results showed that the management of agro potential in the growth stage requires the manager of the Ciburial Village to cooperate with the various stakeholders involved in the management of agro potential mainly through increased community participation.

Keywords: agro potential, agroecotourism, community based tourism

INTRODUCTION

Tourism takes an important role in the economic development of nations in the world, and particularly in the last two decades when the level of economic welfare of nations in the world have grown. According to the opinion of Oka A. Yoeti, (2008: 1), in the context of tourism development, the tourism industry is said to be the Agents of Development; one that is the driving catalyst of the economy of the country and one to support sustainable development.

In fact, the tourism sector have recently not been able to resolve the problem of poverty population, even though the area of those population has tourist attraction, either in the form panorama and authenticity of nature, social and cultural life of their communities that are attractive as well as other uniqueness. Efforts in development of tourism in West Java is demonstrated by the Department of Cultures and Tourism of West Java by creating a program of "Visit West Java" in 2011, aiming to attract tourists by introducing to the world that West Java, especially Bandung Regency, is an area with lots of agricultural products and beautiful sceneries, where the condition is very supportive to the development of agro eco-tourism.

Determination of strategic planning policies contained in the plan of tourism development for Bandung Regency with agro-based activities became guidelines and directions for the development of agro-tourism in Bandung Regency (Table 1). Meanwhile, the tourism sector is able to alleviate poverty and benefit to the people at large. These are the development of rural tourism. Thus, one approach to the development of alternative tourism is the rural tourism (Oka A. Yoeti, 2008:228).

The Decree of Bandung Regency No. 556.42/Kop.71-Dispopar/2011 regarding to the Village Tourism in Ciburial Village, Bandung Regency set as one of the ten villages that are included as a tourist village with specified types of tours that is agro eco-tourism, namely the agricultural activities or environment-based agrotourism (Table 2).

Besides the agro eco-tourism potential, Ciburial Village has various potential types of tourism including natural tourism, panorama tourism, culinary, arts and cultural tourism, historical tours, and more. These potential tourisms become complementary in supporting the development of agro eco-tourism activities and raise the attractiveness of the tourist attractions that have added value in a diversity of travel destinations.

The facts are inversely proportional with all the potential that exists in the Ciburial Village. According to village officials, we obtained information that Ciburial Village, despite being designated as potential agro-tourist village, had not been managed well; the village government did not even gain revenue from tourism. Ciburial Village has a wide variety of potential that becomes the internal strength of the village including its location (in which is geographically located in the highlands of North Bandung) and beautiful scenery. There are also natural and cultural tourism including a friendly community of villager.

Some of the weaknesses in the development of tourism activities in the Ciburial Village include the lack of awareness on the environment from the society, environment degradation due to the land conversion (from agricultural/ plantation into residential land), undeveloped agro potential, and the absence of synergistic management between the district government, the village government and the local community. In terms of opportunities, Ciburial Village has an adjacent geographical location to Bandung as the central government of West Java, conducive to investment climate, as well as supports from the government. However, there are also threats appearing in this process; such as product similarity with the other tourist villages and the decrease of traditional culture, influenced by tourists who bring modern culture as well as the location of the Ciburial village bordering Bandung. This condition is believed to be one of the factors causing undeveloped agro-tourism in Ciburial Village and making it unable to improve the community's economic income (Table 3).

Ciburial Village has a variety of potential that can be turn into strength. Therefore, the observation of external and internal environment to determine the strengths, weaknesses, opportunities and threats are needed and further shown in Table 4.

Based on the research background, the formulation of the problem is as followed:

1. How the potential of agro in Ciburial Village is.
2. What strengths and weaknesses in the achievement of agrotourism in Ciburial Village are.
3. What opportunities and obstacles faced in the achievement of agrotourism in Ciburial Village are.
4. How the objectives and management strategies as an effort to realize the potential of agro agro eco-tourism in Ciburial Village are.

METHOD

The framework of management strategies as an effort to realize the agro potential of agro eco-tourism in Ciburial Village (Asyari, 2011; Main, 2012; Weber Damanikdan 2006, Ramly, 2007, Hadiwijoyo, 2012) is shown in Figure 1. Proposition presented are as followed:

1. That the potential of agro in the Ciburial Village is very important to be managed.
2. That the strengths and weaknesses of the agrotourism are very important to be realized and anticipated with the aim to improve the welfare of society.
3. That the opportunities and obstacles to realizing this agro-tourism need to be analyzed and minimized.
4. That this agro potential can realize the agro eco-tourism in Ciburial Village.

Locus research is in Ciburial Village area, located in Cimenyan District of Bandung Regency with the research study on agro potential management strategies to implement agro eco-tourism. Sources of data and information is obtained from primary survey, including interviews with the person doing tourism activities, among others visitors/tourists, tourist attraction managers, tourism agencies' staffs, local communities, tourism experts or specialist and other related parties.

Methods of descriptive qualitative analysis is needed to uncover the facts, circumstances, phenomena and circumstances that occurred while running the research and presenting what it is. SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis (David, translated by Dono Sunardi, 2009: 327; Hashemi, et. al.; Valentin, 2005; Ommani, 2011; Fine, 2009) is used to analyze the data that will be obtained in the alternative strategies in managing Ciburial tourist village in the future.

Furthermore, the method used is Analytical Hierarchical Process (AHP) Analysis (Amer, 2013; Kumar 2009; Vaidya, 2006; Saaty, 2008). This analysis is used to determine the key strategies or options strategies that must be developed in an effort to realize the agro potential management of agroecotourism in Ciburial Village.

RESULT

Results of weighting in the method of SWOT analysis showed that there were ample of factors that became the strength of management of agro potential. It could be concluded that the existing agro resources have a lot of potential to be developed. So it was for the external environment with a number of factors that have more opportunities than threats. Based on the strengths and opportunities that exist above, it is very supportive to agro potential management activities.

Results from EFAS (External Factors Analysis System) Matrix (David, translated by Dono Sunardi, 2009: 160) showed that the results of the analysis of external environmental factors produced a total score of 3.191 (Table 6), with the greatest opportunities supporting the management of agro potential as efforts to realize agro eco-tourism in Ciburial Village. The efforts are "back to nature" travel and policy support of Tourism Act No. 10 of 2009 with the greatest threat factors including the socio-political conditions of the

national economy, the presence of competitors with agro eco-tourism brand image that travelers are already known in advance and the lack of legal rigor associated with legal permit on building construction (IMB/Izin Mendirikan Bangunan). Therefore, there are no misuse on land. Various factors that fell into the category of those opportunities should be utilized and managed as well as possible. The factor that was included in the threat should also be addressed with priority strategies generated.

The result of IFAS matrix weighting (David, translated by Dono Sunardi, 2009: 231) stated that SWOT element showed the total score of the weighting result was 3.029 (Table 7). With the strength factor that had the highest accessible average value, it showed that Ciburial Village is very accessible to visit within easy route either from Bandung as the capital of West Java or from Jakarta as the capital of the country. Meanwhile, the factors that become the biggest weakness were the activities of the irresponsible parties damaging the land allotment into non-agricultural, mostly converted into land settlements, as well as the lack of community's venture capital. These give impacts associated to the lack of agro attractions or the unsustainable management of agricultural land.

Based on the analysis results of internal factors using IFAS matrix and external factors using EFAS matrix, it can be known that the total score for the IFE matrix on the x-axis is 3.029 and the total score for the EFE matrix on the y-axis is 3.191 (Figure 2). Thus the results of Internal External (IE) matrix showed that the position of management activities in agro potential of Ciburial Village located in Zone I are considered as a growth strategy. Thus, the strategy used is the vertical integration strategy, which is to integrate the activities of the upstream and downstream activities. In addition, there are various types of intensification strategies, such as market penetration, market development and product development.

Composition of alternative strategies based on the order of priority obtained from the weighting matrix interactions SWOT is described on the Table 9 and summarized on the Table 10.

From the results of the weighting through the SWOT analysis, it can be arranged based on a combination of strategic priorities strategies that have the highest value to the lowest. The result of the interaction of IFAS-EFAS that generate alternative strategies that get the highest weight value is Strength-Opportunity (SO), which can be translated as a strategy to use strength to take advantage of opportunities that exist (Table 11).

Based on the analysis of AHP (Figure 3), the results showed that in order to manage agro potential as an effort to realize agro eco-tourism in Ciburial Village, target persons who have the required contributions are the government who has a function as a regulator, private sector as the donor funding, as well as the public

as the manager who actively participate in it.

Utilization of natural resources often do not optimally perform and is exploitative as it tends to happen in Ciburial Village, which is a lot of abuse for conversion of land use with a variety of agricultural land into residential land as well as for service activities. This trend needs to be immediately addressed, one of which is through the empowerment of agricultural land that has economic and social benefits.

One form of manifestation that can be done is through the management of agro potential; in the context of this study is an attempt to realize agro eco-tourism. The potential of agro-tourism in Ciburial Village cannot be relied upon because they lack appropriate management strategies. Management and development of agro-tourism will have a large and significant impact in the economic development of rural communities and support efforts to conserve natural resources and the environment.

Management of agro potential towards agro eco-tourism should be able to protect natural resources and wealth, cultural values and local history. Management in efforts to realize the agro potential of agro eco-tourism in the Ciburial Village should be done in integrated with related sectors, such as agriculture, plantations, farms, cultivation, hospitality, travel agencies, industry, arts and culture, and so on. Therefore, there is also an accordance occurring in various agro eco-tourism supporting sectors. The development of tourist facilities and services are able to provide comfort for visitors while providing benefits to the local community. The giving added value to local products is expected to increase revenue in agro sector, and indirectly support the growth of investment in agro-tourism activities in order to create new jobs for people, which can eventually raise the local economy.

On the factors which belong to the opportunities, threats, strengths and weaknesses in the management of agro potential as an effort to realize agro eco-tourism in Ciburial Village, we analyzed by scanning the external and internal environment to the EFAS and IFAS matrix. Based on the interview, agro potential management has a variety of opportunities and threats. The biggest opportunity that must be captured and developed is the travel trend back to nature.

Based on the SWOT matrix, six alternative strategies of management of agro potential were obtained including optimizing natural and artificial resources, developing destination components, increasing community participation, improving the quality of human resources, improving the implementation of the role of institutions, and intensifying promotion. Based on the analysis of the AHP method, strategies on making highest priority and development is needed to improve human resources. The next priority for the strategy is to increase public participation, to optimize both natural and artificial resources, to develop destination

components, to improve the implementation of the institutional role and the last is to intensify promotions.

After going through various stages of analysis, the program management of agro potential as an effort to realize agro eco-tourism in Ciburial Village in Cimenyan District of Bandung Regency with Community-based Tourism study approach made up for the short term is valid for only one year, medium-term for the period of 5 years, and long-term for a period of 10 years. In this case, the recommended program is needed in accordance with the conditions of external and internal environment as outlined in the SWOT matrix and Internal-External (IE) matrix. Based on the programs that belong to the agro potential management strategy as an effort to realize agro eco-tourism, it is known that the program for improving the quality of human resources is through education and training activities and socialization of the contents of the various insights and knowledge about managing agro eco-tourism.

Community empowerment programs directly engage in agro management activities, resource optimization program through the application of processing technologically and environmentally friendly cultivation, destination component development program with the provision of homestay, restaurants, souvenir stalls, and so on. Furthermore, the program with the improved implementation of institutional by structuring and development activities of handicraft centers of food and crafts is also needed. Kompepar role also needs to be activated, as well as increased promotion programs in cooperation with various parties and improving the quality of agricultural products.

CONCLUSION

Agro potential that exists in Ciburial Village consists of the agricultural potential of both wet and dry land, plantations and farms. Dry land farming such as organic vegetables located in Jalan Cibeungang has the potential to be developed as an effort to support agro eco-tourism.

Strength owned by Ciburial Village is in terms of accessibility and the greatest weakness is environmental degradation. Overall, the condition of the internal environment of agro management of Ciburial Village support the efforts to realize of agro potential to be agro eco-tourism.

Opportunity in management of agro potential in Ciburial Village is a travel trend back to nature, and threats that must be faced are the sociopolitical and economic conditions at national level that are often less conducive to influence the decision of the people/ tourists in tourism activities.

Internal-External Matrix shows that the management of agro potential in Ciburial Village is at growth stage with a vertical integration strategy. Priority strategies based on analysis of AHP (Analytical Hierarchal Process) are a strategy to increase human resources and then a

strategy to increase community participation, optimize human and natural resources, develop destination components, improve the implementation of the role of institutions, and the last is intensify promotional strategy. For priority strategies to improve the quality of human resources, the short-term program that can be done is education and training that supports agro management activities. Medium-term program in the form of community development of tourism awareness, and a long-term program of increased cooperation in education in terms of mastery of agricultural technology.

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APPENDIX

Table 1. Long Term Tourism Development Strategy Bandung Regency

2012-2016	2017-2021	2022-2026
<p>Developing Bandung Regency as a national leading agrotourism destination through:</p> <ul style="list-style-type: none"> • Development of areas with typical agro appeal of Bandung Regency as a strategic area of, West Java Province tourism. • Development of areas with the fascination of a typical geotourism of Bandung Regency as a strategic area in the Regency tourism. • Synergistic planning between the areas of natural mountain agrotourism, geotourism, cultural attractions, and recreation of Bandung Regency. • Synergistic planning between agrotourism areas of Bandung Regency, West Java leading agrotourism areas and other national agrotourism areas. • Synergistic planning between tourism of Bandung Regency, West Java and National. 	<p>Developing Bandung Regency as a national geotourism destination through:</p> <ul style="list-style-type: none"> • Development of geotourism area of Bandung Regency as the national leading tourism destinations. • Synergistic planning between geotourism featured areas with leading agrotourism areas and other tourism areas in the vicinity. • Synergistic planning between geotourism areas of Bandung regency, West Java province and other national geotourism area. • Planning mitigation and adaptation as well as the impact of tourism of Bandung Regency. • Planning monitoring system and control the development of Bandung Regency as a national tourism destination. 	<p>Developing Bandung Regency as an international tourism destination through:</p> <ul style="list-style-type: none"> • The implementation of national and international standards in the field of environment and management of all tourism businesses located in Bandung Regency. • The implementation of national and international certification to human resources in tourism, both in the government and private sectors. • Enforcement of international standard security and safety for tourists.

Table 2. Name and Type of Village Tourism in Bandung Regency

No	Village Name	District	Type of Tourism	Featured Product
1	Desa Alam Endah	Rancabali	Agroecotourism	Various strawberry processed food, handicraft, agriculture and plantation
2	Desa Gambung	Pasirjambu	Agroecotourism	Various strawberry processed food, handicraft, agriculture and plantations
3	Desa Panundaan	Ciwidey	Agroecotourism	Handicraft, agriculture, education tourism, homestay and cultural arts
4	Desa Lebak muncang	Ciwidey	Agroecotourism	Handicraft, rabbit, agriculture and fisheries
5	Desa Lamajang	Pangalengan	Agroecotourism	Handicraft, homestay, culinary, agriculture, livestock, arts and culture, rafting
6	Kelurahan Jelekong	Baleendah	Arts and Culture	Handicraft, arts and culture, agriculture, plantation, painting, traditional culinary
7	Desa Ciburial	Cimemyan	Agroecotourism	Arts and culture, animal husbandry, agriculture
8	Kampung Ciborelang Desa Cinunuk	Cileunyi	Art and Tourism Village	Arts and culture, traditional cuisine and handicrafts
9	Desa Laksana	Ibun	Agroecotourism	Kamojang crater, and traditional culinary culture, animal husbandry, agriculture and plantations
10	Desa Rawabogo	Ciwidey	Agroecotourism	Cultural arts, handicrafts, traditional cuisine, Pete makan, agriculture and plantations.

Source : Appendix Decree of Bandung Regency No. 556.42/Kop. 71-Dispopar/2011

Table 3. Tourism Potential in Ciburial Village, Bandung Regency

No.	Tourism Potential	Tourism Attraction
1	Natural Tourism	Taman Hutan Raya Ir. H. Djuanda
2	Panorama Tourism	Bukit Bintang, Tebing Keraton, Curug Batu Nyusun
3	Culinary Tourism	Cafe, Warung Bandrek
4	Arts and Culture Tourism	Pencak Silat, Jaipong, Gamelan, Wayang Golek, Angklung, Degung, Calung, Tari Ketuk Tilu, Rampak Kendang
5	History Tourism	Hong Community, Batur Ulin Community
6	Spiritual Tourism	Pesantren Babussalam
7	Agroecotourism	Honey Bee Farm

Source: www.ciburial.desa.id, 2015

Table 4. Observation of Internal and External Environment Management Agro Activities

Strengths	Weaknesses	Opportunities	Threats
1. Establishment of a tourist village.	1. Environmental awareness is still low.	1. Close to the capital city of West Java Province.	1. The presence of other agroecotourism villages.
2. Travel trend back to nature.	2. Environmental degradation due to land conversion.	2. Conducive investment climate.	2. Culture of modern life affecting indigenous villagers' culture.
3. The presence of farmer groups.	3. Institutions that are not synergistic.	3. The support from the government.	
4. The hospitality of the villagers.	4. The lack of agro attractions.		
5. The geographical position of the village located in North Bandung with a beautiful view.	5. The lack of public capital.		
6. Potential diversity of tourism products supporting agro eco-tourism, be it agro potential, nature tourism and cultural tourism	6. Uncooperative management between government, private and public sectors.		

Source : Research Analysis Results 2015

Tabel 5. Operationalization of Research Parameter

No.	Formulation of Problems	Parameter	Indicator	Type of Data	Data Collection Technique	Informant
1	Agro Potential in Ciburial Village	a. Establishment of management institutions	a.1 The existence of Kompepar (Kelompok Penggerak Pariwisata/ Tourism Activator)	Primery Data	Interview	Head of Kompepar
			a.2 management team from the department parriwisata			Team members
			b1. Attraction			Head of Tourism Department
			b2. Activity			Book reference
			b3. Accessibility			document publication
		b. Formation of the concept of exciting destinations	b4. Accommodation	Primery Data and Secondary Data	Library research	Public figures
			b5. Amenitas			
			c1. Funds participation			
			c2. Labor participation			
			c3. Skill participation			
		c. Society participation	c4. Idea participation	Primery Data and Secondary Data	Literature research	Villagers
			c5. Social participation			

2	Agroecotourism attainment condition	a. Social and cultural conditions	a.1. Residents' income	Secondary Data	Library research	Internet
			a.2. Livelihood			Related resources
			a.3. Education			Public figures
			a.4. Ethic value			
		b. Village environment quality conditions	b.1 Air condition	Primery Data and Secondary Data	Observation, Interview, and Library research	Headman
			b.2 Landscape			
		c. Government support	c.1. Policy in the form of regulation	Primery Data and Secondary Data	Interview and Library research	Headman, related figure and related references
			c.2. Short, medium and long term programs			
		d. Involvement of stakeholders	d.1. Government	Primery Data and Secondary Data	Interview, Observation, and Library research	Related resources
			d.2.Private			
			d3.Public			
		3	Obstacles in realizing Agroecotourism	a. Development of basic facilities and infrastructure supporting tourism	a.1. Road	Primery Data
a.2. Tourist attraction facilities						
b. Improved security village	b.1. Security posts			Primery Data	Observation/ Interview	Headman/ Village Figure
c. Human Resource Development	c.1. Counseling			Primery/ Secondary Data	Interview and Literature research	Headman/ related references
	c.2. Socialization					
4	Agro potential management strategy as an effort to realize Agroecotourism	a. Utilization of resources continues	a.1. Natural resources	Primery / Secondary Data	Observation/ Interview	Headman/ Village Figure/ related references
			a.2. Artificial resources			
		b. Promotion and advocacy of cultural values	b.1. cultural preservation	Primery / Secondary Data	Observation/ Interview	Headman/ Village Figure / related references
			b.2. travel experience			

Table 6. EFAS (External Factors Analysis System) Matrix

No.	External Factor	Weight	Rating	Scoring	Explanation
1.	<i>Undang-undang Kepariwisata Nomor 10 Tahun 2009</i> (Decree on Tourism No 10/ 2009)	0,069	4	0,276	Operation of tourism based on the principles of participatory and the principles of sustainability
2	<i>Undang-undang Nomor 12 Tahun 2008 tentang kewenangan pemerintahan daerah</i> (Decree No 12/ 2008 about local government policy)	0,067	4	0,268	The local government has the right to manage natural resources for the welfare of society
3	<i>Undang-undang Nomor 25 Tahun 2008 tentang pajak dan retribusi</i> (Decree No. 25/ 2008 on Tax and retribution)	0,064	4	0,256	The local government is entitled to retain the levy of existing resources
4	<i>Undang-undang Nomor 20 Tahun 2008 tentang UMKM</i> (Decree No. 20/ 2008 on UMKM)	0,061	4	0,244	Opportunities for small and medium businesses such as craft / souvenir business
5	Travel trend back to nature	0,073	4	0,292	Agro eco-tourism including the type of travel that support environmental sustainability
6	The rapid development of technology	0,062	3	0,248	Information technology such as social media and internet
7	Government support	0,058	3	0,174	Government support through grants, such as road repairs, and support the development of livestock
8	Determination of national holidays	0,059	3	0,177	Allowing the public to tour
9	Loyalty of tourists	0,062	4	0,186	Tourist who do tourism at high intensity
10	Willingness of creative net aid management	0,058	3	0,232	Provide assistance in the procurement of capital, farm infrastructure management
11	Social, political and economic conditions in Bandung	0,057	3	0,171	Stable social, economic, and politic create a conducive investment climate
12	The comparative study from outside parties	0,064	3	0,192	In order to manage the transfer of knowledge in the techniques of organic crops
13	Private investment	0,056	3	0,168	Private investment in financing to support the continuity of the management of agro
Total Opportunity				2,884	
14	Sociopolitical and economic conditions at the national level	0,044	2	0,088	The decline in the value of the rupiah currency impact to the declining number of local tourists visit.
15	The presence of agroecotourism-based village	0,038	2	0,076	The agro eco-tourism of the competitor village is better and has been known to tourists first.
16	Climate conditions	0,039	1	0,039	The dry season is longer causes some farms to become dormant.
17	IMB-related law enforcement in the area of North Bandung	0,035	2	0,070	Weak law caused many IMB (<i>Izin Mendirikan Bangunan/ Building Permit</i>) not in accordance with the allotment of land.
18	Modernization	0,034	1	0,034	Modern culture has influenced the change of public perception
Total Threat				0,307	
Total Opportunity and Threat				3,191	

Source :Analysis Results, 2015

Tabel 7. IFAS (Internal Factors Analysis System) Matrix

No.	Internal Factor	Weight	Rating	Scoring	Explanation
1	The topography of Ciburial Village	0,059	4	0,236	Mostly a hilly area with a beautiful view
2	Accessibility	0,063	4	0,252	Proximity to the capital city of West Java province makes a very strategic location and easily accessible
3	As a conservation area	0,059	4	0,236	Conservation area with cool air giving a high enough appeal
4	Determination Ciburial Village as agroecotourism village	0,050	4	0,200	Local government policy support management of agro potential that exists in Ciburial Village
5	Availability of basic infrastructure	0,047	3	0,141	Adequate infrastructure of roads, water, electricity, telecommunications
6	The presence of farmer groups	0,054	4	0,216	Farmer groups with most of the members of village youngster who focus on the development of agro
7	Agro resource potential	0,056	4	0,224	The availability of agricultural land is spacious enough to be managed
8	The friendliness of the people	0,052	4	0,208	Friendly society as an asset or capital for the development of agroecotourism activities
9	Human resources	0,052	4	0,208	Sufficient both in quality and quantity.
10	Tourism facility and infrastructure	0,048	3	0,144	Availability of adequate accommodation and transportation
11	Traditional arts as local cultural heritage	0,054	4	0,216	People with different types of traditional arts add to the attractiveness of tourist destinations
12	Society participation	0,048	4	0,192	The level of community participation in the management of agro potential is quite high
Total Strength				2,473	
13	Tourism confectionary products as local's characteristic	0,034	1	0,034	Unavailability of food products that is village's characteristic
14	The performance of local tourism institutions to manage the agro potential	0,033	1	0,033	Local institutions agro does not fully take an active role in the management of agro potential
15	Traditional characteristics of farmers in managing the farm	0,029	2	0,058	Most farmers have left the local wisdom in the way of farming.
16	Degradation of the environment/conversion of land use	0,029	1	0,029	The amount of land conversion from agriculture or plantation land into non-agricultural activities.
17	The lack of venture capital	0,032	1	0,032	The community's venture capital is still less, to manage the farm or for the home business industry
18	Synergistic inter-agency manager	0,031	2	0,062	Lack of cooperation between management institutions
19	Agro attractions	0,032	1	0,032	Agro attractions are still limited and have not been developed to support agroecotourism
20	Public awareness on environment	0,034	2	0,068	Community's efforts to preserve the environment is still low
21	The availability of TIC (Tourist Information Center)	0,040	2	0,080	Signpost still incomplete
22	Handicraft souvenir	0,032	2	0,064	Souvenir as handicrafts with local characteristics have yet exist
23	Efforts to promote the agro potential	0,032	2	0,064	Promotion of agro potential has not been fully performed
Total Weakness				0,556	
Total Strength and Weakness				3,029	

Source: The 2015 Analysis Result

Tabel 8. Interaction of IFAS-EFAS SWOT Matrix

EFAS	IFAS	Strengths	Weaknesses
		<ol style="list-style-type: none"> 1. The topography of Ciburial Village 2. Accessibility 3. As a conservation area 4. Determination Ciburial Village as agroecotourism village 5. Availability of basic infrastructure 6. The presence of farmer groups 7. Agro resource potential 8. The friendliness of the people 9. Human resources 10. Tourism facility and infrastructure 11. Traditional arts as local cultural heritage 12. Society participation 13. The topography of Ciburial Village 14. Accessibility 15. As a conservation area 16. Determination Ciburial Village as agroecotourism village 17. Availability of basic infrastructure 18. The presence of farmer groups 19. Agro resource potential 20. The friendliness of the people 21. Human resources 22. Tourism facility and infrastructure 23. Traditional arts as local cultural heritage 24. Society participation 	<ol style="list-style-type: none"> 1. Food / beverages traditionally provided as souvenirs travel 2. The performance of local tourism institutions to manage the agro potential 3. Traditional characteristics of farmers in managing the farm 4. Degradation of the environment/conversion of land use 5. The lack of venture capital 6. Synergistic inter-agency manager 7. Agro attractions 8. Public awareness on environment 9. The availability of TIC (Tourist Information Center) 10. Handicraft souvenir 11. Efforts to promote the agro potential 12. Food / beverages traditionally provided as souvenirs travel 13. The performance of local tourism institutions to manage the agro potential 14. Traditional characteristics of farmers in managing the farm 15. Degradation of the environment/conversion of land use 16. The lack of venture capital 17. Synergistic inter-agency manager 18. Agro attractions 19. Public awareness on environment 20. The availability of TIC (Tourist Information Center) 21. Handicraft souvenir 22. Efforts to promote the agro potential
		Weight 2,473	Weight 0,556
	Opportunities	<ol style="list-style-type: none"> 1. Optimizing natural and artificial resources, highly strategic geographical conditions with high accessibility, picturesque topography villages, agro potential, availability of basic infrastructure and basic facilities that are already available, so as to maximize the implementation of the Tourism Act (Undang-undang Kepariwisataa) and the Act of Autonomous Region (Undang-undang Otonomi Daerah), in order to increase local revenue, especially Ciburial village. 2. Developing an appeal of agro tourism destination components to optimize the support of central government funding through grants, private sector 	<ol style="list-style-type: none"> 1. Improving and enhancing the implementation of the inter-institutional role, creating synergistic between the management body and the government, public, and private sectors in order to maximize local autonomy and increase revenue through tax law and new levies. 2. Intensifying promotion and publicizing of the agro potential of Ciburial with the support of conducive environment for investors. 3. Creating agro tourist attraction with traditional cultural show, supported by the manufacture of traditional food / beverage of Ciburial village, as well as the making of handicraft as souvenirs for tourists.
	<ol style="list-style-type: none"> 1. Undang-undang Kepariwisataa Nomor 10 Tahun 2009 (Decree on Tourism No 10/ 2009) 2. Undang-undang Nomor 12 Tahun 2008 tentang kewenangan pemerintahan daerah (Decree No 12/ 2008 about local government policy) 3. Undang-undang Nomor 25 Tahun 2008 tentang pajak dan retribusi (Decree No. 25/ 2008 on Tax and retribution) 4. Undang-undang Nomor 20 Tahun 2008 tentang UMKM (Decree No. 20/ 2008 on UMKM) 5. Travel trend back to nature 		

6. The rapid development of technology	investment, supported by the cultural event such as a traditional art that is fostered through existing studios thereby increasing the cultural feel in the implementation of agroecotourism as a tourism trends back to nature.	4. Overcoming the shortage of public capital through government aid and help investors to support people in managing agricultural land as well as to open a craft center, so as to encourage the development of agro industry and improve the community economy through SMEs.
7. Government support		
8. Determination of national holidays		
9. Loyalty of tourists		
10. Willingness of creative net aid management	3. Developing a community participation to be involved in the formulation, planning, execution, and implementation of agro potential management activities in an effort to realize agroecotourism, with the support of conducive social and political conditions to make the Cibural village as a agroecotourism destination that is able to increase the income of local communities.	
11. Social, political and economic conditions in Bandung		
12. The comparative study from outside parties		
13. Private investment	4. Improving the quality of human resources by training, agricultural education, socialization of agricultural technology that is environmentally friendly, to increase knowledge and understanding of the community in managing agro potential.	

Weight 2,884	Weight 5,357	Weight 3,440
Threats		
1. Sociopolitical and economic conditions at the national level	1. Improving the empowerment of communities or farmers' groups to create competitive agroecotourism with unique and interesting agro attractions so it can be more superior than agroecotourism contained in other areas.	1. Reinforcing the law enforcer of government in the provision of Building Permit (IMB/ Izin Mendirikan Bangunan), so as to reduce the more uncontrolled land use conversion. It must be overcome immediately because it threatens the existence of agricultural land that would affect the sustainability of agro potential management to realize agroecotourism
2. The presence of agroecotourism-based village	2. Intensifying environmental conservation activities by involving the community and other public and private investors that are expected to restore Cibural village as a conservation area and to overcome the effects of drought associated with the availability of water resources.	2. Developing entrepreneurial spirit of village community so as to make characteristic food / beverages products as well as souvenirs of handicraft as a complementary agroecotourism attraction by highlighting the local culture so that it can be maintained its existence.
3. Climate conditions	3. Fostering a love of the Cibural villagers towards the customs, culture, local wisdom in order to remain sustainable and able to stem the flow of modern culture to create a genuine tourist village, unique and understated but contains the high life philosophical values that will form a tour that has good quality of ecotourism education.	3. To socialize the potential of agro owned in order to increase investment in the Cibural Village.
4. IMB-related law enforcement in the area of North Bandung		
5. Modernization		
Weight 0,307	Weight 2,780	Weight 0,863

Source : IFAS-EFAS Interaction, 2015

Table 9. Priority Strategy 1 : Strengths –Opportunities (SO) Strategy

Strengths	Opportunities
<ol style="list-style-type: none"> 1. The topography of Ciburial Village 2. Accessibility 3. As a conservation area 4. Determination Ciburial Village as agroecotourism village 5. Availability of basic infrastructure 6. The presence of farmer groups 7. Agro resource potential 8. The friendliness of the people 9. Human resources 10. Tourism facility and infrastructure 11. Traditional arts as local cultural heritage 12. Society participation 	<ol style="list-style-type: none"> 1. Undang-undang Nomor 9 Tahun 1990 tentang kepariwisataan 2. Undang-undang Nomor 12 Tahun 2008 tentang kewenangan pemerintahan daerah 3. Undang-undang Nomor 25 Tahun 2008 tentang pajak dan retribusi 4. Undang-undang Nomor 20 Tahun 2008 tentang UMKM 5. Travel trend back to nature 6. The rapid development of technology 7. Government support 8. Determination of national holidays 9. Loyalty of tourists 10. Willingness of creative net aid management 11. Social, political and economic conditions in Bandung 12. The comparative study from outside parties 13. Private investment
Strategi SO (Strengts – Opportunities)	
<ol style="list-style-type: none"> 1. Optimizing natural and artificial resources, highly strategic geographical conditions with high accessibility, picturesque topography villages, agro potential, availability of basic infrastructure and basic facilities that are already available, so as to maximize the implementation of the Tourism Act (Undang-undang Kepariwisataaan), the Autonomous Region Act (Undang-undang Otonomi Daerah), the Tax Act (Undang-undang Pajak) and the Local Levy, in order to increase local revenue, especially Ciburial village. 2. Developing an appeal of agro tourism destination components to optimize the support of central government funding through grants, private sector investment, supported by the cultural event such as a traditional art that is fostered through existing studios thereby increasing the cultural feel in the implementation of agroecotourism as a tourism trends back to nature. 3. Developing a community participation to be involved in the formulation, planning, excecution, and implementation of agro potential management activities in an effort to realize agroecotourism, with the support of conducive social and political conditions to make the Ciburial village as a agroecotourism destination that able to increase the income of local communities. 4. Improving the quality of human resources by training, agricultural education, socialization of agricultural technology that is environmentally friendly, to increase knowledge and understanding of the community in managing agro potential. 	

Source : Research Analysis, 2015

Table 10. Weighting the Result of IFAS and EFAS Analysis

IFAS	Strengths	Weaknesses
EFAS	(S) = 2,473	(W) = 0,556
Opportunities (O) = 2,884	SO = 5,357	WO = 3,440
Threats (T) = 0,307	ST = 2,780	WT = 0,863

Source: Data Analysis Processing Result

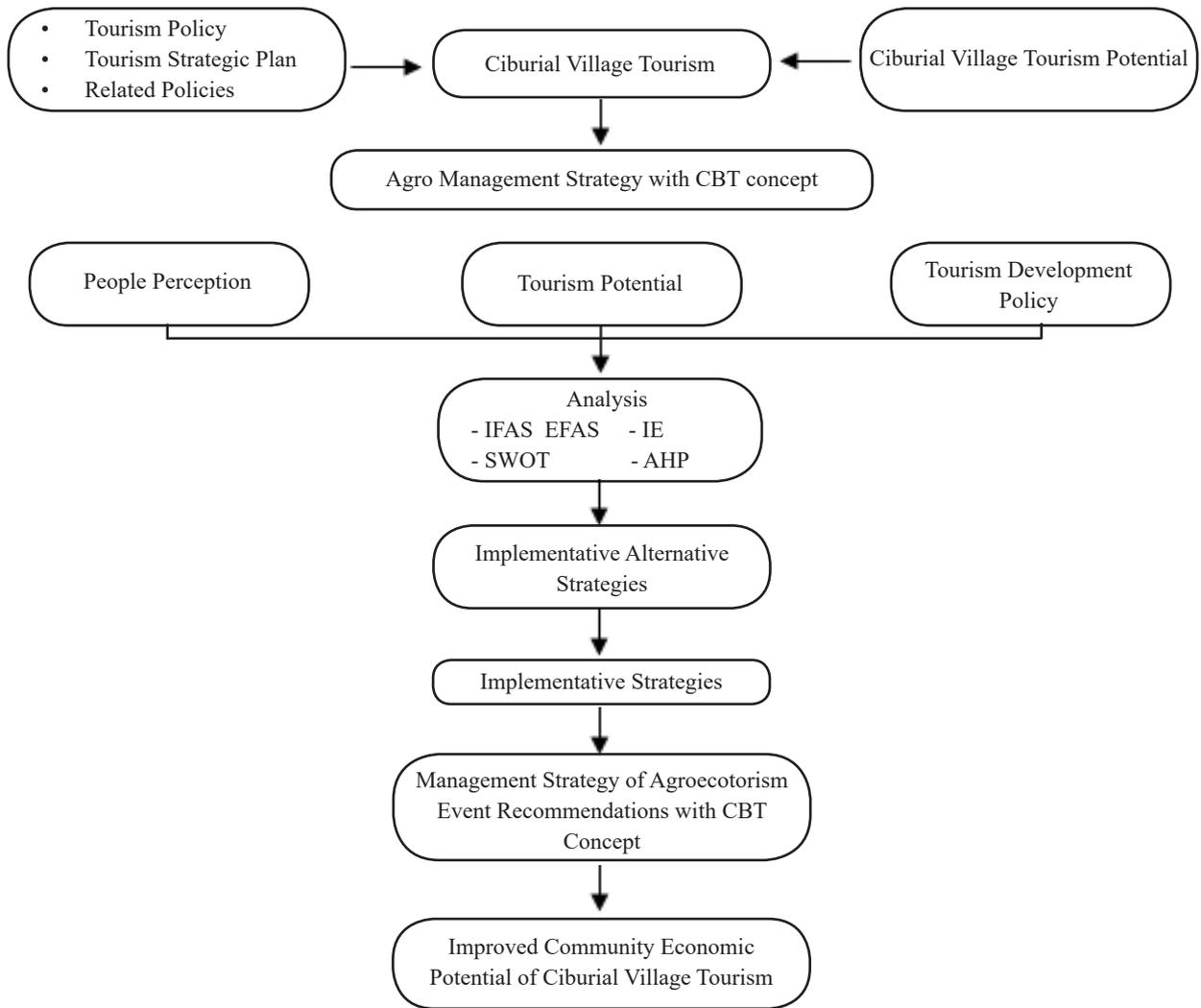


Figure 1. Framework

	Strong	Average	Weak
High	4.0 I Growth (Vertical Integration)	3.0 II Growth (Horizontal Integration)	2.0 III Retrechment Turn Around
Medium	3.0 IV Stability	V Growth (Horizontal Strategy and Stability)	VI Retrechment Captive Company or Abstertion
Low	2.0 VII Growth (Concentric Diversification)	1.0 VIII Growth (Conglomerate Diversification)	IX Retrechment Liquidity

Figure 2. Internal – External Matrix

Source :Research Analysis Result, 2015

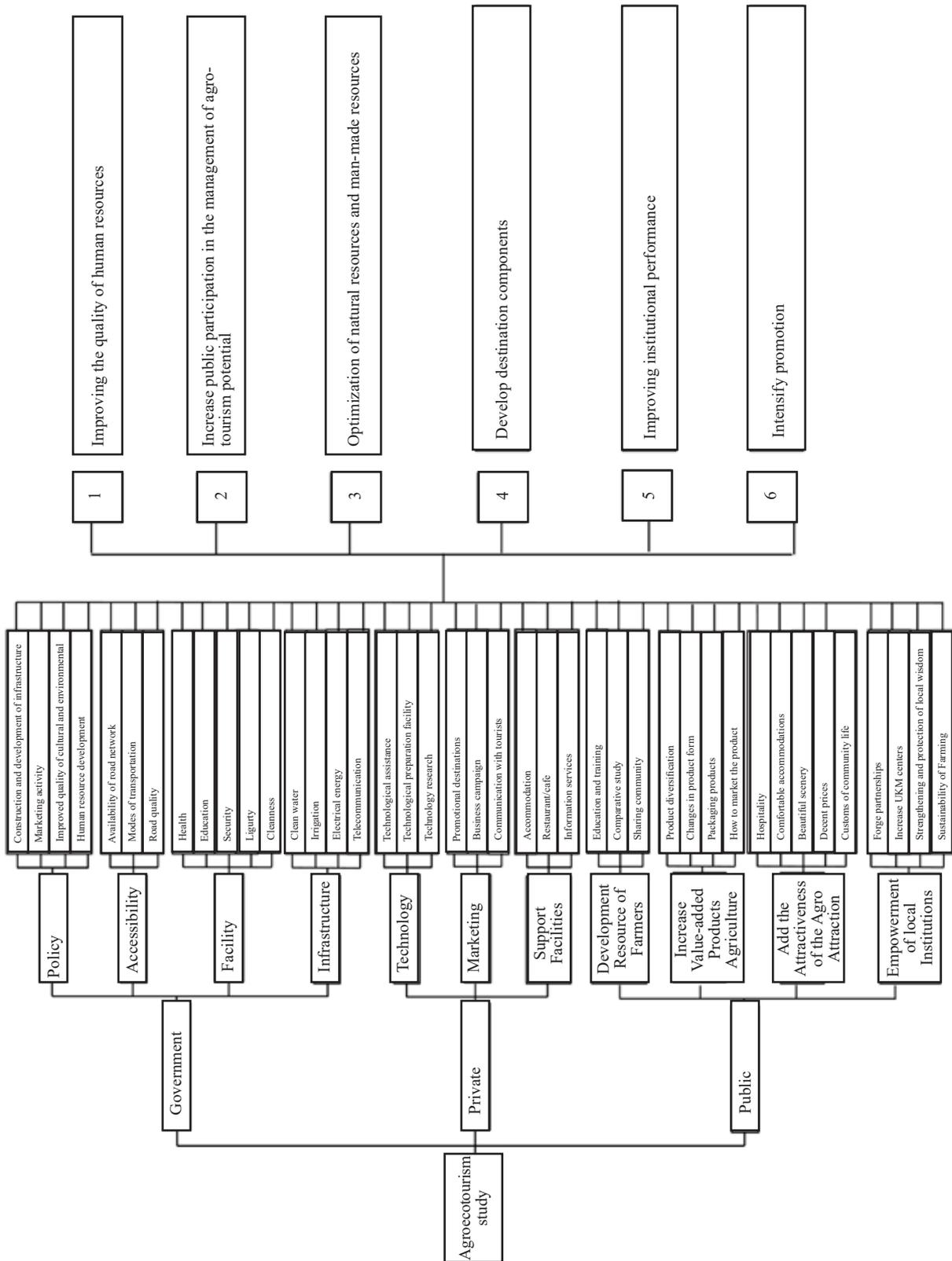


Figure 3. Ciburial Village AHP

Source : Research Analysis Result, 2015