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Agrotourism Base Tourism Development Strategy to Increase Community Income in Henda Village

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Abstract

Objective – This study aims to analyze the agrotourism development strategy in Henda Village, Pulang Pisau Regency using SWOT analysis to identify strengths, weaknesses, opportunities and threats that affect agrotourism development.
Design/Methodology/Approach – This study uses a quantitative descriptive method with data analysis carried out through the IFAS, EFAS, IE and SWOT matrices.
Findings – The results of the analysis obtained a total value of the IFAS matrix of -0.03 and EFAS of 0.10 which indicates that the position of Henda Village is in quadrant III of the IE matrix where a conservative situation applies. The recommended strategies in this position include minimizing or improving weaknesses by utilizing opportunities. Based on the SWOT analysis using weakness opportunities (WO) and turn around strategy, namely Utilizing Government Support for Improving Facilities and Developing Tourism Products, Developing Agricultural Education Programs, Digital Promotion Strategies through Social Media and Websites, and Designing Educational Tourism Products Based on Nature and Culture as the Main Attraction.
Implications – To agrotourism in Henda Village need to be focused on improving basic infrastructure, such as clean water, electricity, and telecommunications networks, to support the smooth running of tourism activities.

Keywords: Development Strategy, Tourism, Agrotourism, Watermelon, Henda

INTRODUCTION

Tourism has become an important sector in the world economy, even an estimated 200 million people in the world work in this sector (Nurhadi, 2018) . Tourism is a sector that has great potential for regional economic development, which not only contributes to increasing income through foreign exchange but also opens up business opportunities and employment for the surrounding community, especially in villages. In the context of the village, according to Irawan (2022) , a tourist village is a community consisting of residents who interact directly with each other under management and have concern and awareness to play a role together in adapting different individual skills.

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Indonesia is an agricultural country that has extensive agricultural land (Kurniasanti, 2019). This makes the concept of tourism utilizing agricultural attractions very possible to be developed, especially in rural areas. The form of tourism that uses agriculture as its main attraction is called agrotourism (Satriawan et al., 2021). By combining agricultural and tourism activities, the community can gain economic benefits from both sectors. Developing agrotourism-based tourism can be one strategy to increase the income of local people.

Agrotourism is a form of tourism that combines elements of agricultural activities with tourism activities. According to Baiquni in Nilam et al (2021) Agrotourism is defined as a series of tourism activities that utilize agricultural locations from the beginning of production activities to obtaining agricultural products with the aim of expanding understanding, knowledge, and experience in the agricultural sector, as well as recreation.

The main principles in agrotourism include the principles of sustainability, environmental conservation, and empowerment of local communities (Barbieri & Mshenga, 2008). The principle of sustainability means maintaining a balance between social, economic, and environmental benefits. The principle of environmental conservation means focusing on environmentally friendly practices for agrotourism farming activities, while empowerment of local communities means providing opportunities for local residents to be involved in the management of agrotourism destinations while actively developing them.

Agrotourism cannot be viewed only as a business venture to meet consumer demand for recreation, scenery and so on, but must also be a means of promotion, educational media, and diversification opportunities through product innovation (Harwadi et al., 2022). Therefore, according to the Agrotourism Development Theory in Harwadi et al. (2022) a continuous development and monitoring process must be carried out through improving skills and educational training, so that the potential for agrotourism development can be optimized to provide maximum benefits for farmers and villagers, while also supporting sustainable agricultural and tourism activities.

Agro-based tourism development requires a development strategy. A development strategy is an action plan that is systematically prepared to achieve the organization's long-term goals (Wheelen & Hunger, 2012). This strategy includes identifying opportunities and threats in the external environment as well as analyzing internal strengths and weaknesses. This development strategy analysis can be carried out through an analysis called SWOT, which is an analysis based on the logic of various things that can maximize strengths and opportunities, while minimizing weaknesses and threats (Suparmin et al., 2020).

It is expected that this development strategy will be able to make the Henda Village area a rapidly developing agrotourism village in the central region of Pulang Pisau Regency. And be able to become an agrotourism area that attracts tourist visits from various regions and groups, and provides memories and knowledge for tourists who come (Nurhadi, 2018).

Henda Village is one of the villages that has the potential to be used as an agrotourism area. With a population of 752 people according to the Central Statistics Agency (2024), this village has the potential for natural resources (SDA), namely the abundance of agricultural and plantation products, especially watermelon. The village, located in Jabiren Raya District, Pulang Pisau Regency, Central Kalimantan Province, Indonesia, is one of the villages with the largest watermelon harvest and production area in Pulang Pisau Regency with 22 farmer groups.

This village is rich in natural resources, fertile agricultural land, and its natural beauty is said to be a tourist attraction. With the development of agrotourism, tourists can not only enjoy the beauty of the plantation, but can also participate in harvesting activities and taste the agricultural

products directly (Carvalho et al., 2022). In addition, the people of Henda Village have a strong agricultural tradition and various other agricultural products that can be used as tourist attractions.

However, until now the potential of agrotourism in Henda Village has not been optimally utilized. Various factors such as minimal supporting infrastructure, limited promotion, and minimal public knowledge about agrotourism management are the main obstacles in developing this sector. In addition, watermelon production has not been optimally utilized due to minimal capital (Hukom et al., 2021).

The development of agrotourism in Henda Village can provide significant positive impacts, not only in terms of increasing community income, but also in preserving the local environment and culture. For example, several studies have shown that agrotourism can be an effective means of improving the welfare of village communities (Tew & Barbieri, 2012). In addition, agrotourism can also support environmental conservation by encouraging sustainable agricultural practices and natural resource conservation.

Identification of agrotourism potential can be done by conducting a SWOT analysis. SWOT analysis is carried out as an initial step in developing agrotourism. As in the research of Fajar & Sulaksono (2024) in the SWOT analysis it was found that the SO (strength-opportunity) strategy is the development option with the highest score for developing agrotourism in Cialam Jaya, with the implementation of SO by maximizing strategic locations to obtain maximum market opportunities.

Based on this background, this study will examine how tourism development strategies can increase community income in Henda Village, Pulang Pisau Regency based on agrotourism. It is hoped that the results of this study will be one way to realize Henda Village as an agrotourism village that can be beneficial for improving the welfare of village communities.

METHODS

This research was conducted in Henda Village, Jabiren Raya District, Pulang Pisau Regency, which is approximately 66 km from Palangka Raya City. The research was conducted in September 2024. Henda Village was chosen because the village is known as one of the places that has the potential to become an agrotourism village by utilizing watermelon agricultural products as an agro tourism object.

This study uses a descriptive method. Descriptive research according to Suryana in Ermawati et al. (2023) is research that focuses on making systematic and accurate descriptions based on obtaining facts from the objects being studied. The data studied in this study were obtained through two data sources, namely primary and secondary. Primary data was obtained directly from the research location. While secondary data was obtained from existing sources, such as previous studies, books, related agencies and so on (Carvalho et al., 2022).

This study uses samples to collect data to be studied from the field. The sample is a partial component that represents the entire population. The research sample used included 30 residents of Henda Village consisting of 28 farmers and 2 village officials. Data collection was carried out using a questionnaire technique, namely by distributing questions related to the research variables by residents who were the research samples (Nilam et al., 2021). The collected data were then analyzed using the SWOT, IFAS, EFAS and IE matrices (Fajar & Sulaksono, 2024).

The SWOT analysis used in the analysis of this research data is an analysis used to compare external factors (opportunities and threats) with internal factors (strengths and weaknesses). The SWOT analysis includes a SWOT matrix that describes how the internal strengths and weaknesses of

the IFAS (Internal Factor Analysis Summary) faced by the business can be adjusted to the external threats and opportunities of the EFAS (External Factor Analysis Summary) (Susanti & Prabowo, 2019).

IFAS and EFAS are carried out by giving weights, rankings and values to the matrix columns to determine the main factors, strengths, weaknesses, opportunities and threats of the agrotourism study (Carvalho et al., 2022). Then the results of the sum of the values of the IFAS and EFAS matrices that combine external and internal factors will produce the results of the IE matrix, then these numbers will determine the position of the business in the nine cells of the IE matrix which indicate the strong, weak or high or low position of the agrotourism business being studied (Putra et al., 2019).

RESULTS AND DISCUSSION

General Description of Henda Village

Henda Village is one of eight villages in Jabiren Raya District, Pulang Pisau Regency. This village is located in a peat area, with an area of ¾ or around 18,750 Ha in the form of peat land. (Henda Village Mapping Team, 2018). Judging from its geographical location, Henda Village is at an altitude of 0 - 5 meters above sea level, is in a strategic position on the banks of the Kahayan River, and is also passed by the provincial road connecting Central Kalimantan with South Kalimantan. In general, Henda Village is 11 km from the sub-district center, 33 km from the district capital and 66 km from Palangka Raya as the provincial capital, using land transportation via the Trans Kalimantan highway.

Public facilities and infrastructure in Henda Village still require special attention, especially for educational facilities, places of worship and health. Most of the teaching staff in Henda Village come from outside the village and only a small number live in Henda Village. Likewise for health workers, based on the results of the interview, the number is still small, of course it is hoped that this will be a concern for the local government.

The majority of Henda Village residents work in the agricultural or plantation sector, where more than 70% work as farmers/gardeners, some others work as small-scale cattle breeders. Agricultural land in Henda Village is quite large and on average each head of family here has land with an area of around 8 hectares. Although in reality the use of land utilized by people who work as farmers is only around 20% of the total area of Henda Village (Henda Village Mapping Team, 2018). The Henda Village area has the potential for the development of rubber, sengon, oil palm and watermelon agriculture/plantations. Given its location on the banks of the Kahayan River, the profession of fishermen and fish farming is still a side business for Henda Village residents, this can be seen from the many families who have cattle.

Determination of SWOT Indicators for the Potential of Henda Village to Become an Agrotourism Village

Watermelon farming in Henda Village, Pulang Pisau Regency, Central Kalimantan, has the potential to be developed into an agrotourism village, especially with a focus on watermelon farming which is already quite well-established in the area. This village is known as one of the main suppliers of watermelon in Pulang Pisau and Palangka Raya.

However, this is not enough, because a village that can be said to be an agrotourism village must meet several points, namely it must have unique natural resources or agricultural activities that can be used as an attraction, adequate access and facilities are available, adopt sustainable agricultural practices, there are aspects of preserving local culture and traditions, empowerment and involvement of local communities, development of tourism products and supporting services,

education and environmental awareness for tourists, partnerships and support from the government or institutions, economic diversification, and good promotion through social media, websites, and local events.

Based on the 10 points, an indicator framework was prepared with a scale of 1-5 to assess the readiness of Henda Village as an agrotourism village. The scale of 1-5 shows how much respondents agree or disagree with the statement given. Furthermore, the author filtered several aspects to be used as SWOT indicators based on the results of a survey that had been conducted previously and after obtaining indicators of strengths, weaknesses, opportunities and threats, the researcher compiled questions based on these indicators. The results of the SWOT analysis obtained related to internal (IFAS) and external (EFAS) factors of agrotourism development in Henda Village are presented in Table 1 below.

Table 1. IFAS, EFAS Matrix

NO	Internal Factors	External Factors
	Strength	***Opportunity***
1.	Natural Resources or unique agricultural activities	Villages receive government support for agrotourism development
2.	Empowerment and involvement of local communities	Public awareness of the importance of sustainable agriculture is increasing
3.	Sustainable agricultural practices have been implemented	Villages use digital media for promotion
4.	Diversification of village economy	This village has nature and culture based tourism packages.
	Weaknesses	***Gift* (Threat)**
1.	Basic facilities such as clean water, electricity and telecommunications networks are still inadequate.	Village road infrastructure constraints
2.	Does not yet have Tourism Product Development and Supporting Services	Dependence on external support
3.	Does not yet have a structured educational program on sustainable agriculture	Competition with other more attractive and cheaper tourist destinations
4.	Not having a tourism promotion strategy through social media or website	Environment and climate change

Source: Processed Research Results 2024

Formulation of IFAS and EFAS Matrix

The formulation of Internal Factors (IFAS/Internal Factor Analysis Summary) and External Factors (EFAS/External Factor Analysis Summary) is carried out after identifying the environmental conditions of agrotourism which include strengths, weaknesses, threats and opportunities. IFAS will compile a matrix containing the strengths and weaknesses of agrotourism. While the EFAS matrix will contain the opportunities and threats of agrotourism. The IFAS and EFAS matrices are weighted using the equal weighting method in pairs.

IFAS Matrix Analysis

IFAS analysis analyzes the internal environmental factors of the potential of Henda Village agrotourism which identifies a number of strengths and weaknesses. Internal factor matrix analysis is carried out by calculating the weighted average of the questionnaire results, then the internal factors, strengths and weaknesses of Henda Village agrotourism are arranged in an evaluation matrix for each internal factor. The results of the IFAS matrix analysis show that empowerment and involvement of local communities are the most important strength factors, with the results having a higher rating value than other aspects, namely 1.36. Meanwhile, the factor that is a weakness especially for Henda Village agrotourism is not yet having tourism product development and supporting services has a higher rating than other factors, namely 1.22. The results of the IFAS matrix analysis of Henda agrotourism are presented in Table 2 below.

Table 2. IFAS Matrix Results

No	Internal Factors	Heavy	Ranking	Score
	Strength			
1.	Natural Resources or unique agricultural activities	0.25	1.11	0.28
2.	Empowerment and involvement of local communities	0.31	1.36	0.43
3.	Sustainable agricultural practices have been implemented	0.22	0.96	0.21
4.	Diversification of village economy	0.22	0.95	0.20
	Total Power			**1.12**
	Weaknesses			
1.	Basic facilities such as clean water, electricity and telecommunications networks are still inadequate.	0.21	0.95	0.20
2.	Does not yet have Tourism Product Development and Supporting Services	0.27	1.22	0.32
3.	Have a structured educational program on sustainable agriculture	0.26	1.19	0.31
4.	Not having a tourism promotion strategy through social media or website	0.26	1.20	0.32
	Total Weakness			**1.15**

Source: Processed Research Results 2024

EFAS Matrix Analysis

EFAS analysis analyzes the external environmental factors of agrotourism potential in Henda Village which identifies a number of opportunities and threats. External factor matrix analysis is carried out by calculating the weighted average of the questionnaire results, then external factors, opportunities and threats for agrotourism in Henda Village are arranged in an evaluation matrix for each external factor. The results of the EFAS matrix analysis show that the aspect of the village must have a nature and culture-based tourism package is the most important opportunity factor, with the results having a higher rating value than other aspects, namely 1.34. Meanwhile, the threat factor especially for agrotourism in Henda Village, namely the environmental and climate change aspects, has the highest rating, namely 1.36. The results of the EFAS matrix analysis of Henda agrotourism are presented in Table 3 below.

Table 3. EFAS Matrix Results

No	External Factors	Heavy	Ranking	Score
	Opportunity			
1.	Villages receive government support for agrotourism development	0.26	1.09	0.29
2.	Public awareness of the importance of sustainable agriculture is increasing	0.25	1.23	0.31
3.	Villages use digital media for promotion	0.27	1.34	0.36
4.	This village has nature and culture based tourism packages.	0.26	1.28	0.33
	Total Chance			**1.29**
	***Gift* (Threat)**			
1.	Village road infrastructure constraints	0.22	1.01	0.22
2.	Dependence on external support	0.28	1.30	0.36
3.	Competition with other more attractive and cheaper tourist destinations	0.21	0.96	0.20
4.	Environment and climate change	0.29	1.36	0.40
	Total Threat			**1.19**

Source: Processed Research Results 2024

The total weighted value of IFAS agrotourism in Henda Village of -0.029 shows that the internal condition of this agrotourism is in a strong condition. The total weighted score of EFAS of 0.105 shows that to form agrotourism in Henda Village, one must be able to take advantage of great opportunities to deal with strong internal weaknesses. The total value of EFAS agrotourism in Henda Village is higher than the total value of IFAS. This shows that agrotourism in Henda Village has great opportunities to be developed. Based on the average value of the IFAS and EFAS matrices, an IE (Internal External) matrix can be compiled as in Figure 1 below.

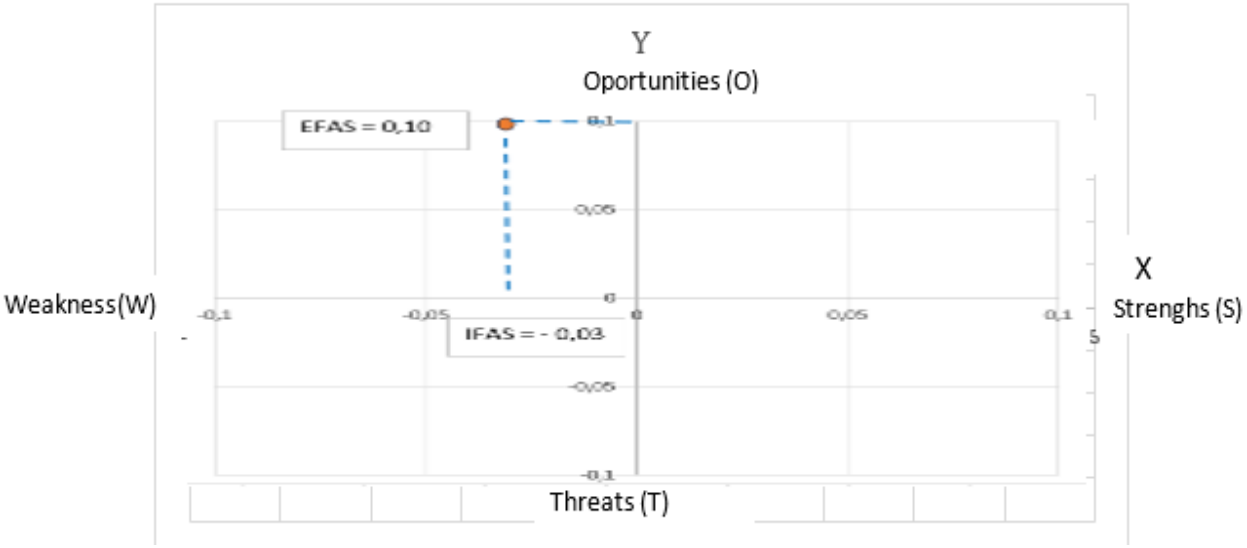

Figure 1. IE Matrix

Based on the image above, it shows that the intersection point (-0.03; 0.10) is in quadrant III which can be done by utilizing opportunities in overcoming weaknesses to improve the development of Henda Village into agrotourism. This means that the strategy that can be done is to minimize or improve weaknesses by utilizing opportunities in order to improve the development of Henda Village into agrotourism by using weakness opportunities (WO) and turn around strategy.

However, in implementing the strategy later, the Village should not ignore other strategies that must still be considered as alternative strategies, namely the SO strategy in quadrant I supports the Growth or aggressive strategy, can take advantage of existing opportunities so that it is very suitable to use the power of opportunities (SO) and can be managed using a growth-oriented strategy that is oriented towards growth and development strategies (David, 2010). Other strategies as alternative strategies are the ST strategies in quadrant III supporting the defensive strategy and WT in quadrant IV supporting the diversification strategy.

SWOT Matrix Analysis

Various strategic options can be obtained based on the SWOT matrix analysis model. The advantage of this model is the ease of developing strategies based on a combination of internal and external factors (Rangkuti, 2017). There are four main recommended strategies, including SO (strengths-opportunities), ST (strengths-threats), WO (weaknesses-opportunities), and WT (weaknesses-threats) strategies, which provide strategic options for developing agrotourism in Henda Village. This analysis uses data obtained from the IFAS and EFAS matrices. The results of the SWOT matrix analysis produced five strategies for the SO (Strengths-Opportunities) strategy, and four strategies each for the WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) strategies.

Table 4. IFAS and EFAS Matrix and SWOT Analysis Strategy

Internal / **External**	***Strength***	***Weaknesses***
	1. Natural Resources or unique agricultural activities 2. Empowerment and involvement of local communities 3. Sustainable agricultural practices have been implemented 4. Diversification of village economy	1. Basic facilities such as clean water, electricity and telecommunications networks are still inadequate. 2. Does not yet have Tourism Product Development and Supporting Services 3. Have a structured educational program on sustainable agriculture 4. Not having a tourism promotion strategy through social media or website
Opportunity	**SO Strategy**	**WO Strategy**
1. Villages receive government support for	1. Offering unique agricultural activities as the main attraction in the natural and	1. Leveraging government support to improve

agrotourism development 2. Public awareness of the importance of sustainable agriculture is increasing 3. Villages use digital media for promotion 4. This village has nature and culture based tourism packages.	cultural educational tourism packages offered by the village 2. Enhancing the role of local communities as agrotourism guides and instructors 3. With government support, train local communities to become tour guides and workshop facilitators in agrotourism activities that focus on sustainable agricultural practices. 4. Diversification of tourism and souvenir products from domestic processed products 5. Leveraging digital media to attract tourists	facilities and develop tourism products 2. Developing a structured sustainable agricultural education program 3. Develop digital promotion strategies through social media and websites 4. Designing educational tourism products based on nature and culture as the main attraction
***Gift* (Threat)** 1. Village road infrastructure constraints 2. Dependence on external support 3. Competition with other more attractive and cheaper tourist destinations 4. Environment and climate change	**ST Strategy** 1. Offering unique agricultural activities and local products typical of Henda Village as a competitive advantage, differentiating itself from other destinations through engaging experiences. 2. Focusing on empowering local communities to manage and run tourism activities independently, so that villages are less dependent on external assistance. 3. Developing sustainable agricultural products that are resilient to climate change 4. Diversification of local products to face market and environmental challenges	**WT Strategy** 1. Improving basic facilities independently to reduce external dependency 2. Develop tourism products and supporting services that have special selling value, such as nature-based experiences and local agriculture. 3. Developing sustainable agricultural education programs and practices that are adaptive to climate change 4. Developing effective digital promotions to expand tourist reach

Source: Processed Research Results 2024

With this strategy, it is hoped that Henda Village can overcome weaknesses and face threats well, in order to build a strong and independent agrotourism which will also provide benefits for improving the welfare of the Henda Village community.

From the results of the data analysis calculations that have been carried out through the calculation of the IFAS and EFAS matrices which are then used as a reference for determining the IE

matrix, alternative strategic results have been obtained that are appropriate for developing agrotourism in Henda Village using the SWOT matrix. The IFAS matrix value is -0.03 and the EFAS matrix value is 1.10. So, the IE matrix is at the cut-off point (-0.03; 0.10) resulting in the results of Henda Village agrotourism being in quadrant III, which means it is very appropriate to overcome weaknesses (strengths) by using existing opportunities weakness opportunities (WO) and turn around strategy . The results of this study produce findings that are in accordance with previous research by Andena (2023) who analyzed the Cassava Plantation Agrotourism Development Strategy in Bukti Village, Kubutambahan District, Buleleng Regency, Bali and Adam (2024) who analyzed the Village Development Strategy Towards Sustainable Community-Based Agrotourism.

CONCLUSION

This study identifies and analyzes the potential for developing Henda Village as an agrotourism destination based on watermelon farming using the SWOT analysis approach. The results of the IFAS matrix analysis obtained a total score of -0.03. It was found that the main strength factor is the empowerment and involvement of local communities, while the main weakness is that it does not yet have tourism product development and supporting services. In the EFAS matrix analysis, a total score of 0.10 was obtained with the greatest opportunity being that the village has a nature and culture-based tourism package, and the main threat faced is environmental change due to climate change.

The combined results of IFAS and EFAS analysis show that Henda Village agrotourism is in quadrant I of the IE matrix which recommends a " turn around " strategy. This strategy involves efforts to utilize government support to improve tourism product facilities, develop structured sustainable agricultural education programs, develop digital promotion strategies and design nature and culture-based educational tourism products. market penetration, product development, and diversification of tourism services. This strategy will push Henda Village out of stagnant conditions towards better and more inclusive development.

As a suggestion, development steps to form agrotourism in Henda Village need to be focused on improving basic infrastructure, such as clean water, electricity, and telecommunications networks, to support the smooth running of tourism activities. The government and community also need to work together to develop sustainable training and education programs aimed at improving community skills as agrotourism managers. In addition, digital promotion needs to be optimized by utilizing social media, websites, and other platforms to expand the reach of tourists. Diversification of tourism products, such as educational tourism packages for agriculture and local culture, as well as processed watermelon products, can increase the attractiveness and uniqueness of Henda Village as an agrotourism destination. With this strategy, Henda Village is expected to not only become a leading destination, but also provide a significant positive impact on community welfare and the preservation of local culture and environment.

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