# DEVELOPMENT STRATEGY OF *BHUMI MERAPI* AGRO-TOURISM IN SLEMAN REGENCY

Nabila Ayu Ulfa<sup>1</sup>, Jangkung Handoyo Mulyo<sup>2</sup> & Agus Dwi Nugroho<sup>2</sup>

<sup>1,2</sup>Department of Agricultural Socio-Economics, Faculty of Agriculture, Universitas Gadjah Mada Corresponding author: <u>jhandoyom@ugm.ac.id</u>

Received : 12 July 2021

Accepted : 12 August 2021

Published : 25 September 2021

# ABSTRACT

Bhumi Merapi Agrotourism in Sleman regency is one of the agro-tourism spots designed as an educational tourist destination related to agriculture and livestock but has some hurdles in its development. This study aims to know the development strategy of Bhumi Merapi Agrotourism and to determine the priority of the development strategy of Bhumi Merapi Agrotourism. The SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and QSPM (Quantitative Strategy Planning Matrix) is used for this research. Based on the SWOT analysis, the results of the study show that the development strategies are (1) Build additional infrastructure/facilities, (2) Promoting tourism products and facilities more intensively, (3) Maintain the natural resources that are owned to remain sustainable, and (4) Advancing Bhumi Merapi Agrotourism by utilizing the rapid development of technology in the form of the internet. The development strategy priority of Bhumi Merapi Agrotourism obtained from the analysis of QSPM is to promote products and tourism facilities more intensively to the community.

Keywords: agrotourism, QSPM, strategy, SWOT

# **INTRODUCTION**

Agro-tourism is a tourism development that can allow local farmers to increase income to sustain their families. Agro-tourism educates people about agriculture and reduces urbanization because young people do not need to go to cities to work and become a medium that promotes local products to the international arena. Agro-tourism is also a demand for pro-environment, go green, and responsible tourism.

Tourism development can have several impacts, both positive and negative impacts. The positive impact of tourism development is the construction of accommodation and tourist activities to increase the community's economy (Limbong and Soetomo, 2014). The negative tourism development impact of is commercialization, the emergence of materialistic attitudes, imitation by the community that is not compatible with national cultural values, increasing criminal acts, and shifting agricultural production to trade (Surwiyanta, 2003).

Based on the negative impacts caused by existing tourism and the hope for healthier and more practical tourism activities in the future, several parties have started to promote sustainable tourism development aggressively. Agro-tourism is also an alternative to sustainable tourism that utilizes agriculture (agro) as a tourist attraction that expands knowledge, recreational experience, and business relations in agriculture. Agro-tourism can provide a multiplayer effect by creating new jobs, improved income distribution, added value, and agricultural development. Agro-tourism is also able to accommodate demands for the national economy to continue to grow while at the same time fulfilling the principles of community, sustainability, and equity, both among individuals and between regions (Putra et al., 2015).

The cornerstones of agro-tourism development lie in the utilization of natural resources within the agro-tourism itself. Natural resources are natural resources that will continue to decrease if they are not properly maintained and preserved. Limited data and information in the agro-tourism environment's quantity and quality affect the management and control decisions of natural resources. One of the foundations that can be used as a management policy consideration is the results of an analysis of an agro-tourism development strategy.

Agro-tourism, which has begun to bloom and is popular with people recently, has led to the increasing number and development of tourist attractions that offer agro-tourism. There are various agro-tourism objects in the Yogyakarta Special Region Province. One of them is *Bhumi Merapi* Agro-tourism, which is on Jalan Kaliurang Km. 20, Sawungan, Hargobinangun, Sleman Regency. *Bhumi Merapi* Agro-tourism is an agrotourism that is engaged in agriculture, animal husbandry, and also history. This agro-tourism has a land area of about 5.2 hectares as agricultural and livestock land. On the other hand, the diversity of existing tourist attractions, such as Turi Agrotourism, Japanese Cave, Putri Lake, has led to increasingly fierce competition between tourist attractions, especially in the Sleman Regency area.

A business actor must prepare the right strategies for marketing products and its services. It is intended so that business players can defend the market and win over their competitors. The diversity of tourist attractions in Indonesia encourages development in the agro-tourism sector. The number of agro-tourism provides many choices for the community to choose the agrotourism places they will visit (Ernaldi, 2010).

Competition in business is a common thing. The competition which aims to attract consumer interest is mostly done by providing excellent and comfortable service. One of them is to create agriculture-based tourism, which is proenvironmental tourism, go green, and is responsible. Therefore it is necessary to formulate an appropriate development strategy for *Bhumi Merapi* Agro-tourism. This study's objectives include: (1) to determine the development strategy of *Bhumi Merapi* Agro-tourism; (3) determine the priority of the *Bhumi Merapi* Agro-tourism development strategy.

# METHOD

The primary method used in this research is the descriptive analysis method. According to Nazir (2011), this method is used to examine the status of human groups, objects, a set of conditions, a system of thought, or a class of events in the present.

In this study, the validity results can be seen in the SPSS output with the title Item-Total Statistics. Assessing each statement item's validity can be seen from the Corrected Item-Total Correlation value of each statement item (Nugroho, 2005).

Table 1. IFAS an	d EFAS Matrix
------------------	---------------

A statement item is valid if the value of the r-value, which is the value of Corrected Item-Total Correlation larger than  $r_{table}$  because in this study using 50 respondents, the  $r_{table}$  value is obtained through df (degree of freedom) = n-k. The k is the number of statement items in a variable, and n is the number of respondents taken. So df = 50-19 = 31, then  $r_{table} = 0.344$ .

Reliability measures the respondent's stability and consistency in answering matters related to statement constructs, which are the dimensions of a variable and arranged in a questionnaire form (Sujarweni, 2014). A variable construct's reliability is good if it has a Cronbach's Alpha value larger than 0.60.

In this study, we tested the reliability value using SPSS Ver. 23. The output for the reliability test and the validity test; however, to see the reliability test results, it is necessary to look at the Reliability Statistics table on SPSS Ver. 23.

1. Analysis of IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. According to Prasetya et al. (2015), the stages of preparing the IFAS and EFAS tables, namely: (a) in column 1, determining the factors that are the company's strengths and weaknesses; (b) in column 2, each factor is weighed on a scale of 1.0 (most important) -0.0 (not important). The filling of these weights is based on the results of the analysis obtained from the questionnaire filled out by the respondents; (c) in column 3 is filled with the calculation of the rating for each factor based on the influence of that factor on the condition of the company concerned, with a scale from 4.0 (outstanding) to 1.00 (poor). Filling in this rating is also based on a questionnaire filled out by respondents; (d) in column 4 (score), it is filled with the multiplication result of the weight in column 2 and column 3. The results start from 4.0 (outstanding) to 1.00 (poor); (e) the weighted scores in column 4 are added together to obtain a total score; the result is a value that shows how the company reacts to its internal strategic factors. The total score can also compare the company with other companies in the same business group.

	Internal-external strategic factors (1)	Weight (2)	Rating (3)	<b>Score</b> $(2) \times (3) = (4)$
Strength 1.				
2.				

3.
Etc.
Weakness
1.
2.
3.
Etc.
Opportunity
1.
2.
3.
Etc.
Threat
1.
2.
3.
Etc.
Total (Strengths / Weaknesses / Opportunities / Threats) 1.00

Source: Prasetya et al. (2015)

2. SWOT analysis, which is the identification of various factors systematically to formulate a company strategy.

This analysis is based on an analysis of the internal and external environments that affect the business environment (Rangkuti, 2009). In this study, the researcher chose to use three models: the Grand Strategy Matrix and the SWOT Matrix.

#### Grand Strategy Matrix

The problem often faced in using SWOT analysis is finding: "What will be the principal purposes of the grand strategy?". Does the company want to take advantage of a strong

position or overcome existing obstacles? A more specific model is to use the grand strategy selection matrix. This strategy's basic idea is to choose two central variables to determine the grand strategy's main goals and choose internal or external factors for growth or profitability (Rangkuti, 2009).

#### SWOT matrix

The SWOT matrix is a tool used to compile the strategic factors of a business. According to Prasetya et al. (2015), the SWOT matrix can clearly describe the opportunities and external threats faced by a business, adjusted to its strengths and weaknesses.



#### Figure 1. Grand Strategy Matrix Source: Rangkuti, 2009

IFAS	STRENGTH (S)	WEAKNESS (W)
	Determine internal strength	Determine the factors of internal
EFAS	factors	weakness
OPPORTUNITIES (O)	S-O STRATEGY	W-O STRATEGY
Determine external	Create a strategy that uses	Create strategies that minimize
opportunity factors	your strengths to take	weaknesses to take advantage of
	advantage of opportunities	opportunities
THREATS (T)	S-T STRATEGY	W-T STRATEGY
Determine external threat	Create a strategy that uses	Create strategies that minimize
factors	strength to overcome threats	weaknesses and avoid threats

Figure 2. SWOT Matrix Diagram

Source: Prasetya et al. (2015)

#### 3. QSPM analysis.

According to Bhandari and Verma (2013), there are four steps to develop QSPM, namely: (1) determining the matrix, namely listing the strengths, weaknesses, opportunities, and threats in the left column of the QSP (Quantitative Strategy Planning) matrix. This information is taken from a matrix of internal factors and external factors; (2) determine the weight or give a rating value for each of the identical internal and internal factors as in the matrix of internal factors and external factors; (3) determining the value of attractiveness or Attractiveness Score (AS) by determining the values 1 to 4 for each internal and external factor. The AS scores indicate the relative attractiveness of each strategy to the other. A score of 1 means unattractive, a value of 2 means somewhat attractive, a value of 3 means attractive, and a value of 4 means very attractive; (4) to analyze the results, namely by calculating the number of Total Attractiveness Score (TAS) from the multiplication of weights and AS in each QSPM column. The largest TAS value indicates that the alternative strategy is the main choice, and the smallest TAS value shows that this alternative strategy is the last choice.

1 auto 2. Quantitative Strategy I famming Math	Table 2.	Ouantitative	Strategy	Planning	Matrix
--	----------	--------------	----------	----------	--------

		Alternative Strategies						
<b>Critical Success Factors</b>	Weight	Strat	tegy 1	Strategy 2		Strate	Strategy 3	
		AS	TAS	AS	TAS	AS	TAS	
Strength								
Etc.								
Weakness								
Etc.								
Opportunity								
Etc.								
Threat								
Etc.								
Total								

Source: Bhandari and Verma (2013)

# **RESULTS AND DISCUSSION**

#### Validity Test Results

One of the critical things that must be done in qualitative analysis is to use the validity test of the questionnaire based on its strategic environmental factors, both internal environmental factors (strengths and weaknesses) and external factors (opportunities and threats), which will be formulated in the form of a SWOT analysis (Alhusin, 2003). The results of the analysis of the validity of the internal and external environment show that it turns out that all statement items from internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) have an r-value (Corrected Item-Total Correlation) value that is greater than the  $r_{table}$ value at the error level. The alpha ( $\alpha$ ) is 5%, so statistically, each item statement of internal and external environmental factors is significant to explain *Bhumi Merapi* Agro-tourism's development strategy. Therefore, based on the validity test that has been carried out, statistically, each item of the statement is valid (valid) to be used. The validity test of each internal and external factor on the development of *Bhumi Merapi* Agrotourism is shown in Table 3.

Table 3. Validity Test Results of Internal-External Factors of Agro-tourism Bhumi Merapi

Indicator	r-value	Information
Strength		
Attractive Natural Resources	0.709	Valid
Varies of Tourist Facilities	0.616	Valid
Supervision and Maintenance of Tourism Objects	0.718	Valid
A Cool and Beautiful Environment	0.739	Valid
Easy to Reach Location	0.435	Valid
Image / Good Image	0.757	Valid
Weakness		
Relatively Expensive Ticket Prices for Facilities	0.848	Valid
Promotion Not Intensive and Even	0.784	Valid
Negative Impact of The Interaction of Nature and Living Things around it	0.829	Valid
Opportunity		
Market Share Is Still Wide	0.557	Valid
The Existence of Vacant Land for the Construction of Additional Facilities	0.479	Valid
There is a Tendency for the Community to Hold Meetings In Tourist Areas	0.701	Valid
There is a Tendency For People to Switch from Urban Tourism to Agro-Tourism	0.525	Valid
(Natural Tourism)	0.525	
The Rapid Development of Technology in the Form of The Internet	0.717	Valid
Threat		
Competing Tourist Attractions Around the Current Bhumi Merapi Agro-Tourism	0.546	Valid
There is a Very Rapid Development of New Tourist Attractions in The Future	0.712	Valid
Changes in Indonesia's Political and Economic Conditions in a Negative Direction	0.532	Valid
Changes in Consumer Tastes and Values of Tourism Objects	0.641	Valid
There is Flexibility for Consumers to Seek and Visit Other Tourist Objects	0.666	Valid

Note:  $r_{table}$  using the alpha error rate ( $\alpha$ ) 5% = 0.344.

Source: Primary Data Analyzed in 2018

### **Reliability Test Results**

In the Reliability Statistics table, you will see the Cronbach's Alpha value. Reliability test results for strengths, weaknesses, opportunities, and threats can be seen in Table 4.

Table 4. Results of Reliability Test of Internal-External Factors of Agro-tourism *Bhumi Merapi* ( $\alpha$ -table=0.6)

Factors	Cronbach's	Information
	Alpha	
Strength	0.734	Reliable
Weakness	0.756	Reliable
Opportunity	0.663	Reliable
Threat	0.613	Reliable
		-

Source: Primary Data Analyzed in 2018

# **Results of Weight and Rating Analysis**

Internal Factors (Strengths and Weaknesses)

Internal factors consist of the strengths and weaknesses faced by the company. The description of these factors can directly influence the company's development strategy. Identification of strengths and weaknesses can be seen from the general condition of the company and its resources.

The results of the strength factor analysis in Table 5 produce six factors that are very supportive in the preparation of the Bhumi Merapi Agro-tourism development strategy with a weighted value of 0.49 to 0.64, and the resulting weighted total score is 3.30. The accessible location is a factor that has the highest weighted value (0.64) because according to respondents in this study, Bhumi Merapi Agro-tourism is very superior in its location, which is only about 50 meters from the main road Jalan Kaliurang, indicated by a large billboard next to the Hargobinangun Village Hall which makes this agro-tourism very easy to find. Supervision and care are the factors that have the lowest weighted (0.49), because according to respondents in this study, even though the supervision and maintenance of tourist objects are good, the intensity for cleaning livestock sheds must be increased so that visitors are free from unpleasant odors that come from animal waste.

The results of the weakness factor analysis in Table 5 produce three factors that influence the preparation of the *Bhumi Merapi* Agro-tourism development strategy with weighted values of 0.84 and 0.93, and the resulting weighted total score is 2.61. The promotion factor, which is not yet intensive and evenly distributed, has the<br/>highest weighted value (0.93). It is considered the<br/>most crucial weakness factor for the management<br/>because the good promotion will undoubtedlyaffect consumer vis<br/>promotion is essential<br/>Bhumi Merapi Agro-<br/>even increase the num<br/>Table 5. Internal Factors Analysis Summary (IFAS) Agro-tourism Bhumi Merapi

affect consumer visits. Intensive and even promotion is essential to be maximized so that *Bhumi Merapi* Agro-tourism can still maintain even increase the number of agro-tourism visitors. ourism *Bhumi Marani* 

Number	Internal Strategic Factors	Important score	Weight (W)	Rating (R)	Weighted Value (W×R)
	Strength				
1.	Attractive Natural Resources	3.60	0.17	3.36	0.58
2.	Varied Tourist Facilities	3.40	0.16	3.14	0.51
2	Supervision and Maintenance of	3.20	0.15	3.22	0.49
5.	Tourism Objects				
4.	Cool and Beautiful Environment	3.60	0.17	3.22	0.55
5.	Easy to Reach Location	3.80	0.18	3.52	0.64
6.	Image / Good Image	3.40	0.16	3.28	0.53
	Total Strength	21.00	1.00		3.30
	Weakness				
1	Relatively Expensive Ticket Prices for	3.00	0.32	2.62	0.84
1.	Facilities				
2.	Promotion Not Intensive and Even	3.20	0.34	2.74	0.93
2	Negative Impact of Interaction of	3.20	0.34	2.48	0.84
3.	Nature and Living Things around it				
	Total Weakness	9.40	1.00		2.61
а р. <sup>.</sup>	D				

Source: Primary Data Analyzed in 2018

External Factors (Opportunities and Threats)

External factors can describe the opportunities and threats faced by *Bhumi Merapi* Agro-tourism, which include economic, socio-cultural, and industrial environmental factors or competitors. The description of each of these factors is closely related to the *Bhumi Merapi* Agro-tourism development strategy.

The results of the opportunity factor analysis in Table 6 produce five factors that are very supportive in the preparation of the *Bhumi Merapi* Agro-tourism development strategy with a weighted value of 0.58 to 0.73, and the resulting weighted total score is 3.36. The market share factor is still vast, and the tendency of people to switch from urban tourism to agro-tourism (natural tourism) is a factor that has the highest weighted value (0.73), while the technological development factor in the form of a fast internet has the lowest weighted value (0.58). According to respondents in this study, the rapid development of technology in the form of the internet is an opportunity for *Bhumi Merapi* Agro-tourism to advance agrotourism. However, this opportunity is considered to have not been maximized so that visitors have not obtained it regarding ordering places or other transactions online.

The analysis of threat factors in Table 6 produces five factors that influence *Bhumi Merapi* Agro-tourism's development strategy with a weighted value of 0.45 to 0.68 and a total score of 2.67. The factor of consumer flexibility to seek and visit other tourist objects is a factor that has the highest weighted value (0.68), while the development of new tourist attractions that are very rapid in the future has the lowest weighted value (0.45).

|--|

Number	<b>External Strategic Factors</b>	Important score	Weight (W)	Rating (R)	Weighted Value (W×R)
	Opportunity				
1.	Still Wide Market Share	3.80	0.21	3.46	0.73
2.	The existence of vacant land for the construction of additional facilities	3.40	0.19	3.38	0.64
3.	There is a Tendency for The Community to Hold Meetings in Tourist Areas	3.80	0.21	3.22	0.68
4.	There is a Tendency for People to Switch From Urban Tourism to Agro-Tourism (Natural Tourism)	3.80	0.21	3.48	0.73

5.	Technology Development in the Form of The Internet is Rapid	3.20	0.18	3.26	0.58
	Total Opportunity	18.00	1.00		3.36
	Threat				
1.	Competing tourist attractions around the current <i>Bhumi Merapi</i> agro-tourism	2.40	0.17	2.72	0.47
2.	There is a very rapid development of new tourist attractions in the future	2.40	0.17	2.60	0.45
3.	Changes in Indonesia's Political and Economic Condition to a Negative Direction	2.80	0.20	2.58	0.52
4.	Changes in Consumer Tastes and Values of Tourism Objects	2.80	0.20	2.70	0.55
5.	There is flexibility for consumers to seek and visit other tourist objects	3.40	0.25	2.74	0.68
	Total Threat	13.80	1.00		2.67

Source: Primary Data Analyzed in 2018

# **Results of the SWOT Analysis** *Grand Strategy Matrix*

The calculations in Tables 5 and 6 can be obtained from the SWOT analysis diagram's coordinates, namely on the X-axis of (3.30 - 2.61)

= 0.69 and the Y-axis of (3.36 - 2.67) = 0.69. It follows the initial hypothesis, so the *Bhumi Merapi* Agro-tourism development strategy is in quadrant I (Figure 4).



Figure 4. Position of *Bhumi Merapi* Agro-tourism based on the Grand Strategy Matrix Source: Primary Data Analyzed in 2018

According to Rangkuti (2009), companies in the quadrant, there is an aggressive strategy or SO (strengths-opportunities) strategy. SO strategy is based on the company's mindset, namely by utilizing all strengths to seize and take advantage of the greatest opportunities. Some of the SO strategies can be seen in the SWOT Matrix below (Figure 5).

#### **SWOT Matrix**

The following are the results of the analysis based on the SWOT matrix:

N						
	Strengths (S)	Weaknesses (W)				
INTERNAL	Attractive Natural Resources	Relatively expensive ticket prices				
	Varies of tourist facilities	for facilities				
	Supervision and Maintenance of Tourism	Promotion Not Intensive and Even				
	Objects	Negative Impact of the Interaction				
	A Cool and Beautiful Environment	of Nature and Living Things				
	5 Easy to reach the location	around it				
	J. Lasy to reach the location					
FYTERNAL	mage / good mage					
Opportunities (0)	STRATECY SO					
Market Share Is Still Wide	Maximize existing strengths to take					
The existence of vecent lend for the	advantage of the still wide market share					
The existence of vacant land for the	advantage of the sun whee market share					
construction of additional facilities	through cooperation with notels, travel					
There is a tendency for the	agents, restaurants, other tourist					
community to hold meetings in tourist	attractions, and government agencies. ( $S_2$ ,					
areas	$S_4, O_1, O_3$ )					
There is a tendency for people to	Build additional infrastructure/facilities					
switch from urban tourism to agro-	by utilizing empty land so that visitors do					
tourism (natural tourism)	not get bored $(S_1, S_2, S_3, S_4, S_5, S_6, O_1, O_2, O_2, O_2, O_2, O_2, O_2, O_2, O_2$					
The rapid development of technology	O <sub>3</sub> )					
in the form of the Internet	Promoting tourism products and facilities	STRATEGY WO				
	more intensively to the public $(S_1, S_2, S_4)$					
	So $S_{1}$ $O_{2}$ $O_{2}$ $O_{3}$ $O_{4}$ $O_{5}$					
	Maintain the natural resources owned in					
	and an to remain sustainable to attract the					
	interest of the second standard the					
	interest of the community to come to the					
	agro-tourism area $(S_1, S_3, S_4, S_6, O_1, O_4)$					
	Promoting Bhumi Merapi Agro-tourism					
	by utilizing the rapid development of					
	technology in the form of the internet both					
	in terms of promotion and development of					
	facilities (S <sub>2</sub> , S <sub>3</sub> , S <sub>5</sub> , S <sub>6</sub> , O <sub>1</sub> , O <sub>3</sub> , O <sub>4</sub> , O <sub>5</sub> )					
Threats (T)						
Competing tourist attractions around						
the current Bhumi Merapi agro-						
tourism						
There is a very rapid development of						
new tourist attractions in the future						
Changes in Indonesia's Political and	STRATEGY ST	STRATEGY WT				
Economic Conditions in a Negative	STREEDIN					
Direction						
Changes in Consumer Testes and						
Volues of Tourism Objects						
values of Tourism Objects						
There is flexibility for consumers to						
seek and visit other tourist objects						

Figure 5. The SWOT Matrix for *Bhumi Merapi* Agro-tourism Source: Primary Data Analyzed in 2018

# Results of Quantitative Strategic Planning Matrix Analysis

The Internal-External matrix analysis above produces three alternative strategies: market penetration strategy, market development, and product development. In the QSPM analysis, these alternative strategies are prioritized based on the level of linkage to the company's internal and external environment so that alternative strategies can be carried out based on their priority level of importance. Based on the results of the QSPM Agro-tourism *Bhumi Merapi* analysis (Table 8), it is known that the most prioritized alternative strategy is the strategy that has the highest Total Attractiveness Score (TAS). The following are the alternative strategies sorted by the sum of the total attractiveness values:

- Market penetration strategy with the sum of the total attractiveness value (TAS) of 6.17.
- Market development strategy by adding the total value of attraction (TAS) of 6.05.
- Product development strategy with the sum of the total attractiveness value (TAS) of 5.78.

Based on the QSPM analysis results, the alternative strategy with the highest total attractiveness value (TAS) is the market penetration strategy. This strategy is the most prioritized compared to other alternative strategies in the development of *Bhumi Merapi* Agrotourism.

The agro-tourism development strategy by penetrating the market can be applied and considered by *Bhumi Merapi* Agro-tourism to face business competition. By implementing a market penetration strategy, it is hoped that consumer visits will continue to increase. If we look at the alternative strategies that have been formulated through SWOT analysis, this market penetration strategy can be in the form of promoting tourism products and facilities more intensively to the public. The market penetration strategy is also suitable for *Bhumi Merapi* Agro-tourism due to the lack of intensive promotions, primarily through electronic media such as television and radio, and printed media such as magazines and newspapers.

Promotion through brochures that are distributed is only done in agro-tourism areas. This condition causes the results of the agro-tourism strategy priorities not following the initial hypothesis. An active and incessant promotion will affect the number of consumers, which will also impact business development because the increasing number of consumers will demand that *Bhumi Merapi* Agro-tourism continue to improve and develop existing agro-tourism. It makes the alternative strategy very appropriate if it is carried out to develop agro-tourism.

	Weight	Alternative Strategies						
Defining feator		Market		Market		Product		
Defining factor		penetration		Development		Development		
		AS	TAS	AS	TAS	AS	TAS	
Strengths (S)								
Attractive Natural Resources	0.12	3	0.36	3	0.36	3	0.36	
Varies of tourist facilities	0.11	3	0.33	3	0.33	4	0.44	
Supervision and Maintenance of	0.11	4	0.44	n	0.22	2	0.22	
Tourism Objects	0.11	4	0.44	2	0.22	2	0.22	
A Cool and Beautiful Environment	0.12	3	0.36	2	0.24	2	0.24	
Easy to reach the location	0.13	3	0.39	3	0.39	3	0.39	
Image / good image	0.11	4	0.44	4	0.44	3	0.33	
Weaknesses (W)								
Relatively expensive ticket prices for	0.10	2	0.20	2	0.20	2	0.20	
facilities	0.10	2	0.20	3	0.50	2	0.20	
Promotion Not Intensive and Even	0.11	3	0.33	3	0.33	3	0.33	
Negative Impact of Natural Interaction	0.11	2	0.22	2	0.22	2	0.22	
and Living Things in it	0.11	2	0.22	2	0.22	2	0.22	
<b>Opportunities (O)</b>								
Market Share Is Still Wide	0.12	3	0.36	4	0.48	3	0.36	
The existence of vacant land for the	0.11	2	0.22	3	0.33	3	0.33	
construction of additional facilities	0.11	2	0.22	5	0.55	5	0.55	
There is a tendency for the community	0.12	3	0.36	3	0.36	2	0.24	
to hold meetings in tourist areas	0.12	5	0.50	5	0.50	2	0.24	
There is a tendency for people to switch								
from urban tourism to agro-tourism	0.12	4	0.48	4	0.48	3	0.36	
(natural tourism)								
The rapid development of technology	0.10	3	0.30	3	0.30	3	0.30	
in the form of the Internet	0.10	5	0.50	5	0.50	5	0.50	
Threats (T)								
Competing tourist attractions around	0.08	2	0.16	2	0.16	2	0.16	
the current Bhumi Merapi agro-tourism	0.00	2	0.10	2	0.10	2	0.10	
There is a very rapid development of	0.08	3	0.24	3	0.24	4	0.32	
new tourist attractions in the future	0.00	5	0.24	5	0.24	4	0.52	

#### Table 8. Results of QSPM Agro-tourism *Bhumi Merapi*

B			-		_		•
Rating			1		2		3
Total Attractiveness Score			6.17		6.05		5.78
seek and visit other tourist objects	0.11	4	0.44	5	0.55	+	0.44
There is flexibility for consumers to	0.11	4	0.44	3	0.33	4	0.44
Values of Tourism Objects	0.09	5	0.27	5	0.27	5	0.27
Changes in Consumer Tastes and	0.00	3	0.27	3	0.27	3	0.27
Direction							
Economic Conditions in a Negative	0.09	3	0.27	3	0.27	3	0.27
Changes in Indonesia's Political and							

Source: Primary Data Analyzed in 2018

#### CONCLUSIONS

The development strategies of *Bhumi Merapi* Agro-tourism are:

- Maximizing the existing strength to take advantage of the market share that is still wide.
- Build additional infrastructure/facilities by utilizing empty land so that visitors do not get bored.
- Promote tourism products and facilities more intensively.
- Maintain the natural resources that are owned to remain sustainable.
- Advance *Bhumi Merapi* Agro-tourism by utilizing the rapid development of technology in the form of the internet.
- The strategy that must be prioritized for *Bhumi Merapi* Agro-tourism's implementation is to promote tourism products and facilities more intensively to the community.

# FUNDING

The data used in this study is part of the research grant data of the Faculty of Agriculture, Gadjah Mada University. The research grant entitled Economic Valuation and Development Strategy for *Bhumi Merapi* Agro-tourism in Sleman Regency and chaired by Dr. Jangkung Handoyo Mulyo, M. Ec.

#### REFERENCES

- Alhusin, S. 2003. *Aplikasi Statistik Praktis dengan* SPSS 10 for Windows. Yogyakarta: Graha Ilmu.
- Bhandari, A., and R.P. Verma. 2013. Strategic Management: A Conceptual Framework.

New Delhi: McGraw Hill Education (India) Private Limited.

- David, F.R. 2006. *Manajemen Strategis: Konsep. Edisi Bahasa Indonesia*. Jakarta: Penerbit Salemba Empat.
- Ernaldi, E.M. 2010. Analisis Strategi Pengembangan Agrowisata Perkebunan Teh Gunung Mas PTPN VIII Bogor, Jawa Barat. Fakultas Ekonomi dan Manajemen. Institut Pertanian Bogor. Skripsi.
- Husein, U. 2001. *Strategic Management in Action*. Jakarta: PT Gramedia Pustaka Utama.
- Nazir, M. 2011. *Metode Penelitian*. Bogor: Ghalia Indonesia.
- Nugroho, B.A. 2005. *Strategi Jitu Memilih Metode Statistik Penelitian dengan SPSS*. Yogyakarta: Penerbit Andi.
- Prasetya, A., Suyadi, M. Bisri, and Soemarno. 2015. Development strategy of sendang agropolitan area, Tulungagung. *International Journal of Applied Sociology* 5 (3): 113-120.
- Putra, S.A.A.A., I.G.N.A. Aviantara, dan I.W. Widia. 2015. Strategi pengembangan agrowisata berbasis analisis SWOT di unit usaha Agro Mandiri. *Jurnal BETA* 3 (2): 1-9.
- Rangkuti, F. 2009. *Analisis SWOT: Teknik Membedah Kasus Bisnis.* Jakarta: PT Gramedia Pustaka Utama.
- Sujarweni, V.W. 2014. Metode Penelitian: Lengkap, Praktis, dan Mudah Dipahami. Yogyakarta: Pustaka Baru Press.
- Surwiyanta, A. 2003. Dampak pengembangan pariwisata terhadap kehidupan sosial budaya dan ekonomi. *Jurnal Media Wisata* 2 (1): 33-42.