

Visitors' satisfaction and development strategy of Purwosari agro-tourism in Semarang

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Abstract

This study aims to analyze visitor satisfaction and formulate the Purwosari agro-tourism development strategy. The research was conducted in Purwosari Agro-tourism, Mijen Sub-District, Semarang City. Purwosari Agro-tourism is the second agro-tourism developed by the Ministry of Agriculture. A total of 100 visitors were made as satisfaction research samples with accidental sampling taking techniques and 20 people were purposively chosen as key-persons to determining the development strategy. Visitor satisfaction is evaluated using the 7P marketing mix approach based on variables of product, price, place, promotion, people, process, and physical evidence. The analysis method uses the Importance Performance Analysis and Customer Satisfaction Index to analyze visitor satisfaction; and Strength, Weakness, Opportunity, Threat (SWOT) analysis to formulate development strategy. The results showed the location, transportation, promotion, and physical evidence (parking area, toilets, and information boards) are the main priority attributes of improvement. The response of visitors was in the satisfied category with a total Satisfaction Index of 73.39%. The development strategy of Purwosari Agro-tourism shows the SO (strength and opportunity) strategy approach, which means being in a favorable position with aggressive strategy recommendations. The strategy includes the innovation of tourism products, collaboration with other tourism objects to create tour packages, and expand product marketing networks.

Keywords: agro-tourism, development strategy, marketing mix, satisfaction

JEL Classification: Q13; R58; Z32

INTRODUCTION

Tourism at the international and national level continues to experience growth. This can be seen from the statistical calculations for 2017-2019 which show that the contribution of tourism to Indonesia's GDP increased from 4.11%; 4.50% to 4.80% (Kementrian Pariwisata dan Ekonomi Kreatif, 2019). Today, tourism development offers many new destinations with unique concepts that can attract tourists to visit (Budiasa, 2011). Nature tourism is one of the type of tourism that always attract tourist from various ages such as agro-tourism. The concept of agro-tourism is utilizing natural resources with the main attraction such as beautiful natural scenery and nuances of beauty. Definition of agro-tourism according to (Sznajder et al., 2009) is a recreation that brings tourist to agricultural or farm area with tourist services for recreational, educational, and entertainment purposes. Agro-tourism can provide food, beverage, rooms, ranch activity, and sport activity. Agro-tourism is a combination of tourism and agriculture. The existence of agro-tourism has many positive impacts on social and economic aspects corresponding to increasing more job opportunities as well as the community income and local own-source revenue. Cooperation between agriculture and tourism is one of the steps undertaken to create new jobs, improving the living standards of the local, creating a sustainable economy, and forming a potential market for local agricultural products (Han et al., 2020). Community relations are also getting along in harmony. Accordingly, it is important to do development by focusing on the image of agro-tourism that is closely related to local potential and culture (Utama & Junaedi, 2019). According to (Nugroho et al., 2018), planning at the local level of tourism need a quality management service, participation, and empowerment of the local people. This includes efforts of (i) developing of infrastructure to meet environmental conservation, (ii) building governance to gain a positive experience and well-being, (iii) integrating the tourism promotion through the product development and market segmentation, and (v) interpreting to offer the education of cultural and environmental conservation. Meanwhile, (Prasetyo & Hariani, 2018) state that farmers have contributed to advancing agro-tourism in Batu, with the role to continue to grow the services and intensity for managing demand from outside the region.

Attractions with the agriculture theme in the city of Semarang also experienced growth. Semarang city agriculture office is the main institution in the effort to develop agro-tourism by carrying out the development of two of the four planned agro-tourism programs. The first agro-tourism going under the name Cepoko agro-tourism was inaugurated in 2017, which then continued with the opening of the second agro-tourism in early 2019, i.e.

Purwosari. Purwosari agro-tourism offers attractions in various fruit orchards, flower gardens, hydroponic vegetables, and greenhouse plants. This agro-tourism officially began operating in 2019 and has received various visits from schools to institutions, or the visit of a state official. According to the manager, the Purwosari agro-tourism has not been widely known by the public because of no intense marketing activities, thus the number of visitors is relatively small compared to Cepoko agro-tourism. Data in November 2019 were only 385 people in Purwosari agro-tourism, while visitors in Cepoko agro-tourism were 1111 people.

Purwosari agro-tourism requires an appropriate marketing strategy to introduce this agro-tourism to the wider community. For marketing activities to run well and fulfilling the market target, the company or organization can identify the needs and expectations of consumers (Cannon et al., 2008). Identification can be done by examining the visitor's experience of the products and services offered. The positive experience of tourists on the products, services, and other resources offered can provide opportunities for attractions to bring in potential tourist visits (Elvera, 2020). This can happen because of the recommendations by word of mouth that are often used as a reference for people to have decisions to visit. Tourism development requires an appropriate marketing mix strategy 7P (product, price, place, promotion, people, process, and physical evidence) because of tourism offering products and services (Lisarini & Ningtyas, 2014). The results of the study from the visitors' side can be used as ideas in determining development plans that can be applied in the future. According to (Fitrianti et al., 2015) the development of attributes of a tourist attraction is done by looking at the attribute needs of visitors so it will achieve high satisfaction.

The purpose of this study is to analyze visitor satisfaction based on 7P marketing mix variables (product, price, place, promotion, people, process, and physical evidence) and formulate the Purwosari agro-tourism development strategy.

RESEARCH METHOD

The research was conducted in Purwosari agro-tourism, Mijen district, Semarang City between January to March 2020. The site selection was done deliberately with the consideration that Purwosari agro-tourism is the second agro-tourism recently developed by the Ministry of Agriculture, Government of Indonesia. This study further expected to imply the marketing management and development of Purwosari agro-tourism.

The study was conducted by the survey method with the interview to respondents of agro-tourism visitors. The respondent sample determined by non-probability sampling with accidental sampling and quota sampling techniques. Accidental sampling is a technique of taking samples spontaneously or coincidentally so that anyone who is met and following research needs, selected as a respondent. The determination of the number of samples refers to quota sampling. The number of samples will be determined first followed by the criteria of respondents. The quota sampling was chosen because the number of samples could not be determined through a formula if the population or sampling frame was unknown (Juliandi et al., 2014). The respondent was 100 visitors who are more than 17 years old that came to Purwosari agro-tourism. The visitors were assumed to have the capability to give opinions and judgments about the destination.

In the second research objective, the research sample used a non-probability sampling approach with a purposive sampling technique. The selection of subjects is adjusted to the required qualifications or research objectives. Data collection in this study used a key person of 20 people. The key person consisted of two employees of Purwosari agro-tourism Office Technical Implementation Unit (UPTD), two employees from UPTD of agriculture service garden, two people of managing the agro-tourism estate, two leaders of surrounding community, two community members and 10 other people are agro-tourism visitors.

Data collection using interview techniques with the help of questionnaires and observations. Attributes to the questionnaire questions totaled 30 items on a closed questionnaire for satisfaction analysis and open for the development strategy.

Analysis of visitor satisfaction can be measured by the Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI) approaches. IPA is an analysis that aims to determine the extent of visitors' expectations or importance and the assessment of agro-tourism performance. IPA will show the level of conformity (Tki) which is a score comparison of the performance evaluation attribute to i (Xi) with the importance of attribute to i (Yi). The average level of performance is

$$X_i = \sum X_i / n$$

and the importance level of

$$Y_i = Y_i / n$$

which n is the number of respondents. The importance and performance of each attribute are then illustrated in a Cartesian diagram consisting of four quadrants. The value of the X-axis (horizontal) is the average performance and the Y-axis (vertical) is the average of importance which is then compared with k , namely the number of factors that affect visitor satisfaction.

The next analysis is CSI which aims to measure satisfaction in percent. The measurement phase of the analysis is according to (Anggraini et al., 2015): (i) calculating the weighted factor (weighted importance factor) by making the average value of the importance in percent units; (ii) calculate the weighted score (TWS), which is the product of the average performance value of each attribute and the importance weighting factor of each attribute; (iii) calculate the weighted total or total weighted of all attributes; (iv) calculate the satisfaction index by means of a total weighted score divided by a maximum scale of 5 and multiplied by 100%; (v) see overall satisfaction in the CSI scale table (very satisfied = 81-100%), (satisfied = 66-80.99%), (quite satisfied = 51-65.99%), (less satisfied = 35-50.99%), and (not satisfied = 0-34.99%).

The preliminary development strategy formulation used an explorative approach with a SWOT analysis method by depth interview with the key-person. SWOT analysis is a method that analyses strengths, weaknesses, opportunities, and threats of agro-tourism which are then used in the form of Internal Factor Analysis Summary (IFAS) tables and External Factor Analysis Summary (EFAS). Determination of strengths, weaknesses, opportunities, and threats based on the theory in the book and supported by in-depth interviews with agro-tourism managers.

According to (Zebua, 2016) the points included in the strengths are largely the uniqueness of nature and culture or human creation and good road access. Weaknesses generally come from human resources. Opportunities can be obtained from government commitments; the increasing trend of agro-tourism and tourist attraction. Threats can come through competition with other tourist objects and low accessibility. The results of the total score in the IFAS-EFAS table are then used in making a SWOT analysis diagram that determines where the position of agro-tourism is. Coordinate X and Y obtained from the strength-weakness and the opportunity-threat score, respectively. The SWOT diagram divides the position of agro-tourism into four quadrants. **Quadrant I** describes a favorable situation, agro-tourism can use its strengths and opportunities. **Quadrant II**: A represents that agro-tourism face with threats but has internal strength. **Quadrant III** shows that agro-tourism face with enormous opportunities and internal weaknesses at the same time.

Quadrant IV indicates a very unfavorable situation where there are various internal threats and weaknesses. SWOT analysis matrix provides four alternative possible strategies namely Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), Weakness-Threat (WT) strategies.

RESULT AND DISCUSSION

Characteristics of Respondents

Characteristics of respondents are divided into five categories of characteristics namely age, sex, place of residence, last education, occupation and income level.

Table 1. Characteristics of Respondents

	Category	Count (People)	Percentage (%)
Age	18-27	30	30
	28-37	18	18
	38-47	14	14
	48-57	27	27
	58-67	10	10
	≥68	1	1
Gender	Female	54	54
	Male	46	46
Place of Residence	Semarang City	77	77
	Semarang Regency	1	1
	Outside Semarang Area	18	18
	Outside Central Java	4	4
Education	Elementary School	2	2
	Junior High School	6	6
	Senior High School	48	48
	College	43	43
	Other	1	1
	Occupation	Student	14
Employee		23	23
Civil Servant		12	12
Private Enterprise		18	18
Other		33	33
Income		IDR <1.000.000	7
	IDR 1.000.000-2.900.000	30	30
	IDR 3.000.000-4.900.000	28	28
	IDr >5.000.000	22	22
	Have no income yet	13	13

Based on research that has been done, it is known that the majority of visitors aged between 18-27 years with several 30 people (30%). The majority of the next age visitors are in the age range 48-57 years as many as 27 people (27%). The highest number of ages shows that visitors who come can be said to be classified as the young generation, so some traits tend to prefer to explore or like to try new things. The second-highest number is visitors with an age range of 48-57. (Handayani, 2016) stated that young people are highly

interested in educational tourism because they have a strong enough drive to satisfy curiosity and explore various aspects when traveling. The distribution of visitors by sex has a percentage that can be said to be quite balanced, namely 54 women (54%) and 46 men (46%). These results indicated that visiting a tourist attraction is one of the ways to fulfill people's needs and it can maintain people's mental health (Wisnawa et al., 2019). The criteria by the respondent residence, the visitors mostly came from the city of Semarang with 77 people (77%). The distribution of visitors when viewed from the level of education, the majority are high school education (SMA) as many as 48 people (48%). Higher Education places the second-highest percentage with a total of 43 people (43%). The criteria by the type of work visitors, the majority is who works in a private company as an employee of 23 people (23%). 18 people (18%) visitors are entrepreneurs and 18 people (18%) visitors are housewives. The majority income level of visitors is in the range of one million to 2.9 million rupiahs with a total of 30 people (30%) and followed by at the range of three million to 4.9 million rupiahs with a total of 28 people (28%).

Importance - Performance Analysis

Measurement of Importance Performance Analysis (IPA) aims to see the level of assessment of the performance of agro-tourism and the importance level of visitors in the form of scores. Overall attributes, the suitability level has a total percentage of 81.54%. A more detailed explanation can be seen in Table 2.

Conformity level (Tki) is a value that describes the level of visitor satisfaction with a particular attribute. The high percentage results show that there is little difference between the value of importance and performance, so it can be said that visitors are satisfied with the performance of agro-tourism because it has approached the level of importance. (Fitrianti et al., 2015) says that the high percentage of the conformity level is directly proportional to visitor satisfaction. Thus, the higher the level of conformity, the higher the satisfaction of the attribute. A low level of conformity occurs because of the difference between performance and importance. Therefore, the less difference between the performance score with the importance, the higher the level of suitability. Overall, the suitability level values for all attributes showed an average of 81.54%. According to (Iswari et al., 2015) the level of conformity that is said to be good is when the value exceeds the average value of the suitability level to close to 100%.

Table 2. The results of the calculation of performance appraisals and visitor importance (IPA)

Indicator Item		Xi (score)	Yi (score)	Tki (%)	Average	
					Xi	Yi
Product	1 Purwosari Agro-tourism have various types of fruit	379	446	84.98	3.79	4.46
	2 The size of guava fruit is medium	401	413	97.09	4.01	4.13
	3 The texture of guava fruit is crunchy	377	420	89.76	3.77	4.20
	4 Crystal guava fruit has a sweet taste	367	471	77.92	3.67	4.71
Price	5 Affordable fruit prices (budget \geq prices)	391	439	89.07	3.91	4.39
	6 The price of fruit match with the quality	377	454	83.04	3.77	4.54
	7 Fruit prices are affordable from other places (\leq 15 thousand rupiahs)	325	425	76.47	3.25	4.25
	8 Visitors get the bonus or discounted price for fruit purchases	306	440	69.55	3.06	4.40
Place	9 Agro-tourism location is strategic (close from the main road)	313	463	67.60	3.13	4.63
	10 Agro-tourism can be visited by large/small buses, public transportation, private vehicles, online transportation	362	464	78.02	3.62	4.64
	11 Road conditions to the location are smooth and wide	330	457	72.21	3.30	4.57
	12 Agro-tourism is located in the side of the road and there is signpost available	351	454	77.31	3.51	4.54
Promotion	13 Agro-tourism uses 5 aspects of promotion (sales promotion, advertising, human resources, public relation, direct sales)	329	464	70.91	3.29	4.64
	14 The Purwosari Agro-tourism use print media, online media (website) and social media (Facebook, Instagram, line, twitter) for promotion activity	333	448	74.33	3.33	4.48
	15 The information about this Agro-tourism is available on online news sites and google maps	378	445	84.94	3.78	4.45
	16 Direct fruit picking tourist facilities is equipped with complete tools (cutter, basket, bamboo cap)	347	463	74.95	3.47	4.63
People	17 Staff performance (friendly, polite, neat)	422	461	91.54	4.22	4.61
	18 The speed and alertness of officers is fast	418	455	91.87	4.18	4.55
	19 The staff able to be interactive, informative, conversant	408	452	90.27	4.08	4.52
	20 Staff's information on booking procedures and agro-tourism is clear	418	457	91.47	4.18	4.57
Process	21 The tours are suitable for what they offered	369	444	83.11	3.69	4.44
	22 Agro-tourism entry procedures are easy (no entry fee)	407	427	95.32	4.07	4.27
	23 Fruit payment is easy and fast	387	457	84.68	3.87	4.57
	24 Place booking procedures is easy (by telephone)	356	440	80.91	3.56	4.40
Physical Evidence	25 Parking space can accommodate big or small buses, cars, the motorcycle also surface textures shall be stable, anti-slip and shall have hard surfaces (paving/concrete/asphalt)	360	468	76.92	3.60	4.68
	26 The toilet is clean and comfortable	353	467	75.59	3.53	4.67
	27 The rubbish bin is easy to find	368	464	79.31	3.68	4.64
	28 Worship facility is feasible (provide ablution place, prayer tools, footwear)	373	463	80.56	3.73	4.63
	29 Directions sign at agro-tourism is available	334	459	72.77	3.34	4.59
	30 Plant info board is easy to find	374	446	83.86	3.74	4.46
Average				81.54	3.67	4.51

Table 2 shows 7P variables (product, price, place, promotion, people, process, physical evidence) can represent indicator attributes that need priority to be improved. In the product variable, the fruit flavor gets the lowest suitability value (77.92%) so it needs to be the manager's attention. Based on research in the field, several visitors stated that the crystal guava products were relatively less sweet. According to the manager, seasonal factors such as rainfall can affect the taste of crystal guava.

Meanwhile, fruit price discounts or purchase bonuses on variable prices need attention. The opening price of crystal guava fruit is 15 thousand rupiahs per kg. For the purchases of at least 5 kg, buyers will get a discount price of 12.5 thousand rupiahs per kg. The place variable becomes an important attribute to consider the agro-tourism location. Purwosari agro-tourism is located not too close to the main road so that agro-tourism visitors certainly need a personal transport mode to reach the location. The availability of public transportation needs to be considered for tourists who do not have private vehicles. (Chin et al., 2018) stated that one of the important factors that can influence the decision to visit a tourist attraction is the availability, affordability, and convenience of transportation or accessibility to tourist sites. The amenity will increase the opportunity of a higher visit to a tourist destination. (Febinanda et al., 2018) show that tourist satisfaction is significantly influenced by price variable; however, it is not affected by the destination image and amenity.

The promotion method variable is an attribute that must be transformed immediately in the Purwosari agro-tourism. The management already has a correct concept but needs to be supported by all-out promotion to bring in more visitors to come. Today, the online promotion approach is widely used by businesses organizations. The promotion of tourism objects is an important part of the planning and developing a tourist destination in the region (Nugroho et al., 2018). (Adhanisa & Fatchiya, 2017) states that promotion using online media is now a very promising way that makes it easier for people to communicate and interact for developing promotional activities.

In the people variable, staff interaction and knowledge are attributes that must be improved even though the overall suitability level of this variable is on average above 90%. According to (Setiawan, 2016) the success of the tourism industry cannot be separated from the role of skilled and knowledgeable workers both in quality and quantity. In the process variable, an attribute that must be considered is the ease of the procedure for ordering a place by visitors. Physical evidence variables display important attributes for space management at tourist sites related to indicators such as direction signs to the parking area, entrances, offices or information desks, gardens and flower gardens, etc.

The next analysis is to show which attributes become the main priorities for improving tourism management concerning the 7 variables using the Cartesian diagram. The diagram shows the mapping of importance and performance relation which divided into four quadrants (Figure 1).

The main priorities (quadrant I) in increasing visitor satisfaction in the Purwosari agro-tourism include location, transportation, promotion, fruit picking facilities, parking area, toilets, and the directions sign. This confirms the finding of (Wisnawa et al., 2019) that accessibility is one of four components of tourist attraction that must be developed sustainably. Accessibility is the level of tourists' convenience in transferring from one to another place including time, cost, location, and transportation. Those components are very important to lead the comfort of tourists in coming across tourist attractions. The quadrant position shows the order of priority for each attribute to increasing visitor satisfaction and also supports the development of agro-tourism. The study of (Fitrianti et al., 2015) in the Harau valley tourism area reveals the priority attributes such as tourist sites, information boards, alertness, and hospitality of officers.

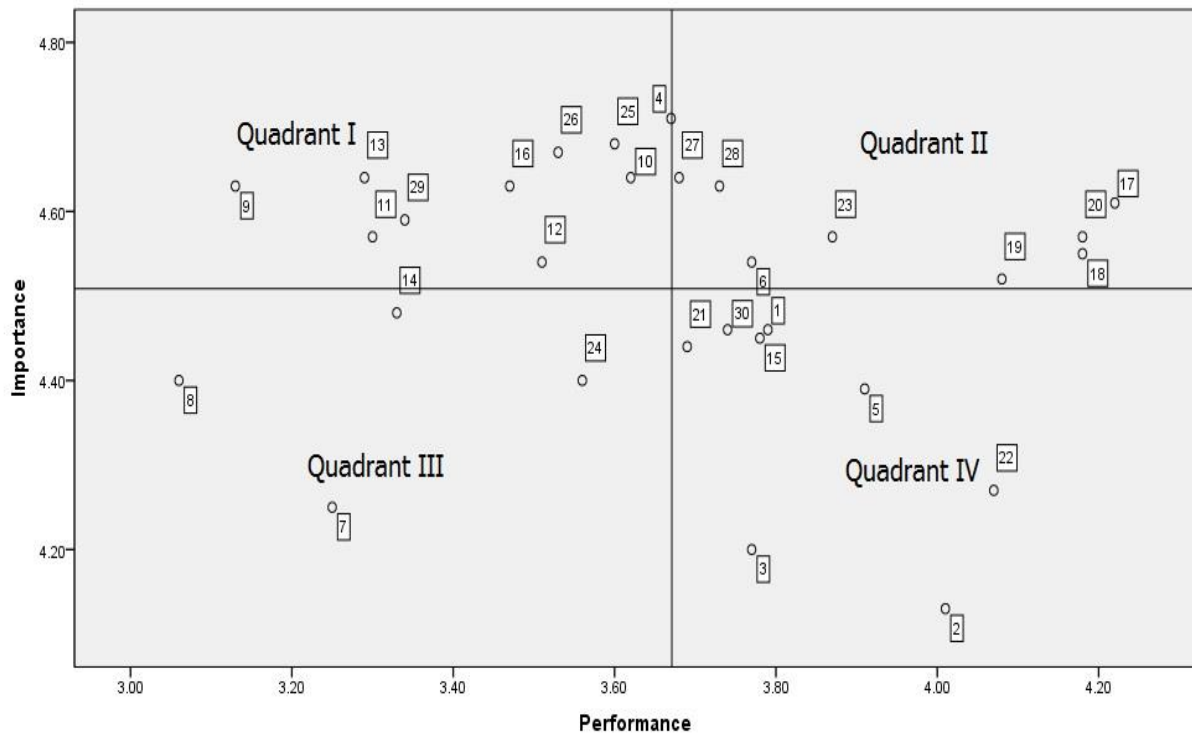


Figure 1. Cartesian Diagram Mapping

Quadrant I (Top Priority)	Quadrant II (Maintain Performance)
9 = Agro-tourism location 10 = Availability of transportation 11 = Road conditions to the location 12 = Ease of reaching locations 13 = How promotion is carried out 16 = Direct fruit picking tourist facilities 25 = Parking space availability 26 = Cleanliness and comfort of the toilet 29 = Availability of Information board (directions board)	4 = Crystal guava fruit taste 6 = Price match with quality 17 = Friendliness, courtesy and tidiness of the officer / guide 18 = The speed and alertness of officers 19 = Staff interaction and knowledge 20 = Clarity of information 23 = Fruit payment (easy and fast) 27 = Availability of rubbish bins 28 = Feasibility and comfort of worship facilities
Quadrant III (Low Priority)	Quadrant IV (Excessive)
7 = The price of fruit is more affordable than other places 8 = Discounted price / fruit purchase bonus 14 = Promotional media used 24 = Ease of place booking procedures	1 = Varied fruit types 2 = The size of guava fruit 3 = Texture of guava fruit 5 = Affordable fruit price 15 = Ease of getting agro-tourism information 21 = Suitability of the tours offered 22 = Ease of entry into agro-tourism procedures 30 = Availability of plant info boards

Quadrant II comprises attributes corresponding to the visitors' importance that must be maintained. These attributes are the taste of fruit; suitability of prices with fruit quality; the performance of the officer or guide includes friendliness, tidiness, speed, and interaction; availability of trash and attributes of worship facilities. According to (Kristiana et al., 2018) the quality of tourism human resources plays a major role in providing services to tourists. The same results presented by (Pratiwi & Yuliawati, 2019) that service attributes on Agro Hortimart such as friendliness, neatness, responsiveness have good performance is classified into quadrant II.

Quadrant III contains attributes in low priority categories such as the price of fruit, discounts, or bonuses of purchasing fruit, promotional media, and the booking procedures for large events for school or community events. Although grouped as a low priority, these attributes should not be ignored because can enhance an increase in service performance

and visitor satisfaction. The tourism manager needs to focus on the performance of each attribute including the position of quadrant III which has a low priority to prevent the shift of attributes toward quadrant I.

Quadrant IV is also called an excess quadrant. Consideration of these attributes is also important so that the performance that has been done is not in vain (as needed) and avoid waste both in terms of cost and resources. Research from (Bismantoro et al., 2018) also found that accurate information about flora and fauna was in quadrant IV which is a quadrant that performance exceeds the Importance of visitors.

Customer Satisfaction Index (CSI)

The value of the Total Weight Score (TWS) on CSI calculations is 3.6695. This total score are then divided by 5 which is the likert scale that used in the study, then multiplied by 100%. The result showed percentage satisfaction value of 73.39. (Ramadhani et al., 2014) stated that average visitor was categorized as satisfied with the CSI value ranging from 66-80.9%. %. Based on these figures, it can be concluded that overall visitor satisfaction to all attributes in 7 variables is in the satisfied category. Field interviews also showed the results that 60% of visitors who came to agro-tourism stated that they were satisfied with the experience of visiting agro-tourism. The value of the Visitor Satisfaction Index in several tourist attractions such as the Aloe Vera Center Agro-tourism has a CSI value of 78.54% (Prayudi et al., 2019) and the satisfaction value in Cepoko Agro-tourism is 77.81% (Sembiring et al., 2020). Further calculation details showed at table 3:

Table 3. The Calculations of Customer Satisfaction Index (CSI)

Attribute Number	Mean Score of Importance (MSI)	Weighting Factor (WF)	Mean Score of Performance (MSP)	Total Weight Score (TWS)
1	4.46	0.0330	3.79	0.1250
2	4.13	0.0305	4.01	0.1224
3	4.20	0.0311	3.77	0.1171
4	4.71	0.0348	3.67	0.1278
5	4.39	0.0325	3.91	0.1269
6	4.54	0.0336	3.77	0.1265
7	4.25	0.0314	3.25	0.1021
8	4.40	0.0325	3.06	0.0995
9	4.63	0.0342	3.13	0.1071
10	4.64	0.0343	3.62	0.1242
11	4.57	0.0338	3.30	0.1115
12	4.54	0.0336	3.51	0.1178
13	4.64	0.0343	3.29	0.1129
14	4.48	0.0331	3.33	0.1103
15	4.45	0.0329	3.78	0.1244
16	4.63	0.0342	3.47	0.1188
17	4.61	0.0341	4.22	0.1438
18	4.55	0.0336	4.18	0.1406
19	4.52	0.0334	4.08	0.1363
20	4.57	0.0338	4.18	0.1412
21	4.44	0.0328	3.69	0.1211
22	4.27	0.0316	4.07	0.1285
23	4.57	0.0338	3.87	0.1308
24	4.40	0.0325	3.56	0.1158
25	4.68	0.0346	3.60	0.1246
26	4.67	0.0345	3.53	0.1219
27	4.64	0.0343	3.68	0.1262
28	4.63	0.0342	3.73	0.1277
29	4.59	0.0339	3.34	0.1133
30	4.46	0.0330	3.74	0.1233
Total	135.26	1.0000	110.13	3.6695

Development Strategy Formulation

Purwosari Agro-tourism development strategy is analyzed using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). According to (Guyana, 2013) internal factors consists of strengths and weaknesses including such elements as products, sales, production, marketing, management, research, and development. While external factors include outside elements in the scope of opportunity and threat such as trends, economics, demographics, technological changes, policies, competitors, social, and culture. The identification of internal factors in Purwosari agro-tourism is presented in Table 4.

Table 4. Analysis of Internal Agro-tourism Factors (IFAS)

Internal Factor	Weight	Rating	Score
<u>Strength</u>			
1. Affordable prices for both fruit products and agro-tourism entry tickets (free)	0.097	3.300	0.321
2. Variety of types of fruit grown in gardens (guava, longan, passion fruit, durian, soursop, orange, breadfruit)	0.084	3.300	0.277
3. The availability of attractive tourist objects and facilities (orchards, flower gardens, hydroponic greenhouses)	0.103	3.100	0.321
4. Comfortable supporting facilities (halls, gazebos, religious facilities, toilets, parking area)	0.095	3.000	0.285
5. Have an interesting photo spot	0.095	3.250	0.308
Total			1.512
<u>Weakness</u>			
1. Lack of Human Resources (Employees)	0.103	1.550	0.160
2. Limited number of fruits available	0.090	2.050	0.185
3. Parking space is relatively less extensive	0.079	2.250	0.178
4. Being in a location relatively far from the main road	0.086	1.400	0.121
5. Not yet available information boards (direction of the entrance, parking direction, etc.)	0.084	2.250	0.189
6. Promotion has not been maximized	0.083	2.300	0.190
Total			1.023

Table 4 shows that the main strengths of agro-tourism are the availability of attractive tourist objects and facilities such as orchards and flower gardens as well as affordable prices for fruit products and entrance tickets with a score of 0.321. According to (Priyono & Astuti, 2016) agro-tourism has the main asset in attracting the interest of visitors by selling authenticity, uniqueness or characteristics, comfort, and natural beauty. Thus, natural resource factors are the main assets in developing agro-tourism.

The factors indicating the weakest side of Purwosari agro-tourism are promotion and the availability of information boards (directions sign) with the largest score of 0.190 and 0.189, respectively. The promotion of Purwosari agro-tourism was handled quite well although it has not been maximized. Meanwhile, the smallest score of the weakness is the relatively far location from the main road with a value of 0.121. This is also found (Kurniasanti, 2019) in the Siam Citrus Fruit Agro-tourism in which the major weakness is the absence of directions sign. This finding confirms the analysis of visitor satisfaction in which the availability of information boards or information becomes the priority attribute to be improved.

Table 5. Analysis of External Agro-tourism Factors (EFAS)

External Factor	Weight	Rating	Score
<u>Opportunity</u>			
1. Owned and managed by the government (Ministry of Agriculture)	0.100	3.550	0.355
2. Stand side by side with other tours	0.102	3.000	0.307
3. Access to good agro-tourism (smooth road conditions, not crowded)	0.087	2.250	0.196
4. Natural potential suitable for the development of agro-tourism with superior crystal guava products	0.105	3.250	0.340
5. Positive response from tourists	0.101	2.700	0.273
6. Opening opportunities for economic improvement for the surrounding community	0.096	2.800	0.270
Total			1.742
<u>Threat</u>			
1. The occurrence of water shortages in the dry season	0.092	1.600	0.147
2. Competition with attractions that are located not too far away	0.064	3.200	0.203
3. Pests and diseases that can attack plants	0.085	1.800	0.152
4. The condition of the road to agro-tourism is less wide	0.094	1.700	0.160
5. Security facilities are inadequate so that more prone to stolen fruit	0.074	2.350	0.174
Total			0.837

Source: Primary data processed (2020)

The highest score on the analysis of external factors (Table 5) on opportunities is 0.355 with a strategic factor of agro-tourism managed by the Ministry of Agriculture. It was the Ministry of Agriculture who initiated the development of the Gunungpati-Mijen area as a production center for crystal guava fruit in Semarang. This has contributed to the development of Purwosari agro-tourism. According (I. M. Gunawan, 2016), the policy of local governments makes agro-tourism areas become development areas. The next highest opportunity score is 0.340, exhibited by the existence of natural potential that supports the development of primary agro-tourism product of crystal guava. Furthermore, the threat factor of Purwosari agro-tourism is competition with surrounding attraction areas with the highest score of 0.203. The lowest score of threat factor is the risk of the shortage of water supply in the dry season. Although agro-tourism has prepared wells in many places to irrigate crops, however, extreme drought might affect the growth of plants and vegetation around the agro-tourism area.

The formulation of Purwosari agro-tourism development strategy is carried out through the determination of the position of agro-tourism based on IFAS and EFAS. Based on Tabel 4 and 5, it can be calculated how development strategy formulated. The strength and weakness factor has a score of 1.512 and 1.023, respectively. The magnitude of the strength is greater than the weaknesses, indicating strength can overcome weaknesses

(Fadlil et al., 2020). The difference between strengths and weaknesses generates an X-axis value of 0.489.

On the external factor, the score of opportunity and threat is 1.742 and 0.837, produce a difference of 0.905 which represents the Y-ordinate number. (Jatiningtias et al., 2018) stated that when the difference in the score of each factor exceeds 0, the company is in a positive position to overcome the weaknesses or threats that exist. Thus, the difference in scores found on external and internal factors is then illustrated in the X and Y axes in Figure 3.

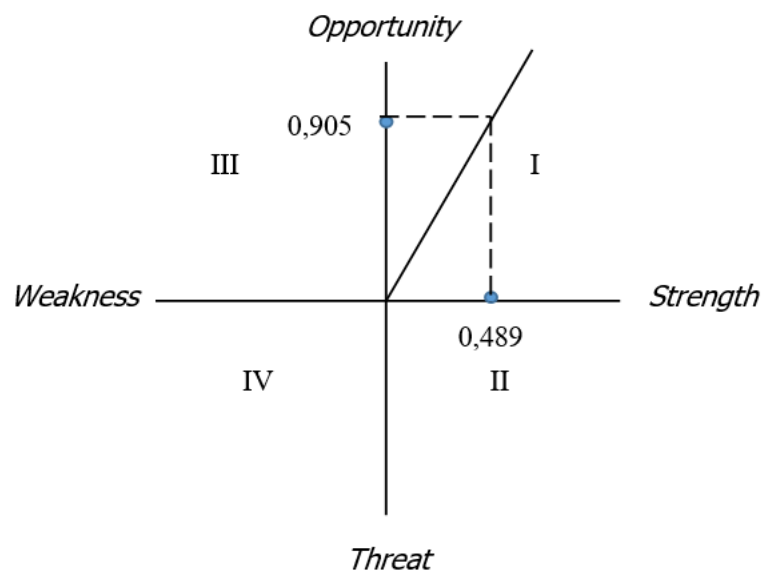


Figure 2. Agro-tourism Development Position

Figure 2 shows that the IFAS-EFAS result of Purwosari agro-tourism lays on quadrant I in the diagram. It means a quadrant with fast growth and or aggressive strategies, where it maximizes strength to take advantage of as many opportunities (strength-opportunities, SO strategies). (Koesomowidjojo, 2017) explains that quadrant I is a perfect strategic position because it is supported by adequate resources. This result was also found in previous studies by (Sembiring et al., 2020) in the Cepoko Fruit Farm agro-tourism.

Development Strategy and Implementation

The results of the analysis of the SWOT matrix thoroughly produce development strategy and implementation as follows.

1. S-O Strategy

SO strategy is a strategy that uses factors of strengths to take advantage of opportunities (quadrant I). Based on the SWOT matrix analysis, the following are alternative strategies to develop Purwosari Agro-tourism. First, the innovation of tourism products. According to (Swastika et al., 2017), tourism must always commit to deploying innovations every time to survive and always attract visitors. Purwosari agro-tourism already produced the innovation of the product of passion fruit with a lemongrass drink called 'marreh'. Marreh is one of the most-searched drinks by agro-tourism visitors so that often runs out of stock. Purwosari agro-tourism can also produce juice drinks and chips of crystal guava.

Second, cooperation with tour operators. Purwosari agro-tourism occupies a strategic location and integrated into space with the position of other adjacent object attractions. Management needs to develop cooperation by offering tour packages that integrate each tourism object. Promotion in the development of agro-tourism will produce benefits in creating the main product from the characteristics of each tourism.

Third, cooperation with the supermarket. The management of Purwosari agro-tourism should collaborate in partnership to open up more expansive market opportunities, especially with supermarkets. Fruit and vegetable products from Purwosari agro-tourism show superior quality, this can meet the quality requirements set by supermarkets.

2. W-O Strategy

W-O strategy formulation is a strategy that minimizes weaknesses by utilizing opportunities. The W-O strategy emphasizes more on promotional activities as follows. First, expanding the network of cooperation with various agencies and schools. One of way to create comfort for agro-tourism visitors is to collaborate with public transportation operators to support access into agro locations such as feeder buses or shuttle buses. According to (Utama & Junaedi, 2019) five elements must be fulfilled in the development of tourist areas, including attractions, facilities, infrastructure, transportation, and hospitality. Cooperation with schools in terms of educating agriculture is also important in the development of agro-tourism and the expansion of promotion activities.

Second, promotion using social media. Promotional activities should be carried out optimally by utilizing a variety of existing media. In addition to mouth communication, promotional activities using the internet or online media are now common, effective, and easy. Social media such as Facebook or Instagram is very helpful in promotional activities, it even can be done most simply and it less expensive through the official website.

The third, collaborating with the community. The surrounding community can support agro-tourism management in services such as parking, farmers' markets, and security. The people who are involved do not need special qualifications to participate. A community can provide parking spaces in residents' homes when there is a big event. Besides, the community can also take part in the marketing activities of fruits and vegetable products. This is expected to have a positive impact on the economy of the surrounding community. The study (Hiryanto et al., 2017), after being involved with the management of Bejiharjo Tourism Village, the income of the people increased from one million to three million rupiahs per month

Fourth, organizing events as one of the branding efforts. Purwosari agro-tourism has orchards as the main object, which is also equipped with supporting facilities to support the establishment of agro-tourism. The big size hall and a wide-open space can be used as a way to promote great events. According to (Wibawanto, 2015), organizing an event is one of the promotions to build an image (branding) for introducing a place. The event can lead to fulfill the objectives of tourism development, increase the number of visitors, and build public awareness and pride.

3. S-T Strategy

The S-T strategy is a strategy that utilizes power or strengths to deal with threats. The strategies are implemented through the following activities. First, maintain the concept and optimize tourism excellence. Since the beginning, Purwosari agro-tourism has held the main concept of guava fruit-based tourism. This is in line with the opinion of (G. Gunawan & Wahyu, 2016) that companies must have certain strategies in surviving or managing strengths so it can be leading. (Long & Nguyen, 2018) also added that the natural environment is an important factor in natural tourism because it leads to characteristics of identity of a tourist attraction.

Second, involving the community in large agro-tourism activities. Purwosari agro-tourism is located around the residential neighborhood. Agro-tourism must involve

community participation in activities, especially large activities. This is a step in approaching the community so as not to create a negative impression and to avoid social distrust. As stated by (Saputra et al., 2019) the implementation of cooperation aims to achieve harmonious social conditions or avoid social turmoil.

Third, empowering the community. Based on the interviews with the Head of the Neighborhood Association, the majority of the community's work is laborers, entrepreneurs, housewives and some have main jobs as farmers. Community empowerment aims to increase the income of the surrounding community so that the community can meet a positive impact through the establishment of this agro-tourism. Communities can participate in training or additional specific skills so that those with new skills can support the process of tourism management and development.

4. W-T Strategy

W-T strategy is also called a defensive strategy with on activities try to minimize internal weaknesses by avoiding external threats. The W-T strategy includes the following activities. First, ensuring the Standard Operating Procedure (SOP) running well. The management of Purwosari agro-tourism is required to ensure SOP of cultivation of fruit plants established, and it can still produce optimally and stable. Unstable fruit production indicates a technical incompatibility between cultivation and SOP. Second, increasing the knowledge and skills of human resources. Improvements and updates on management and technology lead Purwosari agro-tourism to a competitive and superior position. This requires ongoing updates including elements of human resources. Increased knowledge and skills need to be done so that there is no lagging, and work objectives are achieved effectively and efficiently. The step of providing training or comparative studies is a basic thing that can be done.

CONCLUSION AND SUGGESTION

The attributes becoming the main priorities for improvement Purwosari agro-tourism management include location, transportation availability, road infrastructure conditions, ways to promote, direct-picking fruit facilities, toilets, and availability of information boards. The satisfaction index value is in the range of satisfied categories with a percentage of 73.39%. The strategy for developing Purwosari agro-tourism is to use the SO (strength and opportunity) strategy approach. The strategy focuses on tourism product innovation,

collaboration with tour operators, and innovations to open more broadly fruit product marketing.

It is suggested that managers of agro-tourism should prioritize several attributes to improve their performance. These attributes include location, promotion, and supporting facilities such as parking areas, toilets, and information boards. Managers can cooperate with the municipal transportation office in the provision of public transportation as well as increasing road access to agro-tourism.

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