

## **Development Strategy of Mangrove Conservation And Ecotourism BeejayBakau Resort**

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**Abstract:** *The purpose of this study was to describe the strategy of ecotourism development in order to compete with conventional travel and improve the welfare of society, through: (1) analyzed internal factors and external factors that exist in the mangrove forest conservation ecotourism BeejayBakau Resort; (2) analyzed the position of Forest Conservation and Ecotourism Mangrove Resort BeejayBakau with the SWOT analysis; (3) analyzed strategy selection ecotourism development of Mangrove conservation BeejayBakau Resort; The approach taken in this study is qualitative. A qualitative approach is more natural, descriptive and inductive. Natural means that qualitative research has the natural setting as a data source directly. This type of research is descriptive research with the help of swot analysis. The results of this study to achieve the goal of a business that needs with swot analysis in order to generate strategies that allow for the progress of the business.*

**Keywords :** *Ecotourism, SWOT analysis, QSPM (Quantitative Strategy Planning Matrix)*

### **I. Introduction**

At this time ecotourism has evolved in the various regions. These tours are not just observing and tracking forest trail but has been associated with the concept of forest conservation and local residents.(Nijnik&Halder: 2013).

Ecotourism can not be separated with conservation, therefore ecotourism called form of travel is responsible for nature. Everyone has a different preference level of the area to which its appeal, it causes the need for travel will be increased. With the increasing needs of the people will travel, then today is the tourist activities be intensified. In addition to meeting the needs of tourists also can enhance the local community needs(Debajitet.al, 2012).

The development strategy used to develop industry mangrove forest conservation and eco-tourism in increasing tourists visiting BeejayBakau Resort with the help of a SWOT analysis in order to generate strategies that allow for the advancement of business and achieve business objectives. Departing from the weakness and strength, the researchers are able to participate in developing this area to be able to take the opportunities and anticipate threats that may arise. According to Saifullah and Harahap (2013) Considering the complexity of the various terms of ecotourism and potential of the region, conservation and ecotourism management of mangrove areas should be able to create opportunities to increase revenue either directly or indirectly. Ecotourism is defined as a form of travel that is responsible to the natural area is done with the aim of conserving the environment and preserve the life and well-being of local residents. So that ecotourism can be seen as a concept of sustainable tourism development that aims to support the efforts of environmental preservation and increase public participation in the management (Saifullah and Harahap, 2013).

Preservation of mangrove forests into a very important component for the balance of the ecosystem in coastal areas and oceans. According to data the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia in 2012 About 60 percent of mangrove forests in the coastal areas of Indonesia reached 4.3 million hectares were damaged. Extensive mangrove ecosystem in Indonesia reached 75% of the total mangrove in Southeast Asia, or about 27% of mangrove area in the world. The specificity of mangrove ecosystems Indonesia is to have the highest biodiversity in the world. Distribution of mangrove in Indonesia, especially in the coastal regions of Sumatra, Kalimantan, Papua and along the north coast of Java. Broad deployment of mangrove has declined from 4.25 million hectares in 1982 to approximately 3.24 million hectares in 1987, and the remaining area of 2.50 million hectares in 1993. Based on 1999, the total area of mangrove in Indonesia which contained a total of 8.6 million hectares. However, since the time span 1999 to 2005, mangrove forests have been reduced as much as 5:58 million hectares, or approximately 64%. When mangrove forests are in good condition stayed 3.6 million hectares. The downward trend indicates that the degradation of mangrove forests that is quite real, which is about 200 thousand hectares / year. (MoF, 2013).

Ecologically, mangrove forests act as coastal protection from tsunamis, barriers to erosion, and sediment traps, recycling nutrients, maintaining fishery productivity, dampening the rate of sea water intrusion, health boosters, preserving biodiversity, and sustain other coastal ecosystems. In addition to the functions in mentioned above one of the important functions of mangrove forests that help reduce global warming (Purnobasuki, 2005). Global warming is defined as the increase the average temperature of the atmosphere, ocean and land earth. At this time, the earth is warming rapidly, which scientists thought to be due to human activities. This activity is the burning of fossil fuels, such as coal, petroleum, and natural gas, which releases carbon dioxide and other gases known as greenhouse gases into the atmosphere. When the atmosphere is getting rich in greenhouse gases, into insulator withstand more heat from the sun reflected from the earth (ManafWihelet al, 2014).

Indonesia is one of country that has the largest mangrove forest and has a wealth of biological most. Ecosystems coastal areas unique because of their character is a meeting between terrestrial and marine ecosystems. Ecosystem of the region have a strategic significance because of the potential wealth of biodiversity both in terms of biological, economic and even tourism. it resulted in the various parties want to make the most of this potential. Related to the issue of global warming

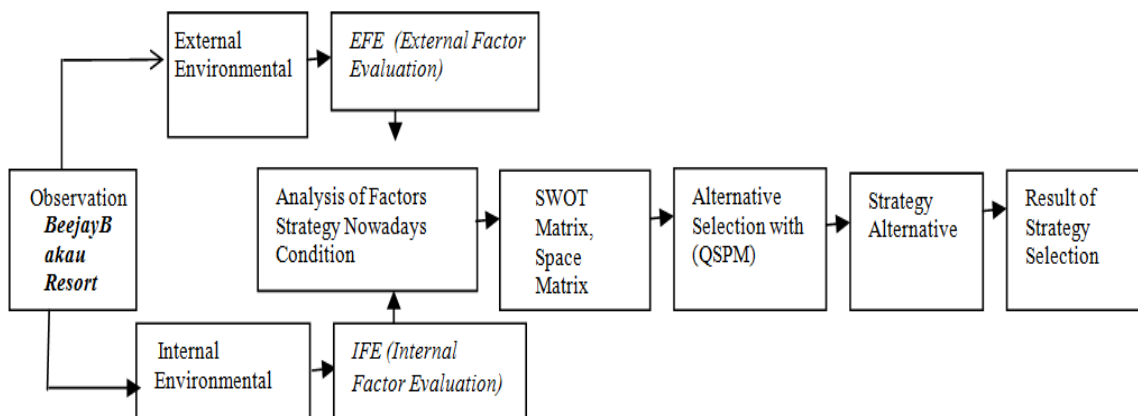
mangrove forests could absorb very well. So with at least preserve the mangrove forests can reduce global warming. Naturally, one phenomenon that is felt most of mankind throughout the world is the change in temperature is likely to increase. The air temperature was hotter than in previous years.

**II. Research Methods**

The qualitative approach is more natural, descriptive and inductive. Natural properties mean that qualitative research has a natural setting as a direct data source. This type of research is descriptive research with the help of a swot analysis. Here a researcher uses a type of observation the participation of moderate. According to Sugiyono (2010) “moderate participation mean that researcher maintains a balance between being insider and being outside”. Susan Stainback (1988) said “In participant observation, the researcher observes what people do, listen to what they say, and participates in their activities”. The analysis used to use SWOT analysis, according to Pearce and Robinson (1988:29) “SWOT is an acronym for the internal Strengths and Weaknesses of a business and enviromental Opportunities and Threats facing that business. SWOT analysis is a systematic identification of these factors and the strategy that reflects the best match between them. It is based on the logic that an effective strategy maximizes a business’s Strengths and Opportunities but at the same time minimizes its Weaknesses and Threats.”

This tourist spot located in the MangunharjoVillage, District Mayangan, Probolinggo, East Java, Indonesia. The subject this research is BeejayBakau Resort Organization, this is one of organization which development conservation of mangrove ecotourism. The respondent who give interview is such us with the Marketing Manager, Human Resources Manager and Manager of Planning and Development, Infrastructures Manager, Hospitality Manager, Restaurant Manager, General Manager (Maintenance, Care and Hygiene) and some tourists. Interviews are also performed at the FGD (Focus Group Discussion) this is done in order to obtain the information and data that is valid and reliable of several managers. As mentioned byTsitsipati and Athanasios (2014) conversations from focus groups were digitally recorded (as were in depth interviews), and they were analysed through the method of content analysis Focus groups were conducted over the same period with indepth interviews.

**Figure 1.1 Process Of Strategies Decision Making**



(Source: Modification Of Hunger and Wheelen, 2003)

**III. Results And Discussion**

At this stage it is called with the *input stage* to conclude basic information obtained from informants a key that is then used to formulate a development strategy for forest conservation and ecotourism BeejayBakau Resort (David, 2009:325). According to the results of the evaluation of the internal environmental factors (IFE matrix) and the external environment (EFE matrix) is as follows:

**a. The Internal Factor Evaluation (IFE) Matrix**

The calculations to evaluate strength (Strength) and weakness (Weakness) of an internal factor in forest conservation and ecotourism BeejayBakauResortusing the IFE matrix.The total value of the power of 3.75 and total value of weakness (-1.45). These values indicate that the company was above the average value of all its positions in an attempt to capitalize on the existing strengths in the internal factor is very powerful in reducing the existing weaknesses to be able to take advantage of being in power.

**Table 3.1 Internal Factor Evaluation (IFE) Matrix**

No	Main Factors	Weight	Rating	Total Score
<b>STRENGTH</b>				
1	Services provided to visitors	0.15	3	0.45

2	Promotion by the media of information utilization	0.15	4	0.6
3	The Quality Of Human Resources	0.25	4	1
4	Facilities available	0.35	4	1.4
5	Ticket prices are affordable	0.10	3	0.3
<b>Total Strength</b>		<b>1.00</b>		<b>3.75</b>
<b>WEAKNESS</b>				
1	The Quantity Of The Human Resources	0.30	-1	-0.3
2	Facilities and infrastructure	0.15	-2	-0.3
3	Notice to visitors	0.20	-2	-0.4
4	Environmental hygiene	0.10	-2	-0.2
5	Place of sale souvenirs typical of Probolinggo	0.25	-1	-0.25
<b>Total Weakness</b>		<b>1.00</b>		<b>-1.45</b>

**b. external factor Evaluation (EFE) Matrix**

After calculation to evaluate the opportunities and threats of external factors mangrove forest conservation and eco-tourism BeejayBakau Resort using matrix EFE. The total value of the opportunity is 3.25 and the total value of the threat is(-2.25). These values indicate that the company is above the average of the overall strategic position in an attempt to take advantage of opportunities that exist in the external factor in minimizing the possible threats and trying to take advantage of existing threats into opportunities.

**Table 3.2 External Factor Evaluation (EFE)**

No	Main Factors	weight	Rating	Total Score
<b>OPPORTUNITY</b>				
1	The increased interest of visitors	0.30	4	1.2
2	Technology advances	0.20	2	0.4
3	Cooperation with travel agencies	0.25	4	1
4	The government's policy (supporting the existence of local regulations)	0.10	2	0.2
5	The perpetrators academics	0.15	3	0.45
<b>Total Opportunity</b>		<b>1.00</b>		<b>3.25</b>
<b>THREATS</b>				
1	The difficulty of public transportation heading to BJBR	0.15	-2	-0.3
2	Competition with similar tours	0.10	-4	-0.4
3	Understanding of the people around about mangroves	0.30	-1	-0.3
4	The difficulty of construction raw materials	0.35	-3	-1.05
5	Tidal seas	0.10	-2	-0.2
<b>Total Threats</b>		<b>1.00</b>		<b>-2.25</b>

**c. Space matrix**

Strategic Position and Action Evaluation (SPACE) matrix is the framework of the four quadrants which indicates whether the strategy aggressive, conservative, defensive or competitive which is most appropriate for your organization. Diverse variables can be mapped each of the dimensions in the axis of the matrix SPACE. Here the position of the BeejayBakau Resort which can be represented in matrix SPACE.

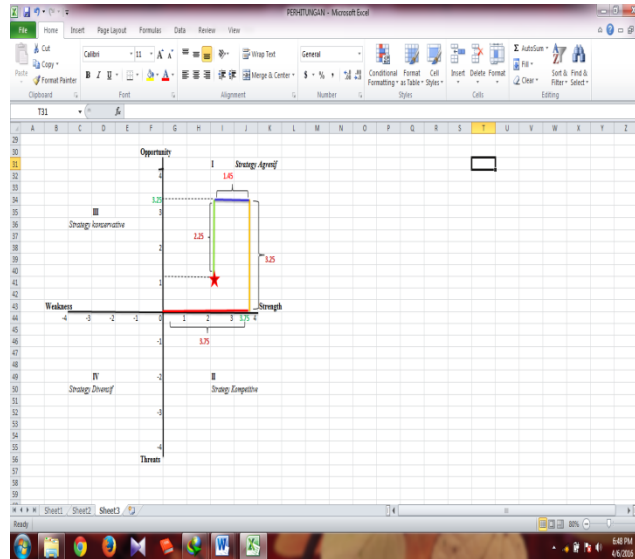


Figure: 3.12 SPACE MatrikBeejayBakau Resort

Based on the analysis of IFE and EFE Matrix Matrix it is known that the value of the Total value of the power of 3.75 and total value of weakness (-1.45). While the total value of opportunity of 3.25 and total value of threat (-2.25). Based on the value of the IFE and EFE matrix that mapped on matrix Space (Figure 3.12) are in the position of aggressive quadrant (aggressive quadrant).

In this case the BeejayBakau Resort is in a very good position to take advantage of the variety of its internal strength to (1) take advantage of external opportunities, (2) internal address, and (3) avoid various external threats. *market penetration, market development, product development, backward integration, forward integration, horizontal integration.* All the strategies that make sense to choose from, depending on the situation faced by the company (David, 2009:336).

**d. Strategy Alternative according to SWOT Matrix**

From the results of SPACE matrix is obtained then in the later stages of SWOT matrix drawn up would be to to produce a strategy. The SWOT matrix is an important matching tool to help development four types of strategy: the strategy SO (strength-Opportunities), WO Strategies (Weaknesses-Opportunities), strategy ST (strength-Threat), WT Strategies (Weaknesses-Threats). (David, 2009:327).

**Table 3.3 SWOT Matrix to Arrange Alternative Strategies**

	<b>Internal Strength</b> 1. Services provided to visitors 2. Promotionby the media of information utilization 3. The Quality Of Human Resources 4. Facilities available 5. Ticket prices are affordable	<b>Internal Weakness</b> 1. The Quantity Of Human Resources 2. General Facilities and infrastructure 3. Notice to visitors 4. Environmental hygiene 5. Place of sale souvenirs typical of Probolinggo
<b>External Opportunity</b> 1. The increased interest of visitors 2. Technology advances 3. Cooperation with travel agencies 4. The government's policy (supporting the existence 5. The perpetrators academics	<b>S-O Strategies</b> 1. Increase physical development, Adding tourist spot 2. Improve promotion by utilizing technology media 3. Provide counselling to the community and tourists 4. Increase cooperation with the travel agency, and government 5. Enhancing partnership with SMEs (Small and medium micro enterprises)	<b>W-O Strategies</b>  -----
<b>External Threats</b> 1. The difficulty of public transportation heading to BJBR 2. Competition with similar tours 3. Understanding of the people around about mangroves 4. The difficulty of construction raw materials 5. Tidal seas	<b>S-T Strategies</b>  -----	<b>W-T Strategies</b>  -----

In Figure 3.12 matric Space Position BeejayBakau Resort are in quadrants aggressive. between Strength and Opportunity, therefore in the SWOT matrix matching is only necessary on the strategy SO (Strength-Weakness). Strategy

SO (SO Strategies) harnesses the power of internal company to take advantage of external opportunities. As in the previous stage, matching stage of this strategy performed FGD (Focus Group Discussion) with the Marketing Manager, Human Resources Manager and Manager of Planning and Development. The preparation of this strategy was the hardest part in the development of the SWOT matrix and requires good judgment so that it will produce a benefit for the company. The following SWOT matrix have been compiled:

### **1. Increase Physical Development, Adding Tourist Spot**

Improve product development and increase tourist spots have been based on the objectives of growth BeejayBakau Resort is become one of the tourist attractions and tourist icons in Probolinggo, so far BeejayBakauResorthas shown uniqueness travel in it but it should be the development and improvement of retain the uniqueness of such travel by increasing physical development and increase tourist spot. In line with the research Suryani (2012: 305) A new product can be easily accepted by consumers (the public) if the product has creative excellence. This means that new products will attract consumers if the product has more advantages than the existing products.

Borsekova, et.al (2015) explains that Innovative approaches and marketing oriented tourism development based on the exploitation of competitive advantages unique area offers new possibilities for increasing employment, create new jobs, attract tourists and residents, the development of tourism-oriented businesses and socio-economic development as a whole.

### **2. Improve Promotion By Utilizing Technology Media**

Technology advances have a positive impact for the company, particularly in disseminating product marketing. Community participation is important for the success of ecotourism in a tourist destination (Unesco, 2009). The utilization BeejayBakau Resort using Internet media as a promotional channel that is as a tool to introduce their products to the entire community networks. Use of technology, especially the Internet by BeejayBakau Resort is good enough for the existing use of the Website, Twitter, Facebook as a promotion media. but media technology is not just the Internet, BeejayBakau Resort also commonly utilize both electronic mass media such as TV and Radio.

Based on data from the Association of Indonesian Internet Service Provider - APJII (2015) Internet users in Indonesia continues to increase. In 1998 only some 500 thousand people who use the internet, but starting in 2012 Internet users rocketed to 63 million people. That figure is even further increased to 139 million people by 2015. This does not rule out the possibility that the development of the Internet to bring positive impacts to the development of a company.

### **3. Provide Counselling To The Community And Tourists**

The local community actually is not a constraint for the development of ecotourism, due to their role should not be separated in the programs of travel. It is also in line with research presented by Stefanica&Vlavian-Gurmeza: *Local participation is also an important element in the ecotourism development which "aims at promoting the local participation as much as possible, creating opportunities for the host population, the transfer of property to the local community and its administration, creating opportunities for the group projects and local population as regards the control and administration of natural valuable resources, stipulating some alternative local measures"* (Stefanica&Vlavian-Gurmeza, 2010).

theother research Isyanto, et al (2006) showed that the more often following the extension activities, the higher its efforts in implementing the conservation of mangrove forest. A person who actively participates in outreach activities will increasingly understand the role and function of mangrove forest areas, but it also knows the rules and techniques used in carrying out the conservation efforts. During the development of community-based tourism approach based tourism community, where the community has a very important role in supporting the development of tourism (Zhang & Lie, 2012).

### **4. Increase Cooperation With The Travel Agency, And Government**

The arrival of tourists in BeejayBakau Resort can be enhanced through cooperation with travel agencies such as the Bureau of Travel. In this case the travel bureau plays a very important to bring a group who came to visit BeejayBakau resort. With the number of visitor arrivals level, the level of expenditure can be reduced to the cost of publication in cooperation with travel agencies. Keliwar (2013) revealed in his research that action is needed concrete action to promote the tourist attractions to the tourists. The action is on the way: Keep the cooperation between the government and the private sector (travel agents, hotels, restaurants) as the distribution network to help promote the tourist attractions, including analysis of the tourism market. Communities must cooperate with the private tourism industry such as travel agencies to offer tour packages to tourists. Ummiroh and Handayani research shows that *"The success evidence of Cooperatives in developing agro-ecotourism is proven by increasing employment and incomes of Cooperative members. Cooperative Corporation allows the application of the principle of community of the importance of kinship in particular in the management of a tourist destination based agro-ecotourism"*. (UmmirohdanHardiyani, 2013)

Based on these studies that increased cooperation will promote the development of ecotourism and increase revenues member cooperation. For that we need increased cooperation with the travel and the government, in order to enhance the development of BeejayBakau Resort.

### **5. Enhancing Partnership With Smes (Small And Medium Micro Enterprises)**

During the development of community-based tourism approach based tourism community, where the community has a very important role in supporting the development of tourism. Thus the government and private sector involvement was limited to facilitating and motivating the community as the main actor. As presented Stefanica&Vlavian-Gurmeza In his research found: *Economic opportunities for the local population. This element deals with "the benefits of the local economy, creating jobs for the host population, guaranteeing and protecting the local population, including the communities' ideas in*

the political decisions, the equitable distribution of the economic benefits, recognizing the local efforts/services, using the local materials and working force to keep the money into the local economy” (Stefanica&Vlavian-Gurmeza, 2010).

Based of Indonesia Constitution No.20/2008 about Micro, Small and Medium Enterprises (MSMEs) and Constitution No.10/2009 about tourism stated that the provision of good hospitality space tourism industry, managers of tourist objects and the other for products of SMEs. Both of Constitution that the tourism industry such as hospitality and tourism area manager is obliged to give room for SMEs in marketing their products.

**e. Quantitative Strategic Planning Matrix (Qspm)**

The final stage of the analysis of the strategy is the selection of appropriate strategies and can be run by the company. Selection of the appropriate strategy is by using analytical tools QSPM (Quantitative Strategy Planning Matrix). Alternative strategy derived from the SWOT matrix wherein the matrix resulted in some alternative strategies through internal and external factors. Based on the data input from Space matrix and SWOT matrix obtained some alternative strategies (David, 2009:349).

To pick and choose strategies that are most relevant or appropriate if it is implemented in BeejayBakau Resort, at stage 3 (three) was performed using quantitative Strategic Planning Matrix (QSPM) that the content by key informants as policy makers in the development of forest conservation and eco-tourism.

to prepare QSPM be determined weight value and rating, which was done in FGD (focus group discussion). Attractiveness Scores (AS) .with observing each major factor. 5) Calculate the total score of the appeal. Score appeal total (Total Attractiveness Score - TAS). This calculation is the product of the weight of the Attractiveness Score (AS). The higher the total score of the appeal, the more attractive the alternative strategies anyway.

**Tabel 3.4 Quantitatif Strategic Planning Matrik (QSPM) BeejayBakau Resort**

ALTERNATIVE OF STRATEGIES											
		1 Increase physical development, Adding tourist spot		2 Improve promotion by utilizing technology media		3 Provide counseling to the community and tourists		4 Increase cooperation with the travel agency, and government		5 Enhancing partnership with SMEs (Small and medium micro enterprises)	
Main Factors	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1. Reduce the cost of production	0.20	2	0.40	3	0.60	2	0.40	3	0.60	3	0.60
2. Quantity Of Human Resource	0.15	1	0.15	4	0.60	2	0.30	3	0.45	4	0.60
3. Quality Of Human Resource	0.12	3	0.36	3	0.36	2	0.24	4	0.48	3	0.36
4. Facilities and Infrastructure	0.13	1	0.13	4	0.52	2	0.26	3	0.39	1	0.13
5. Cost Of Promotion	0.10	4	0.40	3	0.30	4	0.40	3	0.30	3	0.30
6. Technological advances	0.08	2	0.16	4	0.32	4	0.32	4	0.32	4	0.32
7. The increased interest of visitors	0.22	4	0.88	2	0.44	3	0.66	4	0.88	3	0.66
<b>Total</b>	<b>1.00</b>		<b>2.48</b>		<b>3.14</b>		<b>2.58</b>		<b>3.42</b>		<b>2.97</b>

(Source: processed by researcher, 2016)

Based on the evaluation of the BeejayBakau Resort, a strategy that may be applied in the development of BeejayBakau Resort is increasing cooperation with the Bureau of travel and government. The strategy chosen for this strategy is applied if the results will be very effective because it can reduce expenses and produce a maximum profit of the level of visitor arrivals. In this case the weighting is given based on indicators that can influence the selection of the current strategy. According to the BJBR selection chosen strategy will give a good impact in the long term for advances BeejayBakau Resort. Keliwar (2013) revealed in his research that action is needed concrete action to promote the tourist attractions to the tourists. The action is on the way: Need cooperation between government and the private sector (travel agents, hotels, restaurants) as the distribution network to help promote the tourist attractions, including analysis of the tourism market. Communities must cooperate with the private tourism industry such as travel agencies to offer tour packages to tourists.

#### **IV. Conclusions And Recommendations**

##### **Conclusions**

Based on the overall results of this study that the development strategy of forest conservation and ecotourism BeejayBakau Resort can be concluded that will be described in the following explanation: 1) Options strategies to improve utilization enhance cooperation with the travel agency and government is a strategy that may be applied in the development of beejaybakau resort. This can lower the production cost incurred BeejayBakauResortand earn the profit from the level of visitor arrivals. 2) Empowerment and learning entrepreneurs (MSMEs) is done by lifting their products to facilitate the marketing and introduction to the tourists. Education a process of human interaction that characterized the balance of learning among learners and learning tutor, this is an effort to prepare students in the face of rapid environmental. With quality education and personal life of society will increase. Through education is an effort to apply the principles of science, technology and art for the formation of man.

##### **Recommendation**

1) The BeejayBakau Resort: In doing community development activities around the BeejayBakau Resort should cooperate with universities and NGOs in learning entrepreneurship and environmental education in particular, preserving mangroves in the coastal zone. 2) The Government: The government should pay attention to the needs of children of businessmen, such efforts can increase of income area and reduce unemployment in Probolinggo. The existence of BeejayBakau Resort is one of the tourist icon in Probolinggo City. Therefore, the government is expected to provide easy access to BeejayBakau Resort. 3) Next Researchers: For subsequent researchers are expected to be studied more about empowerment conducted by beejaybakau resort to increasing economy society. Further studies on perception and visitors feedback about the satisfaction of the tourist attractions are provided.

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