

Swot Analysis and Development Strategies Of Subak's Potential As An Eco-Tourism Area (A Study Of The Celemanik View Ecotourism Area In Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency)

I Made Wimas Candranegara¹, I Putu Eka Mahardhika²
{wimascandranegara3491@gmail.com}

Universitas Warmadewa, Denpasar-Bali, Indonesia¹²

Abstract. Ecotourism is a tourism activity that pays great attention to the preservation of tourism resources. The development of subak as ecotourism is able to realize the welfare and economy of the community. In addition, it can also function to build awareness of the environment and culture in local communities and tourists. One of the subaks that is being focused on as a pilot subak in Tabanan Regency that can be used as an ecotourism area, in addition to its function as an integrated rice field irrigation system, is the Celemanik Subak in Timpag Village, Kerambitan District, Tabanan Regency, because this Celemanik Subak has its own charm that can be developed as an ecotourism area in Tabanan Regency. The expanse of green and unspoiled rice fields is accompanied by well-maintained springs, besides that this celemanik subak is used as a subak model that represents the advanced Tabanan Regency at the National level. The priorities of the Tabanan Regency government in maintaining the subak ecosystem as a world cultural heritage are the protection and improvement of the welfare of farmers, the preservation and promotion of ecosystem services, the preservation of material or physical culture, the development of targeted tourism and the development of infrastructure and facilities. The method used in this study is a quantitative method with SWOT analysis. The results of this study are from the results of the Internal-External Matrix, it can be seen that the development of Subak Celemanik has a total weighted average score of 3.07 which means that Subak Celemanik's internal position has a strong position against existing strengths and weaknesses. The total score of the EFE weighted average is 2.94 which indicates that the external factors that directly or indirectly affect the opportunities and threats are having a moderate (middle) position. Meanwhile, related to the development strategy carried out, among others, to meet the needs of facilities for tourists in Ecotourism Subak Celemanik in order to provide additional services such as parking arrangements, tourist bicycle storage areas, tourist information centers to increase the comfort and safety of tourists.

Keywords: development; SWOT Analysis; subak; strategy

1 Introduction

Today the tourism sector is one sector that has an important role in supporting the economic development of a country. The tourism sector is in direct contact with the surrounding community, with tourism it will have positive implications in the form of increasing income and welfare for the surrounding community. In addition, the tourism sector also contributes greatly to the country's foreign exchange. Indonesia is an archipelagic country that has many islands with tourist destinations, one of which is the island of Bali. The island of Bali is an island that is widely used as a tourist destination because of the many tourist destinations it offers, ranging from marine tourism, traditional and cultural tourism, nature reserve tourism and agricultural tourism. Agricultural tourism which is currently the focus of the Bali Provincial Government is Subak as evidenced by the issuance of the Bali Provincial Regulation Number 9 of 2012 concerning Subak. Ecotourism is a tourism activity that pays great attention to the preservation of tourism resources (Giri and Adikampana, 2018).

The development of subak as ecotourism is able to realize the welfare and economy of the community. In addition, it can also function to build awareness of the environment and culture in local communities and tourists. According to the Bali Provincial Regulation No. 9 of 2012, Subak is a traditional organization in the field of water use and or plant management at the farming level in Balinese indigenous peoples that is socio-agrarian, religious, and economic in nature which historically continues to grow and develop. The Tabanan Regency Government seeks to develop tourism but still maintains the existence of Subak by combining these two things into a new tourist attraction. The attraction that can be developed by combining tourism with agriculture is through the concept of ecotourism. One of the subaks that is being focused on as a pilot subak in Tabanan Regency is the Celemanik Subak in Timpag Village, Kerambitan District.

Subak Celemanik is one of the Subaks located in Tabanan Regency. Subak Celemanik is a jogging track tour so that it is expected to increase ecotourism activities and empower local communities. Basically, ecotourism activities are carried out with simplicity, maintain the authenticity of nature and the environment, create tranquility, and maintain the environment. However, the results of field observations found the problems faced by Subak Celemanik to be developed as an ecotourism area, namely tourist attractions with a subak background that have not been managed as the main attraction but tend to support tourism in Timpag Village, Kerambitan District, the variety of tourist attractions offered is still small, lack of ability subak in providing supporting facilities, the absence of local tour guides, and the absence of broad marketing of subak.

Literature Review

SWOT analysis is an analytical tool intended to describe the situation that is being faced or may be faced by the organization. This analysis is based on maximizing strengths (strengths), weaknesses (weaknesses), opportunities (opportunities), threats (threats) (Rachmat, 2014). The SWOT analysis consists of four basic components, namely (a) strengths (S) are the current situation or condition of the organization's or program's strengths; (b) Weaknesses (W) are situations or conditions of weakness of the current organization or program; opportunities (O) are situations or conditions of opportunities that come from outside the organization, and threats (T) are threat situations for organizations that come from outside the organization and can threaten the existence of the organization in the future.

Strategy is a long-term goal of a company, as well as the utilization and allocation of all important resources to achieve these goals (Rangkuti, 2016: 3). Strategy has multifunctional and

multidimensional consequences and needs to consider internal and external factors faced by the company. The SO (Strength-Opportunities) strategy shows the use of strengths to seize existing opportunities. ST strategy (Strength-Threats) is a strategy in using the strengths possessed to overcome threats. The WO (Weaknesses-Opportunities) strategy is a strategy that is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. WT (Weaknesses-Threats) strategy is a strategy based on activities that are defensive in nature and tries to minimize existing weaknesses and avoid threats (Rangkuti, 2016).

Development is a way or strategy to improve, promote or increase tourism potential so that it is attractive and worth visiting by tourists and is beneficial for the surrounding local community and government (Anggraeni and Arida, 2018). According to the KBBI, potential is defined as an ability that has various possibilities or hopes for further development, whether in the form of strength, power or ability that is obtained by the community directly or through a long process. Bali Provincial Regulation No. 9 of 2012, Subak is a traditional organization in the field of water use and or plant management at the farming level in Balinese indigenous peoples that is socio-agrarian, religious, and economic in nature which historically continues to grow and develop.

The definition of an area according to Wikipedia is an area that has certain characteristics or is based on a functional grouping of certain activities, such as industrial areas, trade areas, and recreation areas. Ecotourism is defined as a tourism concept that reflects environmental insight and follows guidelines between balance and environmental sustainability (Ihsan et al, 2015). Community-based ecotourism is an ecotourism business that emphasizes the active role of the community, absolute community involvement is based on the fact that the community has knowledge of nature and culture which is the potential and value of the title as a tourist attraction.

Ecotourism potential is all natural, cultural and artificial objects that require a lot of handling in order to provide attractive value for tourists. With the enactment of Law Number 10 of 2009 concerning Tourism, the term tourism object is changed to a tourist attraction which contains the meaning of all things' uniqueness, beauty and value in the form of diversity of natural wealth, culture and man-made products that are the target or destination of tourist visits. The potential of subak as ecotourism, where subak is a traditional organization in the field of water use and or plant management at the farm level of the Balinese indigenous peoples that are socio-agrarian, religious, and economic which historically continues to grow and develop. Subak potential development as ecotourism is carried out by using a SWOT analysis.

2 Research Methods

The research design used in this research is descriptive research using a qualitative approach. This study will describe the method of developing the potential of the Celemanik subak, so this study uses a qualitative method. The informants in this study were the head of the Celemanik subak (pakaseh), the vice chairman of the Celemanik subak (pangliman), the Celemanik subak secretary (sarikan), the Celemanik subak treasurer (petengen), the village chief of Pekraman Timpag, the Timpag Village Perbekel, and two guides, two farmers. and two visitors. So the number of informants in this study were 12 informants.

The data that has been obtained through observation, interviews, documentation, and processed and then analyzed. Development strategy method through SWOT analysis by analyzing external factors (opportunities and threats) and internal factors (strengths and weaknesses) with IFE and EFE matrices. The Internal Factor Evaluation (IFE) matrix is used to

analyze the factors in the form of strengths and weaknesses possessed. External Factor Evaluation (EFE) matrix is used to analyze the factors in the form of opportunities and threats faced. The analytical tool used to compile the company's strategic factors is the SWOT matrix. The SWOT matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. The SWOT matrix can generate four possible sets of strategic alternatives.

3 Results and Discussion

Strategy is the general stages that are arranged rationally in an effort to achieve the organizational goals that have been set. The formulation of strategies based on the SWOT matrix are general stages that are arranged rationally to achieve the organizational goals that have been set, achieved based on the combination of the results of the analysis of the internal and external environmental factors of the organization. Internal factor analysis is intended to identify strengths and weaknesses as well as external analysis to identify opportunities and threats for developing the potential of Subak as an ecotourism area in Subak Celemanik, Timpag Village, Kerambitan District.

These factors are then given a weight with a specified weight value of 0.05-0.20 and a rating on a scale of 1-4. After that the weight is multiplied by the rating to get a score. The total weighted value of the IFE Matrix is 3.07. This value indicates that Subak Celemanik's internal position is strong. Based on the EFE Matrix, the total weighted value is 2.94. This shows that Subak Celemanik responds well to external factors, namely Subak Celemanik both in taking advantage of opportunities and avoiding existing threats.

From the results of the Internal-External Matrix, it can be seen that the development of Subak Celemanik has a total IFE weighted average score of 3.07, meaning that Subak Celemanik's internal position has a strong position against existing strengths and weaknesses. The total score of the EFE weighted average is 2.94 which indicates that the external factors that directly or indirectly affect the opportunities and threats are having a moderate (middle) position. The urgent strategy to be carried out in the context of developing Subak Celemanik is located in Quadrants I and IV. This position indicates that Subak Celemanik is described as growing and developing better even though there are still threats and weaknesses. These threats and weaknesses can be faced by relying on the opportunities and strengths possessed by Subak Celemanik.

Therefore, managers can use vertical integration, horizontal integration, conglomerate diversification and concentric diversification strategies. The strategy carried out for the development of Subak Celemanik according to the SWOT analysis resulted in four alternatives, namely, the SO (Strength Opportunities) Strategy / Opportunity Strength Strategy, which is a strategy that optimizes Strengths to take advantage of Opportunities, the alternative to the SO strategy is agriculture-based ecotourism environmental management, culture, and nature, maximizing the performance of management institutions and cooperating with the government or relevant stakeholders, increasing the participation of subak members in supervising the implementation of awig-awig and statutory regulations; WO Strategy (Weakness Opportunities) / Opportunity Weakness Strategy, namely a strategy that optimizes Weaknesses to take advantage of Opportunities, an alternative to the WO strategy is improving the quality of the environment, agricultural infrastructure, irrigation canals and tourism support facilities, improving skills and quality of resources human resources (HR), increased broad marketing related to the Subak Celemanik location through mass media, social media, billboards

installation; ST Strategy (Strength Threats) / Threat Strength Strategy, namely a strategy that optimizes Strength to take advantage of Threats, an alternative to the ST strategy is to introduce the unique natural potential of Subak Celemanik and jogging tracks to outsiders, strengthen awig-awig about environmental management or local spatial planning regulations, empowerment of subak members in potential development, and integrated pest control and management; WT Strategy (Weaknesses Threats) / Weakness Threats Strategy is a strategy that optimizes weaknesses (Weaknesses) to take advantage of Threats (Threats), an alternative to the WT strategy is to improve the quality of the advantages of tourism objects to overcome tourism competition, cooperation with the Government to help promote or market objects tourism, dissemination of regulations regarding green lanes and the introduction of environmental services.

4 Conclusion

Based on the results and discussion of the SWOT analysis of the potential development of Subak as an ecotourism area in Subak Celemanik, Timpag Village, Kerambitan District, Tabanan Regency, it can be concluded that from the results of the Internal-External Matrix it can be seen that the development of Subak Celemanik has a total weighted average IFE score of 3.07 means that Subak Celemanik's internal position has a strong position against existing strengths and weaknesses. The total score of the EFE weighted average is 2.94 which indicates that the external factors that directly or indirectly affect the opportunities and threats are having a moderate (middle) position.

The strategy carried out for the development of Subak Celemanik according to the SWOT analysis resulted in four alternatives, namely, the SO (Strength Opportunities) Strategy / Strength Opportunity Strategy such as environmental management of ecotourism based on agriculture, culture, and nature, maximizing the performance of management institutions and establishing collaboration with the government or related stakeholders, increase the participation of subak members in supervising the implementation of awig-awig and statutory regulations; WO Strategy (Weakness Opportunities) / Opportunities Weakness Strategy such as improving the quality of the environment, agricultural infrastructure, irrigation canals and tourism supporting facilities, increasing skills and quality of human resources (HR), increasing broad marketing related to the Subak Celemanik location through mass media, social media, billboard installation; ST (Strength Threats) Strategy / Threat Strength Strategy such as introducing the unique natural potential of Subak Celemanik and jogging tracks to outsiders, strengthening awig-awig on environmental management or regional spatial planning regulations, empowering subak members in potential development, and integrated pest control and management; WT Strategy (Weakness Threats) / Weakness Strategy such as improving the quality of the advantages of tourism objects to overcome tourism competition, cooperation with the Government to help promote or market tourism objects, socialization of regulations regarding green lines and the introduction of environmental services.

References

- [1] Afrizal. 2016. Qualitative Research Methods: An Effort to Support the Use of Qualitative Research in Various Disciplines. Jakarta: PT. King Grafindo Persada
- [2] Alim Sumarno. 2012. Comparative Causality Research. Surabaya: Elearningunesa

- [3] Anggraeni, Ni Putu Sri and I Nyoman Suksma Arida. 2018. "Problematics of Development of Subak Tourism Potential as Agrotourism in Subak Anggabaya, Penatih Village, Denpasar City". In the Journal of Tourist Destinations. Vol.6 No.1 July 2018. Pg. 140-145. ISSN: 2548-8937
- [4] Ayuningtyas, Diah Irma. and Arya Hadi Dharmawan. 2011. "The Impact of Ecotourism on Socio-Economic and Socio-Ecological Conditions of Communities in Mount Halimun Salak National Park". Transdisciplinary Journal of Sociology, Communication and Human Ecology. Vol.05 No. 03 December 2011. Pg. 247-258. ISSN: 1978-4333
- [5] Central Bureau of Statistics of Bali Province. <https://bali.bps.go.id/statictable /2018 /02/09/28/sum-wisatawan-asing-ke-bali-dan-indonesia-1969-2019.html>. accessed 13 November 2020
- [6] Central Bureau of Statistics of Bali Province. <https://bali.bps.go.id/statictable /2018 /04/11/72/wide-lahan-per-kabupaten-kota-according to its use-di-provinsi-bali-2017.html>. accessed 13 November 2020
- [7] Diarta, I Ketut Surya and I Made Bachelor. 2018. "The Padangnggalak Subak Development Strategy as a Tourist Attraction in Denpasar, Bali". In Conservation Media, Udayana University. Vol. 23 No. 3, December 2018. 281-292
- [8] Fahmi, Irham. 2015. Strategic Management. Bandung: CV. Alfabeta
- [9] Giri, Ni Nyoman Astriani and I Made Adikampana. 2018. "Young Generation Participation in Subak Sembung Ecotourism Development in Peguyangan Village, Denpasar Bali". In the Journal of Tourism Destinations. Vol. 5 No. 2, 2018. p-ISSN: 2338-8811. e-ISSN: 2548-8937
- [10] Hamdi, Asep Saepul. E. Bahrudin. 2014. Methods of Quantitative Research Applications in Education. Yogyakarta: Depublisher
- [11] Life. Muhammad Ama Ridwan. Slamet Muchin. 2018. Village Ecotourism Management. Malang: Media Intelligence
- [12] Hijriati and Mardiana. 2014. "Journal of the Effect of Community-Based Ecotourism on Changes in Ecological, Social and Economic Conditions in Batusuhan Village, Sukabumi".
- [13] Ihsan, Soegiyanto, H., and Hadi, P. 2015. "Development of Ecotourism Potential in Bima Regency". GeoEco Journal 1 (2): 195-206
- [14] Kohdrata, Naniek and Putu Edhi Sutrisna. 2011. "Subak Anggabaya Conservation: A Model for Bali Landscape Conservation". In the Indonesian Landscape Journal. Vol.3 No.1, 2011
- [15] Komariah, Aan and Djam'an Satori. 2014. Qualitative Research Methodology. Bandung: Alfabeta
- [16] Regional Regulation of the Province of Bali No. 9 of 2012 About Subak
- [17] Grace. 2014. Strategic Management. Bandung: CV. Faithful Library
- [18] Rangkuti F. 2016. SWOT Analysis: Dissecting Business Case Techniques, How to Calculate Weights, Ratings, and OCAI. Jakarta (ID): PT. Main Library Gramedia
- [19] Sudaryono. 2017. Research Methodology. Jakarta: PT. King Grafindo Persada
- [20] Sugiyono. 2015. Combination Research Methods (Mix Methods). Bandung: Alfabeta
- [21] Sugiyono. 2017. Quantitative, Qualitative and R&D Research Methods. Bandung: Alfabeta
- [22] Tersia. Andra. 2018. Research Methods. Yogyakarta Publisher: Yogyakarta.