

Agropolitan Tourism Village Strategies Based on SWOT Analysis

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Abstract

Despite its rich potentials, agritourism in West Bandung regency has been stuck in the status quo and needs new ideas. The farmers are struggling on their own with minimal support from the government, the uniqueness of their local culture has never been exposed, and the infrastructure is poor. The concept of 'agropolitan' is one of the best possibilities to implement. The aim of this research is to create an agropolitan strategy that is workable based on the analysis of strengths, weaknesses, opportunities, and threats (SWOT analysis). The research objects were 15 micro-scale community-based agritourism farmers and 5 agritourism MSMEs. This research used qualitative methodology with in-depth interviews and field observations. The research came up with a strategy that requires the materialization of the following items: Agropolitan promotion centers will prepare a central tourism information system, one stop shopping packages, parking lots, and tour transportation. Agropolitan stakeholders will need to improve service quality, increase collaboration and provide employment. Whereas the local governments will have to provide support for facilities, infrastructure, regulations, signage and gates. All this will be able to increase promotion and empower MSMEs. If implemented, this will be able to revitalize agritourism much better.

Keywords: agritourism, agropolitan, MSMEs, SWOT analysis.

1. Introduction

Tourism is a major commodity for Indonesia to earn foreign exchange, increase economic growth, and promote Indonesia's diverse cultural wealth in each region. The natural wealth of the village which mostly is still original, beautiful, and supported by the richness and uniqueness of the local culture, needs to be preserved and enhanced if it is to become an attractive tourist village. This will also increase people's income, as well as enhance the regional and the national economy.

The development of tourist villages can create jobs while promoting regional cultural wealth. This will also have a positive impact on the welfare of the local community whose economy is based on local wisdom (Leonandri & Maskarto, 2018). However, tourism in agribusiness areas requires diversification strategies in the form of product development, education and training, entrepreneurial management, marketing, maintaining good relations with customers, and support from the government (Yamagishi et al., 2020). This is confirmed by the research of Susilowati et al. (2019) that stakeholders need to collaborate and synergize in developing tourism villages, that is, synergizing economic education

and tourism education, with government support in the provision of facilities and infrastructure as well as environmental regulations. The role of the local community in tourist villages is also important for developing tourist villages. The development of community-based tourism villages requires support from actors such as universities, government, communities, private companies, and mass media. All must work together and synergize in exploring tourism potential, maintaining, and promoting cultural values (Yasir et al., 2021).

Agritourism is itself a hybrid concept that intrinsically suggests collaboration. It merges elements of agriculture, travel/tourism, industries, and well-being of the surrounding community (Wicks & Merrett, 2003). Whereas agribusiness, consisting of agriculture, plantation, and animal husbandry, by nature related to rural areas (Olmos & Rivera, 2021). Thus, agritourism is a special form of tourism taking place within the family farm that represents a specific form of business, giving several benefits to the families involved, with multiple impacts on the socio-economic relations and space in rural areas (Brscic, 2006). Agritourism activities consist of tourism-orientation actions in agricultural areas that are directly related to the agricultural environment,

plants, and agricultural lodging (Barbieri & Mshenga, 2008). Activities of agritourism usually include visiting agricultural work settings (usually a farm or ranch) for leisure, recreation or educational purposes (Arroyo et al., 2013).

Agropolitan is a network of functional areas based on agribusiness, which requires rural productivity with the support of urban utilities and social infrastructure facilities (Syarifudin & Ishak, 2020). Developing Agropolitan tourism villages takes the serious exploration of the local potential of the region as well as the improvement of the welfare of the community and the regional economy (Wirahayu et al., 2022). Agropolitan areas must be supported by infrastructure such as banking institutions, markets, and road networks. Farmers must participate in skill training and quality improvement following the standard of innovative and creative agropolitan products (Rosiadi et al., 2022). If there are obstacles in synergizing local potential related to tourism strategies, SWOT (Strength, Weakness, Opportunity, and Threat) analysis can be used as a reference for finding alternative solutions (Istiqamah et al., 2020).

Although some research concerning Agropolitan areas has been conducted, the shortcomings that have not been discussed are how to design Agropolitan in tourist villages based on SWOT analysis that incur porates micro, small, and medium-sized (MSMEs) agritourism businesses managed both by local agritourism farmers and by migrants who build agritourism enterprises there. This study used the MSMEs category based on the number of workers from the Central Bureau of Statistics, Indonesia. Micro enterprises consist of 1-4 people, small enterprises consist of 5-19 people, medium enterprises consist of 20-99 people.

This is why this study used a case study of 15 micro-sized community-based agritourism farmers and 5 small and middle-sized enterprises (SMEs) of the agritourism sector in West Bandung Regency. Farmers are agritourism micro-enterprise owners. Each farmer chooses to join a farmer community established over generations based on 10 agribusiness commodities. Meanwhile, entrepreneurs who build SMEs in the agritourism sector are immigrants who have the capital to invest in agritourism businesses in the area.

Based on preliminary research in the form of interviews with a farming community coordinator, 4 SME owners in the agritourism sector, 5 visitors, and a Tourism and Culture Office staff, overall 3 main problems can be concluded as follows. 1) The micro-sized community-based agritourism farmers and each of the five small and middle-sized agritourism enterprises are isolated and struggling on

their own without any collaboration between them, or collaboration with the local government. 2) Support from the local government has not been optimal due to alignment and assistance from the Regional Government. The infrastructure, facilities, and access provided are still minimal. The frequent complaints of tourists about traffic congestion and lack of parking space evidence this. Based on the data from the West Bandung Regency Tourism and Culture Office, the tourism sector in Bandung and its surroundings continues to increase (<https://www.antaraneews.com/berita/3806250/disparbud-sebut-pariwisata-jabar-tumbuh-positif-selama-2023>). But on the other hand, this makes the traffic congestion worse and disturbs tourist's convenience. 3) The region's local culture has not been exposed to support agritourism.

The purpose of this study is to design an agropolitan strategy based on SWOT analysis in order to address the above issues. This study is essential because agropolitan can answer the three problems. The novelty of the article lies in the issue of the agropolitan approach developed together with agritourism. This means agropolitan and agritourism are to live together, collaborate and complement each other, so as to achieve synergies of increasing business profits and greater regional economic growth than each agritourism runs independently. This has never been done before.

The SWOT analysis will identify the strengths, weaknesses, opportunities, and challenges the village government faces in developing the tourism village into a Agropolitan area. Strengths and weaknesses that can be controlled come from internal parties. Opportunities and threats come from external parties that cannot be controlled but are attempted to be anticipated. From the SWOT analysis, strategies will be sought to deal with opportunities-strengths, opportunities-weaknesses, threats-strengths, and threats-weaknesses.

2. Literature Review

2.1. Agritourism

Agritourism can be defined as activities that go within the property and that create professions complementing the agricultural activities, rendering the daily life on the property more accessible or less intense. These activities should be understood as adding services to the agriculture products and to the non-material value existing in the rural properties (landscape and fresh air, etc.). This is usually done by using the free time of farm families and sometimes by using hired labor (Hamzah, et al., 2012). Economic consequences arising from

agritourism include improvement of economic development, increasing financial challenges, monetary recognition of new economic patterns, and requirement of economic and administrative measures. Cultural consequences include the emergence of cultural challenges, cultural promotion tools, culture-instilling strategies, pre-implementation management measures, post-implementation management measures, and cultural capacity development (Lak & Khairabadi, 2022). Put, agritourism is an economic activity on a farm to entertain visitors. In micro-economic terms, it will generate income for the owners of micro-sized enterprises, and in macro-economic terms, it contributes to the country's GDP (Parker et al., 2019). Other benefits of agritourism include providing jobs that will increase the income potential of the population, reducing the need for investment funds, resource utilization, exposure and preservation of local culture, minimizing environmental impacts, and maintaining the sustainability of rural communities (Barbieri & Mshenga, 2008).

2.2. Community-Based Tourism Villages

Community-based tourism village development consists of infrastructure improvement, capacity building of village communities, market expansion, existing institutions in tourism villages, attractive performances, tourism village branding, maintenance and protection of nature, and local customs (Sutresna et al., 2021). The development of agritourism communities needs to involve the role and participation of rural communities. There are three basic principles of community-based agritourism, namely voluntary, open, democratic, and independent membership (Komariah et al., 2018).

2.3. Promoting Local Culture

In agritourism, promoting local culture is indispensable as this will enrich and attract tourists. In creating a positioning strategy, promotion is needed to introduce the rich history and cultural heritage of the villages (Khamat, 2012). Astawa et al. (2017) said that rural local communities are generally committed to preserving local culture and nature. This is why it is relatively easy for them to mobilize cultural events. Cultural events based on sustainable tourism can be implemented in the following ways. First, local communities must manage tourism activities in their area. Second, tourism must employ the community to improve their welfare. Third, international standards are to be used as a reference. Fourth, local tourism management should take into account the protection of the environment and nature. This requires education and training.

According to Filho et al. (2023), cultural dimensions must be considered to impact the company's performance. For example, according to Voinova (2019), one of the strategies to develop tourism potential in Russia is promoting the diversity of cultural traditions.

2.4. Developing Tourism Village

In developing a tourism village, the potential of the village and community needs to be explored sustainably. The development of a tourist village can have a maximum impact on the welfare of farmers and villagers. A tourist village consists of 5 factors: attractiveness, easy access for tourists, availability of public facilities and amenities, empowerment of the local community, and marketing promotion (Komariah et al., 2018). Even if the region has tremendous tourism potential, it cannot be exposed if it lacks support and attention from the government. Worse still, it would only end up as a curse of nature if it is not maintained and preserved (Chutia, 2015). To build sustainable tourism villages, local governments need to increase collaboration with indigenous village-based creative economies (Astara et al., 2020). This calls for good infrastructure facilities, decreased crime problems, and prevention of pollution and garbage that may disturb the comfort of tourists, lessening the attractiveness of the village (Khamat, 2012). All in all, the development of smart tourism villages requires the digital skills of stakeholders as well as support from financial institutions, digital infrastructure, and mentoring (Pranita et al., 2020).

Tourism village development strategies can use SWOT analysis by promoting local potential (Istiqamah et al., 2020), as demonstrated in Figure 1.

2.5. Agropolitan

The development of Agropolitan areas also needs to be carried out sustainably by stakeholders such as the government, local communities, and investors (Wirahayu et al., 2022). The importance of the government's role is also stated by Astara et al. (2020), who state that the development of rural tourism based on local wisdom requires government support. Syarifudin and Ishak (2020) said that Agropolitan spatial planning needs to include social spaces that can adapt to information technology connections, such as village halls, courtyards of places of worship, sports fields, and cafes. These social spaces include places of worship, gathering places for business and farmer groups, sports fields, markets, and community meeting halls.

Internal Factor		STRENGTH (S)		WEAKNESS (W)	
		<ol style="list-style-type: none"> Village arts such as traditional dance and Javanese <i>Gamelan</i> (local wisdom music) Distinctive motifs for batik design such as <i>Pringsedapur</i> Strategic location, close to river banks Potential for eco-tourism such as waterfalls Increase variation of the regional specialities such as crackers from cassava and local fruits. 		<ol style="list-style-type: none"> No patents/ copyrights on the motifs Small water debit for the waterfall during the dry season Absence of regulation to protect tourists' security and safety Scarcity of funds to support the development of the tourism village Lack of interest among the youngsters to inherit the batik crafting skills. 	
External Factor					
THREAT (T)	The presence of existing competitors around the village that offer similar or even more attractive and well-established tourism objects/ location	<u>S-O Strategies</u> <ol style="list-style-type: none"> Magnify cooperation with academics to identify the village's market potential Improve infrastructure in collaboration with the regional government Cooperate with the academics and ministry of Agriculture to improve the local food quality. 		<u>W-O Strategies</u> <ol style="list-style-type: none"> Seek advice from the regional authority to protect their indigenous motifs. Cooperate with the local governments to preserve waterfall discharge. Proactively search for potential investors to finance the development in the region based on the priority. 	
		<u>S-T Strategies</u> <ol style="list-style-type: none"> Cooperate with the local governments and academia to promote the village as a tourist destination Establish networking through various parties such as local people who work in other cities and travel agents in Indonesia. They are maximizing promotion through social media such as Facebook, Instagram and Twitter. 		<u>W-T Strategies</u> <ol style="list-style-type: none"> Improve product packaging and protect their unique resources with copyright. Systematically educate the youngsters on the importance of preserving their cultural heritage. Improve the marketing systems to make the tourist object economically feasible 	
STRATEGIC PLAN		Seek experts' advice from universities and local governments to identify tourism potential in the village. Implement the "blue ocean strategy" to increase the competitiveness of Papringan village as a new tourist object.			

Figure 1. SWOT analysis of local wisdom-based tourism

2.6. Agropolitan Marketing Strategies

Companies and governments also need to consider Agropolitan marketing strategies. There is a significant relationship between product innovation with brand awareness and brand loyalty, as well as brand trust and brand loyalty (Adiwijaya et al., 2021). According to Kotler et al. (2018), the promotion mix should find the right combination of these elements to achieve the company's goals. These elements are a medium of communication between the company and the customer. Communication tools that companies can use are advertising, personal selling, sales promotion, direct marketing, and public relations.

3. Methods

This study used a qualitative method in the form of in-depth interviews and observations to complete the analysis. The sampling technique used is purposive sampling. Purposive sampling is a sampling technique using certain considerations. According to Uma Sekaran and Roger Bougie (2019), purposive sampling is limited to certain types of people who can provide the desired

information. This study used a purposive sampling of: 1) 15 local farmers are the key people who own micro-sized agritourism and represent the 10 commodity communities; 2) 9 people (4 owners, 2 managers, 2-unit head, 1 coordinator) from SMEs of agritourism; 3) 15 visitors of micro-sized agritourism and 20 visitors of SMEs agritourism; 4) a Head of Tourism Culture Office in West Bandung Regency. They were chosen because they are key persons who had the ability and capacity to answer the research's questions.

This study conducted in-depth interviews with owners of 15 micro-sized community-based agritourism and 5 agritourism SMEs. The topics asked were as follows: 1. description of each company; 2. collaboration between agritourism companies; 3. consumer complaints; 4. local community culture; 5. government support for agritourism. The study also asked local governments about agropolitan opportunities and how they manage and support agritourism.

Table 1 shows the list of questions about agropolitan given to 15 micro-sized community-based agritourism, to owners and managers of 5 SME agritourism, to 15 visitors to micro-sized community-based agritourism, and to 20 visitors to 5 SME agritourism.

Table 1. List of questions about agropolitan

1.	List the key infrastructure needed to support the agritourism sector. Is additional infrastructure required? If yes, please provide an answer.
2.	How important is access to the location? Please explain.
3.	How important are transportation needs? Please explain.
4.	How critical is the need for a tourism information system? Please explain.
5.	Are tourist terminal facilities needed? Please explain.
6.	Are local cultures and traditions needed to support tourism? Please explain.
7.	Do you agree if the agritourism area in West Bandung Regency is made into an agropolitan area? If your answer is no, you do not need to continue. If your answer is yes, continue answering the questions below.
8.	How is promotion relevant and adequate for agropolitan?
9.	How to develop agropolitan?

4. Results

The results of in-depth interviews and field observations were as follows.

1. 15 farmers, each with micro-sized community-based agritourism
 - a. ten agribusiness commodity communities have a major role in inspiring new variants and packaging innovations for farmers. This has caused visitors to believe in their brands and also to have brand awareness and brand loyalty to their products. The communities can even create new demands for visitors. This has led most farmers to focus merely on selling agribusiness products and not consider the tourism services they can offer consumers. Financial performance has always been favorable. Many socialites from the upper middle class come to visit. Prices are determined mainly by the prestige factor because socialites are proud to be able to buy plants at high prices. Consumers very much consider packaging, and a small addition/ change in packaging can increase the selling price several times. The concept of green buildings and green open spaces has also led to an increase in demand.
 - b. Community-based agritourism farmers have been experts in 10 agribusiness commodities for generations. Suppose the new generations want to be involved in the agritourism business. In that case, they only need to graduate from high school and no need to continue their studies in college or obtain certification in agribusiness. They tend to be closed-minded towards people outside their community.
 - c. Farmers can choose which commodities to produce and sell, and then they will join the commodity community. Each commodity community is led by a coordinator. Among community members, or with members of other communities, they help and complement each other. In this way, they equalize income among the

families and minimize the gap between family members. They also stick to the principle of deliberation and consensus to determine the coordinator of each commodity. This transition strategy was also carried out during the Covid 19 pandemic so that the welfare of farmers was well maintained; even their online sales increased six times compared to before the pandemic.

- d. Farmers still need local government support in infrastructure, easy access to the location, tourism support such as hotels and cafes, promoting local culture, and government policies.
- e. The farmers are mostly artists who often organize dances or art performances. There are many art events, and members actively participate in them. The culinary characteristics of the village can also be a tourist attraction. Unfortunately, this local cultural richness of the village is rarely exposed to support the promotion of agritourism. The artists feel less empowered to support tourism there. This is quite unlike those in Bali, whose people are aware of tapping into their cultural potential.

2. Nine resource persons in 5 small and medium-sized agritourism enterprises.

The reasons for migrants setting up small-to medium-sized agritourism enterprises in West Bandung Regency are as follows.

- a. Owners have at least a bachelor's degree in agriculture or another field but have interest, sufficient funds, and experience in agribusiness and agritourism. They are interested in creating agritourism SMEs because of the richness and uniqueness of natural resources in the West Bandung Regency. Besides, agritourism in that area has become a renowned brand name.
- b. West Bandung Regency consists of 14 sub-districts. Each has its own uniqueness related to its place and environment, which causes the agricultural potential to grow by itself in the form of

- vegetables, flowers, plants, and livestock. However, each sub-district is dominated by its own agricultural products. In addition, each sub-district has its local culinary specialties and unique animals that grow in the forest.
- c. They have not exposed the local culture that can support their business. They are even not aware of the local culture of the surrounding community.
 - d. They have not yet obtained any license from the local government.
3. Twenty visitors
- a. The upside is that farmers' product innovation, brand awareness, brand trust, and brand loyalty, from generation to generation, have made West Bandung Regency known as agritourism. The brand names have also been recognized outside Bandung, Java, and abroad.
 - b. The downside is that most visitors think that, in general, West Bandung Regency is not ideal enough yet for agritourism. Partisanship, local government assistance, infrastructure, access provided, and supporting facilities are still insufficient; even restaurants for middle to upper-class visitors do not exist/are far away.
 - c. Visitors' opinions about agritourism in 14 sub-districts are 1) traffic jams, 2) difficult parking, 3) natural beauty, 4) delicious food, 5) good and diverse agritourism products, 6) there is not enough information or instructions on the road about the agritourism area, and so on. The West Bandung Regency Government should provide parking lots.
 - d. Micro-sized community-based agritourism farmer visitors
 - i. The lack of toilet facilities, traffic jams, and parking lots are not to be imposed on farmers who have limitations. There must be intervention from the local government by adding infrastructure and a promotional mix that supports community-based agritourism.
 - ii. Nonetheless, visitors will accept and buy any innovations and creations made by the farmers. Farmers only have to differentiate the packaging of their products in terms of the social class of the visitors.
 - iii. Overall, the quality of farmers' services is rated as poor. However, visitors do not care about service quality as long as the product variants, packaging, product quality, natural beauty, are enough to satisfy them.
 - e. Visitors of small and medium-sized agritourism enterprises.

- i. Overall, they were quite satisfied with the service quality.
- ii. Unfortunately, no local culture is exposed to support tourism. Visitors do not know what their local culture is like.
- iii. Limited parking area.

4.1. Head of Culture and Tourism Office of West Bandung Regency

According to The Culture and Tourism Office of West Bandung Regency, the agritourism businesses of 14 sub-districts are not officially recorded yet. Currently, they know of 2 micro-sector agritourism farmers who already have licenses. There was a discourse that West Bandung Regency wanted to build an agropolitan area, but so far, there has not been any real action about it.

Based on the questionnaire distributed to the 45 people, an overall summary of the responses to the in-depth interviews can be seen in Table 2.

5. Discussions

There is so much potential for agritourism in West Bandung Regency in the form of creativity and innovation from micro-sized community-based agritourism owned by local farmers and migrants and investors who establish agritourism SMEs. They produce diverse agribusiness products in agriculture, plantations, and livestock. However, people will not be aware of its value unless the empowerment of regional cultures and arts and the local government support it.

Stakeholders of Agropolitan West Bandung Regency are micro-sized community-based agritourism, investors who establish SMEs of agritourism, local community, visitors, local government, local artists, agribusiness suppliers, financial institutions, schools, private companies' investors, hotels/inns, restaurants, public transportation, and another kind of tourism besides agritourism. The actors involved in this SWOT analysis are the local government, micro-scale community-based agritourism, investors who set up agritourism SMEs, local communities, local artists and art hermitages, and local people. The purpose of this SWOT analysis is to identify the strengths, weaknesses, opportunities and challenges faced by the village government in developing tourism villages into agropolitan areas. The description of the SWOT analysis is shown in Table 3.

Table 2. Identification and mapping infrastructure and marketing mix that can support Agropolitan of Bandung Barat Regency

Infrastructure needed to support agritourism	Suggestions
1 Main infrastructure Additional infrastructure	Highways should be built, and access roads should be widened through cooperation between local governments and businesses. Access to community gardens and agritourism is needed. Visitors expect parking lots, smooth and adequate road access to community gardens, and agritourism so that they can shop among the gardens directly and enjoy the scenery. This will add to visitor convenience.
2 Easily accessible location	There must be signs that show the way to the location of community gardens in villages in West Bandung Regency and between another agritourism area. This will make it easier for consumers to shop so that respondents have no difficulty if they want to take their families for a walk. Ease of access allows buyers to enjoy the beautiful place more.
3 Transportation to bring visitors to the visit location.	Transportation is needed to take visitors between community gardens and other agritourism areas because they like to shop on the side of the road. Congestion can be reduced, and it will increase visitor convenience.
4 Tourism information system center.	Tourism information systems need to be managed professionally. Agritourism owners need to place an employee at the tourist information center. The information center provides convenience, comfort, and security for visitors, making it easier for visitors to shop, especially for new tourists.
5 The government provides tourist terminal facilities.	The tourism aspect requires a sales center in a comfortable area complete with a large parking area, good road access, rapid and attractive kiosks, tourism promotion, guidance to deal with tourists, and others. Visitors generally want to linger to enjoy the atmosphere and natural beauty. If the roads around are jammed, it will reduce the comfort of visitors. Especially for micro-sized community-based agritourism, it is true that visitors are not too demanding on the fulfillment of facilities and infrastructure from agritourism farmers because they understand the limited facilities and infrastructure owned by farmers. Yet it is recommended that local governments provide facilities and infrastructure per area, not per farm.
Promotion is needed to support agritourism.	
1	It is necessary to intensify advertising promotional tools such as signboards/signposts for the entire agritourism area. The goal is to provide clues to visitors to find something they want, or even a new desire arises after seeing an advertisement (create demand).
2	Local culture and food must be promoted to complement agritourism as an additional tourist attraction. Agritourism must come up with other attractions besides ornamental plants, such as music festivals, cultural carnivals, product shows, etc. It is necessary to promote annual cultural events by involving local communities and artists: local culture and potential continually need to be explored, exposed, preserved, empowered, and developed to increase the income of artists and village communities, agritourism businesses, and local governments.
3	Discounted rates for specific events
4	Public relations of agritourism information centers
5	Promotion through social media
Suggestions for creating and developing West Bandung Regency into an agropolitan area	
1	One stop shopping in West Bandung Regency, where visitors can shop and get the inner satisfaction of being able to visit all the varied, different, unique, and interesting agritourism areas.
2	Provide a potential agropolitan area promotion center with an area of e.g. 10 hectares, consisting of a parking lot, culinary, flower market and vegetable market containing flower and vegetable displays, demonstration garden, library, and art performances.

Agropolitan is a concept that the local government can use to invite investors and agritourism entrepreneurs to work together to develop agro-business areas as a tourism-leading sector, which is synergized with the arrangement of housing in the area so that it is in harmony with local wisdom for example, healthy stilt houses in the middle of the garden, proper sanitation that does not

pollute the garden, village halls, sports facilities, neatly organized road infrastructure.

The development of agropolitan tourism villages based on the SWOT analysis in Table 3, is divided into 3 major strategies: for agropolitan promotion centers, for local governments, and for agropolitan stakeholders, which are relevant to be applied in West Bandung Regency, as shown in Figure 2.

Table 3. SWOT analysis for Agropolitan Design of West Bandung Regency

<p style="text-align: center;">Internal factors</p> <p style="text-align: center;">External factors</p>	<p style="text-align: center;">STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Each district has its own uniqueness that adapts to its place and environment, which causes agricultural potential to grow/appear on its own (food, vegetables, flowers, crops and livestock). Each district is dominated by its own agricultural products. 2. Well-known brand name for generations. 3. There are many micro-sized community-based agritourisms that offer 10 complete plantation commodities, with innovative and creative variants and packaging. 4. Local communities have a unique wealth of traditional culture (performing arts, regional food). 5. Many entrants have established a variety of agritourism SMEs (agriculture, plantations and livestock, or a combination of the three) by adapting and utilizing the uniqueness and natural advantages of each district. 6. Lots of public transportation. 7. High involvement and commitment of farmers, youth, young children from the local community and in local cultural events, rehearsals, and performance attractions. 8. Good service quality of agritourism SMEs established by inward investors. 	<p style="text-align: center;">WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. The cultural richness of the region has not been exposed either by the migrants who set up agritourism SMEs there, or by the local government. 2. Local artists feel under-empowered to promote their region's rich cultural heritage as well as to support agritourism enterprises there. 3. There is a lack of communication, coordination, cooperation, between micro-sized community-based agritourism and SMEs agritourism. They run independently. 4. In general, all sub-districts in West Bandung Regency are not ideal yet for agritourism areas due to lack of infrastructure, access and supporting facilities. 5. The government has not recorded all agritourism businesses spread across several sub-districts in West Bandung Regency. 6. No signage, directions or gates to the agritourism site. 7. Micro-sized community-based agritourism pays less attention to overall service quality and is less receptive to insights from those outside the commodity community.
	<p style="text-align: center;">OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Bandung and its surroundings are a sea of family tourism. For generations, West Bandung Regency has been visited by tourists from all over, especially on weekends and holidays. Tourist visits to West Bandung Regency continue to increase every year. 2. The operation of the Light Rail Transit (LRT) and Kereta Cepat in 2023 will add alternative transportation from Jakarta to West Bandung Regency. 	<p style="text-align: center;">S-O STRATEGIES</p> <ol style="list-style-type: none"> 1. Agritourism SMEs provide employment for Vocational High School graduates, farmers, and the surrounding community. 2. The government invites investors and all agritourism entrepreneurs to work together to establish an agropolitan promotion center, with an area of e.g. 10 hectares, consisting of a parking lot, culinary, flower market and vegetable market containing flower and vegetable displays, demonstration garden, library, and art performances. 3. Agropolitan promotion center develop of tourism information system centre and tourist terminal facilities provided by government. 4. Agropolitan promotion center intensifying the promotion mix and offer of one stop shopping packages in West Bandung Regency, where visitors can shop and get the inner satisfaction of being able to visit all the varied,

	<p>different, unique, and interesting agritourism areas.</p> <ol style="list-style-type: none"> The investor empowers and promotes local MSMEs by promoting food culture and regional arts culture. The alternative is to provide his tourist area to be filled with tenants who sell regional food culture, atmosphere and hospitality. For example, Lembang milk tofu, Subang pineapple ‘bolen’. Investors who establish agritourism SMEs have considered the importance of service quality to visitors and still need to maintain good service quality. Increase collaboration with academics in the field of research and community service organized by academics. 	<p>income of artists, and complement agritourism as an additional tourist attraction.</p> <ol style="list-style-type: none"> Government support is needed to build infrastructure and facilities that support the development of agropolitan, farmer agritourism and tourist centers in the local area, especially road access to tourist destinations, smooth highways, widen road access, provide signage, signposts or gates to agritourism locations that show directions to the location of community gardens in villages in West Bandung Regency, and between other agritourisms. Micro-scale community-based agritourism needs to open up the farmer’s horizons and improve service quality.
THREATS (T)	S-O STRATEGIES	S-O STRATEGIES
<ol style="list-style-type: none"> The behaviour of tourists who like to litter can be one of the causes of environmental pollution due to garbage. If tourism managers and visitors continue not to pay attention to waste management, there will be damages to the beauty of agritourism and they will have to face severe, ecosystem pollution, air pollution, human health problems, and flooding during the rainy season, etc. Paths to tourist destinations are limited, while traffic jams on weekends and holidays are getting worse. 	<ol style="list-style-type: none"> Segregation and separation of organic and inorganic garbage, education to raise visitor awareness, using recycling containers, making strict rules for visitors not to litter. The agropolitan area promotion center provides tourist transportation (such as buses) that takes tourists to tourist destinations so that tourists can be satisfied visiting all the tourist attractions they like without thinking about traffic jams. It is necessary to shuttle visitors between community gardens and between other agritourism to satisfy visitors who like to shop on the side of the road. 	<ol style="list-style-type: none"> Local people keep the local environment clean, setting an example for visitors to maintain cleanliness.

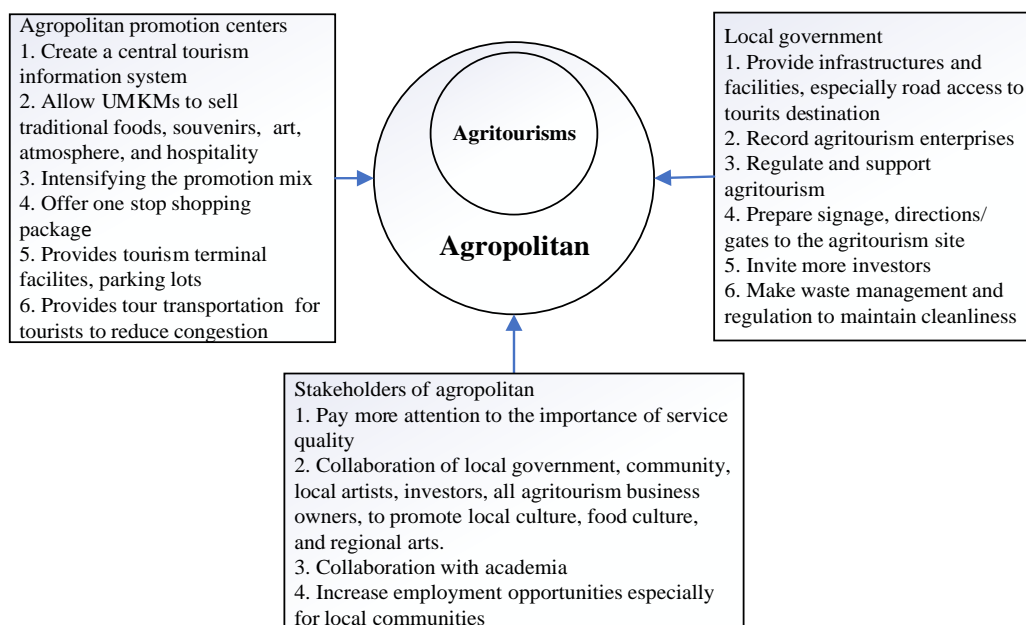


Figure 2. Agropolitan strategy strategies based on SWOT analysis

The agropolitan promotion center area is about 5 to 10 hectares, which consists of a parking lot, culinary, flower and vegetable markets containing flower and vegetable displays, demonstration gardens, a library, and performing arts. This area provides a tourist information system and tourist terminal facilities. This area is also open to UMKMs dealing with traditional foods, souvenirs, art, or hospitality. Tourist vehicles can be parked there. Transportation is provided that can take tourists to a one-stop shopping or to visit many tourist destinations on the same day. Tourist transportation is also one way to reduce congestion and increase the comfort of tourist satisfaction. Promotion mix and the use of social media to promote agropolitan and local culture abroad can be intensified by the agropolitan tourism center. This will bring in as many tourists as possible which in turn will increase the income of local communities as well as local government revenue. The collaboration formed in the agropolitan area will produce greater synergies than if it is done individually. Agropolitan can also contribute in increasing foreign exchange for the country.

Local governments need to bridge micro-scale community-based agritourism with SMEs of agritourism and preserve local culture that supports the development of tourist villages into agropolitan areas. The role of the government in making regulations, registering, disciplining and supporting agritourism businesses as well as providing adequate facilities and infrastructure are mandatory. Regulations are important to support and facilitate licensing for local businesses and investors. The clarity of regulation will invite more investors. The government needs to repair damaged roads, widen the roads, completing signage, and giving directions or gates to the agritourism site. Ease of access to the location is one of the keys to agropolitan success. This will invite investors to invest and set up businesses there.

All agritourism enterprises and other agropolitan stakeholders need to pay attention to service quality so as to improve tourist satisfaction. Revenue opportunities will increase along with improved service quality. Collaboration with academics in the form of research and community service is also necessary to add insight, especially about the importance of service quality for micro-scale community-based agritourism. Collaboration of agropolitan stakeholders to raise local culture, food culture, and regional arts, could be synergized with natural resources, it will add to the attractiveness and the uniqueness of the place and agritourism. Agropolitan has the potential to increase employment for local MSMEs and sell more natural

beauty or cultural diversity to tourists, both domestic and foreign, without overly exploiting nature.

This agropolitan design was made with a lot of adjustment to the situation and conditions in the field so that the findings of this research are limited and only relevant to be applied in West Bandung Regency. This concept is an input for local governments and needs to be followed up with applied research by local governments and all agritourism enterprises. If this concept is to be applied to other areas, it will need a different adjustment.

6. Conclusions

Agropolitan is one of the best collaboration strategies to generate beneficial synergies and improve the welfare of stakeholders. The agropolitan strategy based on SWOT analysis is expected to increase collaboration, create synergies between MSMEs of agritourisms and government, reduce congestion, and empower local culture. Furthermore, this agropolitan model will attract more local and foreign tourists to come to the tourist area, thus creating jobs, promoting regional culture, developing regional economic potential, and improving the welfare of local communities based on local wisdom.

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