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## Developing sustainable eco-agritourism based on resource based theory in Klungkung regency, Bali

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### Abstract

The massive development of rural areas as tourist destinations is one of the challenges in the existence of the agricultural sector. Tourism is developing supported by a good natural environment. But on the other hand, many people are not aware of the importance of nature related tourism. The purpose of this study was to develop strategies for sustainable eco-agritourism development in Klungkung Regency Bali. The study was undertaken by distributing questionnaires to 200 farmers who were selected deliberately. In-depth interviews were also conducted to 16 key informants in order to develop strategies which were carried out based on IFAS, EFAS and SWOT analysis.

The results of this study showed that IFAS and EFAS led to the strategy of product development *strategy*. According to SWOT analysis, the alternative strategies were, namely 1) development of eco-agritourism destinations in Klungkung based on local wisdom, taking into account distinctiveness as an asset specificity; 2) improving the quality of human resources and implementing product marketing through B2B and B2C marketing strategies; 3) increasing environmental awareness through building the character of environmental care and social responsibility in an effort to improve environmentally caring behavior; and 4) collaboration of five penta-helix actors, namely academics, business, communities or society, government, and media in utilizing wisely existing resources and implementing downstream policies for environmentally friendly agricultural products.

**Keywords:** Eco-agritourism, sustainable, development strategy, Klungkung

### 1. Introduction

The massive development of rural areas into tourist destinations, its existence cannot be separated from the potential of agriculture and the rural natural environment. Agriculture plays a very important role for food production and distribution activities, so that it can contribute to improving the health and welfare of the community and the sustainability of the rural environment <sup>[1]</sup>. Collaboration between the tourism and agricultural sectors, known as agritourism, is able to contribute to local economic growth <sup>[2]</sup>, and can be a basic pillar of sustainable development based on the preservation of the environment, wealth and heritage of biodiversity as an objective resource <sup>[3]</sup>, that can make a positive contribution to rural development and sustainable livelihoods <sup>[4]</sup> and provide alternative income opportunities for farming households <sup>[5]</sup>.

The magnitude of the benefits provided by agritourism, raises competition. Many agritourism destinations have sprung up offering a variety of creative agritourism attractions <sup>[6]</sup>. A competitive advantage must be possessed for a destination to survive <sup>[7, 8]</sup>. Recently, environmental issues have been used as a source of competitive advantage in business and politics <sup>[9]</sup>. In addition to changes in tourist consumption patterns that are starting to lead to environmentally friendly forms of tourism, it also needs to be observed. This condition is also further strengthened by the emergence of various kinds of environmental damage issues today, thus making sustainability issues an important component in destination development activities and making it a world strategic issue today and has been outlined in *the Sustainability Development Goals (SDGs)* in 2030.

Maintaining the existence of agriculture in the glitter of tourism growth is not easy. So far several studies reveal that there has been land use conversion activities <sup>[10, 11]</sup>. From productive farmland to tourism accommodation <sup>[12]</sup>. In addition, there has also been a shift in the behavior of local people in tourism destinations, such as people tend to work in the non-

agricultural sector or switch to tourism service providers <sup>[13, 14]</sup> There is an increase in the transfer of professions from farmers to tourism actors <sup>[14, 15]</sup>. In the era before the Covid-19 pandemic and the behavior of young people were not interested in becoming farmers because income outside the agricultural sector was greater than the agricultural sector <sup>[16]</sup>. Based on the development of agritourism, it is closely related to the natural potential it has, so to maintain its sustainability, the behavior of the local community (host community) in managing and utilizing it is an important point to note.

Klungkung Regency is one of the regencies in Bali Province, which until now still has considerable agricultural potential. Based on data from the Central Bureau of Statistics Klungkung in 2021, the percentage of Gross Regional Domestic Product (GRDP) of Klungkung Regency for five years (2016-2020) is still dominated by the agriculture, forestry and fisheries sectors as well as the sector of providing accommodation and eating and drinking. This condition also still occurs in the pandemic era in 2020, where the agricultural sector was able to make the highest contribution of 22.46%, while the second position was contributed by the accommodation provision sector by 10.33%.

The form of agritourism is very appropriate to be applied in order to maintain the existence of agriculture with the development of rural areas as tourist destinations, where the problem of land use change and changes in the behavior of the community as hosts is a crucial problem. Based on data from the Central Bureau of Statistics of Klungkung Regency, there has also been a decrease in the area of rice fields, where the area of rice fields in 2016 was 12.20%, to 12% in 2017, 2018 and 2019. Likewise, in 2020 the decline occurred again to 11.99% and in 2021 to 11.97%. The decline is not significant, but if it is not controlled, gradually agricultural land will run out. In addition, behavioral changes also occurred in the Klungkung community in line with the rapid development of tourism before the Covid-19 pandemic, especially in the Nusa Region, where many people who previously worked as farmers turned into tourism actors <sup>[17]</sup>. Because it feels more profitable. However, different conditions occurred during the Covid 19 pandemic, where many business actors in the tourism sector were re-pursuing the agricultural sector. Maintaining the existence of agriculture by developing agritourism and eco-agritourism is considered very important for its existence, in addition to preserving the culture of farming communities can also minimize the occurrence of productive agricultural land conversion activities. Understanding the phenomenon of individuals in dealing with land use change and changes in community behavior in tourism destinations needs to be done. Determining the right strategy in efforts to develop sustainable eco-agritourism in Klungkung Regency is considered important in order to maintain the sustainability of the agricultural sector combined with the agricultural sector.

## 2. Research Concept

### 2.1 Sustainable Tourism

The idea of sustainable tourism development emerged in the last several decades as a necessity to ensure an efficient tourism sector based on three main components: environmental interests, socio-cultural and economic needs of the communities involved <sup>[18]</sup>. The goals of sustainable

tourism development are: 1) Development of people's economic growth to improve the basic needs of the community; 2) Preserving and protecting nature, especially non-renewable natural resources; 3) To reduce poverty; 4) Respect the socio-cultural authenticity of the community; and 5) Encourage and facilitate the empowerment of communities to play an active role in tourism activities and obtain direct benefits from tourism activities <sup>[19, 20]</sup>.

### 2.2 Agritourism

The variety of terms that develop in the community that equates the term agritourism with the terms agrotourism, agricultural tourism, agriculture-based tourism, and rural tourism <sup>[21]</sup> So it is often a debate. But in essence, agritourism is a concept that synergizes between agriculture and tourism that utilizes the business of defining agriculture as a tourist attraction <sup>[22]</sup>. Moreover, "these firms have an agricultural setting and one or more additional factors such as a working-farm component; or recreational, entertainment, or educational services <sup>[23]</sup>. Furthermore in essence agritourism aims to expand knowledge, recreational experience, and business relationships in agriculture.

### 2.3 Pro-environment Behaviour

Pro-environmental behavior is behavior that consciously seeks to minimize the negative impact of one's actions on nature and the built world (e.g. minimizing resource and energy consumption, use of non-toxic substances, reducing waste production) <sup>[24]</sup>. Pro-environmental behavior can also be defined as behavior that actually or perceptually contributes to environmental conservation <sup>[25]</sup>. Referring to the definition given by The United Nations Commission on Sustainable Development (UN CSD) International Work Programme, pro-environmental behavior is defined as "the use of services and products to meet basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as waste and pollutant emissions during the life cycle so as not to jeopardize the needs of future generations <sup>[26]</sup>.

Environmental care behavior can be seen through two perspectives, namely impact-oriented and intent-oriented <sup>[27]</sup>. Pro-environmental behavior seen from an impact-oriented perspective is defined as the extent to which such behavior changes the availability of materials or energy from the environment or changes the structure and dynamics of the ecosystem or biosphere itself, for example, cutting down forests and disposing of household waste, which has a direct impact on environmental change. In an intent-oriented perspective, pro-environmental behavior is defined as behavior carried out with the intent to change (benefit) the environment, e.g., many people believe that the use of spray cans will affect the ozone layer. Impact-oriented definitions are important for defining target behavior, while intent-oriented definitions focus on beliefs, motives and so on to understand and change target behavior. Psychological studies often define pro-environmental behavior based on an intent-oriented perspective <sup>[26]</sup>. Environmental conservation is meant to reduce negative impacts and increase positive impacts on the environment. Environmental care behavior does not arise out of thin air, but through a process either through learning, education or training.

### 2.4 Resource Based Theory

The more dynamic competition today, so it is necessary to

have resources that are able to win the competition. The resources owned by an enterprise are the main determinants of its performance and contribute to the sustainable competitive advantage of the company [28]. Excellence can be gained if the company effectively optimizes these resources. RBV in this case emphasizes more on strategic choices, optimizing human resources, managing, identifying, developing and using key resources to maximize the value of the Company [29]. The difference in company performance in the perspective of *Resource-Based View* is caused mainly by the uniqueness of the company's resources and capabilities in creating value for existing customers and targets [28]. There are five steps in implementing a resource-based strategy according to Hitt, *et al.*, (2007) including (1) identifying the company's resources and capabilities, (2) identifying strengths and weaknesses, (3) highlighting core competencies that produce competitive advantage, (4) selecting industries and markets where a company's core competencies work best and (5) formulating and implementing the strategy allows the company to achieve superior results through application Core competencies [30].

### 3. Methods and Procedure

This study used a qualitative descriptive approach. The study was conducted in Klungkung Regency with the distribution of questionnaires to 200 respondents who were selected deliberately. In-depth interviews were conducted with 16 key informants with interview guidelines. In making this instrument, researchers use the help of expert judgment through focus group discussion to determine strengths, weaknesses, opportunities and threats by considering the resources available in Klungkung Regency. The discussion process involved experts who are stakeholders in Klungkung Regency consisting of agencies related to this research, academics, industry, and the Klungkung community.

The results of the study are based on the calculation of Internal Factors Analysis Summary (IFAS), External Factors Analysis Summary (EFAS) which is then made with Strategy Position Analysis in the form of IE matrix (Internal-External). The data obtained from the respondents' responses will be analyzed with the help of SWOT so as to provide alternative strategies in order to develop eco-agritourism in Klungkung Regency.

### 4. Results and Discussions

#### 4.1 Internal and External Environmental Analysis

The strategic factors of the internal environment consist of strengths and weaknesses, while the strategic factors of the external environment consist of opportunities and threats can be used to spur the development of eco-agritourism in Klungkung Regency. The results of determining strategic factors are used to compile internal and external factor analysis matrices, followed by analyzing IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) matrices that can influence eco-agritourism development strategies in Klungkung Regency.

##### 4.1.1 Internal factors evaluation of eco-agritourism development strategy in Klungkung Regency

Determination of internal factors in the context of eco-agritourism development in Klungkung Regency is carried

out through *Focus Group Discussion* (FGD). The internal factors used to compile the IFAS matrix are as follows:

#### 1. Strength factors include

1. Klungkung people still value nature, seen from the value of ecocentrism (Klungkung people value the existence of nature and try to protect it)
2. Waste management policies in each village have produced compost.
3. The existence of Subak that still exists in each village
4. The existence of salt and seaweed farmers still exists today.
5. Construction of Bali Arts Center in Klungkung
6. Environmentally friendly agriculture has been implemented in Klungkung by utilizing soil improvers from Temporary Garbage Treatment Plant (TOSS centre at Kusamba) and Landfill Reuse, Reduce, Rcycle (TPS3R) in each village.
7. Various agricultural agritourism products such as: Kusamba Salt, Gula Dawan, processed sea fish, processed dried chili, herbal drinks, natural soap
8. Training activities organized by the government, academic and private institutions to the Klungkung Community, such as training on making healthy food, training on tourism village management, training on making soap from used cooking oil, etc.
9. Awig-awig is an indigenous village that is still strong.
10. Nusa Penida is used as a center for preserving and purifying *Bali cattle* germplasm based on tourism.

#### 2. Weakness factors include

1. Agritourism-based destinations in Klungkung Regency do not yet exist.
2. Farmers are relatively old, where the younger generation tends to work outside the agricultural sector.
3. Facilities and infrastructure supporting tourism in the Nusa Penida Area are still lacking.
4. Processed products have not been permitted, such as PIRT/BPOM.
5. Public knowledge is still lacking in tourism / agritourism business.
6. Not precisely the marketing of environmentally friendly agricultural products.
7. The interest of the farming community in utilizing a more environmentally friendly soil bulking is still minimal.
8. The quality and qualifications of human resources in reading business opportunities are still minimal
9. Lack of community participation in destination development.
10. Public knowledge in the development of tourism and environmentally friendly products is still lacking
11. The presence of waste in tourist destinations.

Evaluation of internal factors (strengths and weaknesses) is analyzed using the IFAS matrix. Each indicator is assigned a weight and rating. Ratings were given to 20 respondents through interviews. The score is generated from the multiplier between weight and rating. The scoring aims to see the value of factors that influence the development of eco-agritourism in Klungkung Regency. Based on table 1, it shows that the total score of internal factors of eco-agritourism development in Klungkung Regency is 2,644. Rangkuti (2002) revealed that if the total score is above 2.5,

the development of eco-agritourism in Klungkung Regency is strong, while if the total score is below 2.5, it indicates a weak internal position.

Table 1 also reveals 3 internal factors that influence the strength of eco-agritourism development in Klungkung Regency which can be seen from the score value, namely: the existence of Subak (0.241), the economic value adopted by the Klungkung community (0.234), and the strength of

awig-awig in the village (0.228). The main weaknesses of eco-agritourism development in Klungkung Regency are the use of environmentally friendly soil bulking (1.24), the number of young people working in the agricultural sector (0.110), and the ability of human resources to read business opportunities in the agritourism sector. Here in table 1 can be seen the internal factor evaluation matrix.

**Table 1:** IFAS factor analysis of eco-agritourism development in Klungkung Regency

No	Internal Strategic Factors	Weight	Value	Score
1	2	3	4	(5)*
<b>Strength</b>				
1.	The people of Klungkung value the existence of nature and try to protect it	0,066	3,550	0,234
2.	Waste management policy in each village	0,06	2,800	0,168
3.	The existence of Subak that still exists in each village	0,065	3,700	0,241
4.	The existence of salt and seaweed farmers still exists today	0,063	3,200	0,202
5.	Construction of Bali Arts Center in Klungkung	0,045	3,300	0,149
6.	Eco-friendly agriculture has been implemented in Klungkung utilizing soil improvers from the TOSS centre and organic fertilizer subsidies	0,062	2,800	0,174
7.	The existence of agritourism products from agricultural processing in Klungkung are diverse such as: Kusamba Salt, Dawan Brown Sugar, etc	0,059	2,650	0,156
8.	Training activities organized by the Government, academic and private institutions to the Klungkung Community	0,061	3,300	0,201
9.	The power of traditional village awigs	0,068	3,350	0,228
10.	Nusa Penida is used as a center for preserving and purifying Bali cattle germplasm based on tourism	0,024	1,800	0,043
<b>Weakness</b>				
1.	The existence of agritourism-based destinations in Klungkung Regency	0,029	1,700	0,049
2.	Number of young people working in agriculture	0,058	1,900	0,110
3.	Facilities and Infrastructure supporting tourism in Nusa Penida Area	0,029	1,750	0,051
4.	Licensed processed food products, such as <i>PIRT/BPOM</i>	0,03	2,000	0,060
5.	Community knowledge in tourism / agritourism business	0,044	1,850	0,081
6.	Marketing of environmentally friendly agricultural products	0,032	1,700	0,054
7.	Farming communities take advantage of soil bulking that is more environmentally friendly	0,045	2,750	0,124
8.	Quality and qualification of human resources in reading business opportunities in agritourism	0,05	2,100	0,105
9.	Community participation / involvement in the development of tourist destinations in their area	0,039	2,150	0,084
10.	Community knowledge in the development of tourism and environmentally friendly products	0,039	1,900	0,074
11.	Waste management in Nusa Penida tourist destinations	0,032	1,750	0,056
Total		(1,000***)		(2,644**)

Source: Processed Research Data

#### 4.1.2 External factors evaluation of eco-agritourism development in Klungkung Regency

External factors owned by Klungkung in order to develop sustainable eco-agritourism, consisted of opportunities and threats, include.

##### 1. Opportunity

1. The development of organic and environmentally friendly products.
2. There is training from both government and private agencies, in the form of CSR.
3. The development of environmentally friendly tourism
4. The Development of Eco-preneurship (environment-based business).
5. Current Tourist Trends that are more environmentally friendly.
6. The development of Nusa Penida tourism so that it becomes a new magnet.
7. The existence of the Balinese cultural center in Klungkung.
8. Policies related to MinaWisata developed in the mangrove area of Klungkung Regency.
9. The rapid development of information technology.

##### 2. Threat

1. The enthusiasm of the younger generation to turn to the agricultural sector.
2. Political conditions.
3. Natural disasters.
4. The occurrence of climate change so that it affects planting patterns, planting time, production, and quality of agricultural products.
5. The community does not want to synergize with the government in land management for waste processing.
6. Leadership dualism between customary and official authority.
7. Egocentric managers of local tourism objects that do not want to synergize with the government.
8. Consistency in the implementation of PERDA / RTRW Klungkung related to protecting land use change.

Evaluation of external factors (opportunities and threats) is analyzed using the EFAS matrix. Each indicator is assigned a weight and rating. Ratings were given to 20 respondents through interviews. The resulting score is the result of multiplying between weight and rating. The scoring aims to see the value of factors that influence the development of eco-agritourism in Klungkung Regency. Based on table 2

below, it shows that the total score of external factors for eco-agritourism development in Klungkung Regency is 2,837. According to the criteria, the total score of external strategy factors is high because it is above 2.50. This shows the external factors of eco-agritourism development in Klungkung Regency, being able to take advantage of opportunities and avoid threats. The most powerful opportunities affecting the development

of agritourism in Klungkung are: the development of organic and environmentally friendly products (2.4837), the development of environmentally friendly tourism (0.243), and the trend of tourist travel leading to environmentally friendly travel (0.235). Meanwhile, the threats are: climate change (0.148), government consistency on agricultural land conversion policies (0.145) and community and government synergy in preparing waste management land (0.129).

**Table 2:** EFAS factor analysis of eco-agritourism development in Klungkung Regency

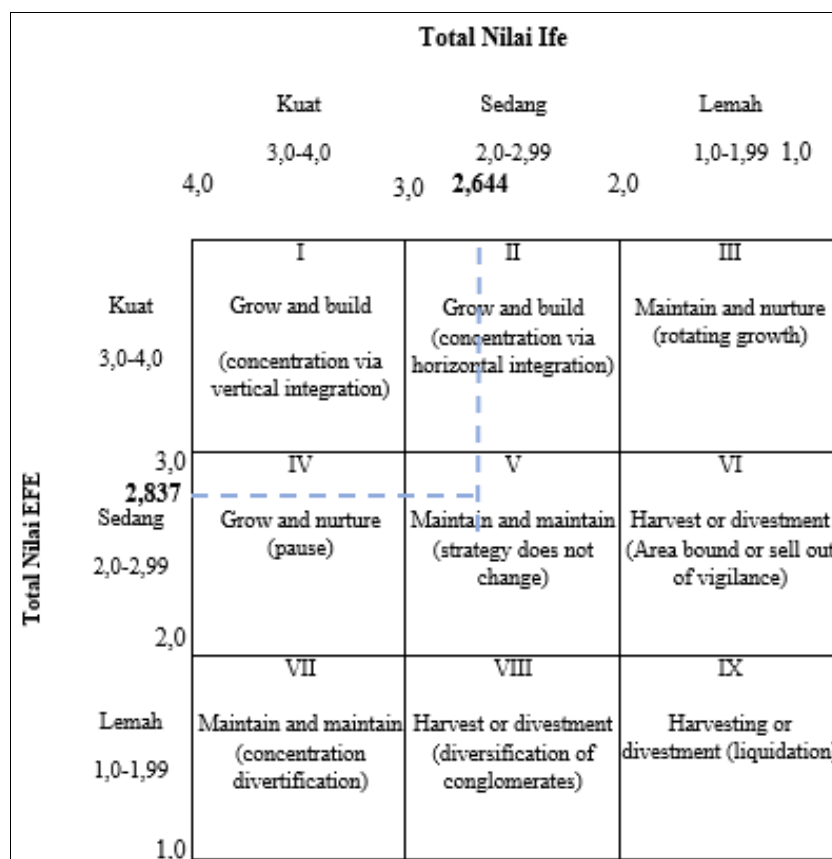
No	External Strategic Factors	Bobot	Nilai	Skor
1	2	3	4	(5)*
<b>Opportunity</b>				
1.	The development of environmentally friendly tourism	0,074	3,300	0,243375
2.	The development of organic and environmentally friendly products	0,073	3,400	0,24837
3.	The development of environment-based business (Eco-preneurship)	0,070	3,150	0,220815
4.	Current Tourist Trends that are more environmentally friendly	0,071	3,300	0,235785
5.	There is training from both government and private agencies, in the form of CSR	0,068	3,400	0,23052
6.	The development of Nusa Penida tourism has become a new magnet to provide environmentally friendly products	0,059	3,100	0,18352
7.	Mina Tourism Policy in the mangrove area of Klungkung Regency	0,059	3,000	0,1761
8.	Adequate means of transportation	0,064	3,150	0,201915
9.	The rapid development of information technology	0,055	3,150	0,17451
<b>Threats</b>				
1.	The enthusiasm of the younger generation to turn to the agricultural sector	0,053	2,150	0,1147025
2.	National political conditions	0,048	2,700	0,12933
3.	Natural Disasters	0,051	2,150	0,108575
4.	Iklim	0,049	2,900	0,143115
5.	The community does not want to synergize with the government in land management for waste processing sites	0,050	2,050	0,1021925
6.	Leadership dualism between customary and official authority	0,048	2,050	0,0989125
7.	Egocentral managers of local tourism objects that do not want to synergize with the government	0,041	1,950	0,079755
8.	Consistency in the implementation of PERDA / RTRW Klungkung related to protecting land use change	0,066	2,200	0,14597
		(1,000)***		(2,837)**

Source: Processed Research Data

**4.1.3 Analysis of internal and external strategies for eco-agritourism development in Klungkung Regency**

Based on the results of the analysis of internal and external

environmental factors, the development of sustainable eco-agritourism in Klungkung Regency resulted in a strategy that can be seen in Figure 1.



**Fig 1:** External internal matrix of eco-agritourism development in Klungkung Regency

In figure 1 above, the position of the internal environment of eco-agritourism development in Klungkung is in a medium position with a value of 2,644 and the position of the external environment is in a medium position with a value of 2,837. The confluence of internal and external values is in cell V where the resulting strategy is in hold and maintain conditions. The right strategy in this condition is market penetration strategy and product development strategy. According to the view of resource-based theory where internal strength can be used as a competitive ability, so this study tends to discuss product development strategy.

Differentiation is needed in developing agritourism destinations sustainably in Klungkung Regency so as to produce products that are different from other agritourism destinations. Resources-based view, where the company should focus on building internal company resources so that a distinctive competence can be obtained.

The basis for creating distinctive competence is the ownership of unique and specific assets [31]. Assets that provide specific strengths for eco-agritourism destinations by themselves must meet unique characteristics that are difficult to replicate by competitors. Klungkung in an effort to develop its eco-agritourism, has *assets* in the form of specific plant vegetation such as: 1) Klungkung local Bontok Chili. This bontok chili is an adaptation plant from the White Chakra Chili and now its morphology adapts to long-lasting strength in open space compared to other types of chili plants; 2) *Ranti* beans are a type of long bean plant but shorter, this plant can be found in the Nusa Penida region where the land conditions are different from mainland Klungkung; 3) Peanut plants where the yield of pods is smaller than other peanuts; 4) *Uku* cucumber which is the result of community cucumber farming in Gelgel Village. Not only that, several types of local fruits can also

still be found in the Klungkung area such as in the Besan and Dawan regions, such as: Wani, sticky rice, gatep, poh gedang dawan, sentul, katulampa, boni, utu, poh pakel, poh eni, biyu dangsaba, and in the Nusa Penida area there are poh Nusa, juwet both black and white. In addition, sweet potato agricultural products such as sele badeng, glutinous rice and yellow sele were also developed, while dominant legumes develop in the Nusa Penida region, such as komak beans, undis beans, peanuts, and red beans.

Continuous research is needed to explore the strength of the uniqueness of each agricultural product so that competitors cannot easily get these assets in the market because these assets are *non-tradable* and very specific because they adjust to the land and climate in Klungkung Regency. But precisely because it has such a character comes a large cost to acquire and maintain such assets through consistent research and development.

**Alternative Strategy for Eco-Agritourism Development in Klungkung Regency**

Based on internal and external environmental factors in the context of eco-agritourism development in Klungkung Regency, through SWOT analysis alternative development strategies will be found that can support the development of eco-agritourism shown in Table 3. The SWOT matrix can produce four sets of possible alternative strategies for development, in accordance with the potential and internal and external environmental conditions owned by Klungkung Regency. From each strategy, various kinds of development programs that support the development of eco-agritourism in Klungkung Regency will be elaborated. The SWOT analysis matrix for eco-agritourism development in Klungkung Regency includes:

**Tabel 3: Swot Matrix**

External / Internal	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> <li>1. Klungkung people value the existence of nature and try to maintain it (ecocentrism value)</li> <li>2. Waste management policies in each village have produced compost</li> <li>3. The existence of Subak that still exists in each village</li> <li>4. The existence of salt and seaweed farmers still exists today</li> <li>5. Construction of Bali Arts Center in Klungkung</li> <li>6. Eco-friendly agriculture has been implemented</li> <li>7. Various agricultural agritourism products, such as: Kusamba Salt, Gula Dawan, processed sea fish, processed dried chili, herbal drinks, natural soap</li> <li>8. Training activities have been organized</li> <li>9. Awig-awig is an indigenous village that is still strong</li> <li>10. Nusa Penida is used as a center for preserving and purifying <i>Bali cattle</i> germplasm based on tourism</li> </ol>	<ol style="list-style-type: none"> <li>11. Agritourism-based destinations in Klungkung Regency do not yet exist</li> <li>12. Farmers are relatively old</li> <li>13. Facilities and infrastructure supporting tourism in the Nusa Penida Area are still lacking</li> <li>14. Processed products have not been permitted, such as PIRT/BPOM</li> <li>15. Public knowledge is still lacking in tourism / agritourism business</li> <li>16. Not precisely the marketing of environmentally friendly agricultural products</li> <li>17. Farmers' interest in environmentally friendly roles is still minimal.</li> <li>18. The quality and qualifications of human resources in reading business opportunities are still minimal</li> <li>19. Lack of community participation in destination development</li> <li>20. Lack of human resource knowledge in the development of tourism and environmentally friendly products</li> <li>21. The presence of waste in tourist destinations</li> </ol>
Opportunities (O)	Strategy SO	Strategy WO
<ol style="list-style-type: none"> <li>1. The development of environmentally friendly tourism</li> <li>2. The development of organic and</li> </ol>	<p>(Strategies that use power to seize opportunities) The development of eco-agritourism</p>	<p>(Strategies that minimize weaknesses to take advantage of opportunities) a) Improving the Quality of Human</p>

<ol style="list-style-type: none"> <li>3. environmentally friendly products</li> <li>4. The development of environment-based business (Eco-preneurship)</li> <li>5. Current Tourist Trends that are more environmentally friendly</li> <li>6. Lots of training programs</li> <li>7. The rapid development of Nusa Penida tourism opportunities to provide environmentally friendly products</li> <li>8. Mina Tourism Policy in the mangrove area of Klungkung Regency</li> <li>9. Adequate means of transportation</li> <li>10. The rapid development of information technology</li> </ol>	<p>destinations in Klungkung is based on local wisdom by considering typical plants / vegetation as <i>asset specificity</i></p>	<p>Resources.</p> <ol style="list-style-type: none"> <li>b) .b. Marketing of environmentally friendly agricultural derivative products</li> </ol>
Threat (T)	Strategi ST	Strategi WT
<ol style="list-style-type: none"> <li>1. The lack of enthusiasm of the younger generation to the agricultural sector</li> <li>2. National political conditions</li> <li>3. Natural Disasters</li> <li>4. Climate</li> <li>5. Synergy with the government in land management for waste processing sites</li> <li>6. Leadership dualism between customary and official authority</li> <li>7. Egocentral managers of local tourism objects that do not want to synergize with the government</li> <li>8. Consistency in the implementation of PERDA / RTRW Klungkung related to protecting land use change</li> </ol>	<p>(Strategies that use force to address threats) Character building of environmental care and social responsibility in improving environmental care behavior</p>	<p>(Strategies that minimize weaknesses and avoid threats) Collaboration with the pentahelix concept in utilizing existing resources Downstream policy of environmentally friendly agricultural products</p>

The strategy uses strength to take advantage of opportunities, namely the development of eco-agritourism destinations in Klungkung based on local wisdom, taking into account distinctiveness as *asset specificity*

The program are.

- a) Taking advantage of the existence of Subak and all its activities in managing environmentally friendly agricultural land can be used as a tourist attraction. Several subak and villages in the Klungkung area have implemented environmentally friendly agriculture, such as: Subak Telaga, Subak Aan Dauh Village, Subak Abian Watu Giri, Subak Toya Ho, Subak Selangit, Subak Kacang Dawa, Selisihan Kangin Village, Kusamba, Sengkiding, and Pegatepan. The farming community in all its activities as members of Subak also still upholds the principle of harmonization from Tri Hita Karana and Tat Twam Asi which are philosophical Hindu communities in Bali. This harmonization is reflected through land cultivation activities, irrigation system arrangements among its members and every *upakara* carried out on agricultural land can be used as a tourist attraction.
- b) Developing eco-agritourism tourism attractions by utilizing TOSS soil bulking, as well as TPS3R on agricultural land  
The process of making compost and how it is applied to agricultural land can be used as one of the attractions of environmentally friendly agricultural tourism. The Klungkung Regency Government also has a program to provide fertilizer processed by TOSS *center* to farmers for free in order to develop environmentally friendly agriculture. However, for processed fertilizers from TPS3R of each village, so far not all have been applied to agricultural land, in addition to the absence of fertilizer lab tests, there has also been no coordination between the village and the agricultural office. Similar

- c) Development of *eco-entrepreneurship spirit* in farmers by involving Women Farmer groups (KWT) in developing derivative products of environmentally friendly agricultural products  
Farmers have indirectly become entrepreneurs, because they have been able to plan well related to the types of superior varieties grown, as well as the use of pesticides and fertilizers in an effort to provide maximum results. Developing environmentally friendly agriculture by minimizing the use of chemical fertilizers is still being carried out gradually, because it has implications for decreasing agricultural yields. The process is also carried out gradually, so it does not have a significant effect on the decline in agricultural output. In managing their land, farmers in several subak have also made innovations by adding cow manure, applying the use of *biourine*, using vegetable pesticides and using organic fertilizers and environmentally friendly fertilizers from TOSS on their agricultural land.
- d) Not only that, derivative products from agricultural products should also be made to increase their economic value and can be used as typical souvenirs of Klungkung and become an attraction for tourists visiting Klungkung.  
Maintaining specific vegetation in the Klungkung area In Klungkung Regency there are several specific vegetations both native vegetation and adapted vegetation that produces vegetation different from the original. Some villages in Klungkung Regency still maintain and preserve some vegetation that is increasingly difficult to find. The existence of this vegetation can be used as one of the strengths that distinguish agritourism in Klungkung Regency from

other regions. With the introduction of the existence of this vegetation to tourists, it is hoped that the existence of the vegetation will be increasingly preserved.

## 2. Strategy WO

- a) The strategy of minimizing weaknesses to take advantage of opportunities, namely Improving the quality of human resources, by strengthening local communities both through education and training <sup>[32]</sup>, like:
  - 1) Counseling and training related to tourism (eco-agritourism) and environmentally friendly products by involving *PKK* members and Women's Farmer Groups (KWT). Counseling activities have been carried out so far but are considered ineffective. Counseling activities have been carried out through Subak, which is predominantly attended by male participants and the younger generation. The lack of contribution from training activities can be done by changing the strategy, namely targeting *PKK* and KWT groups or activating the role of mothers in the Subak organization.
  - 2) Eco-preneur *training* targeting the younger generation  
The younger generation has more creative, effective and efficient thoughts / ideas in order to utilize existing natural resources. With the knowledge gained at school, it will feel easy to understand because it is applied directly in the field.
  - 3) Digital marketing training for marketing agricultural products, B2B strategy, namely business to business and B2C, namely business to customer  
So far, the marketing of environmentally friendly agricultural products is the price that is relatively the same as agricultural products that use chemical fertilizers. Along with the times, digital marketing media is considered very helpful for farmers in marketing their products directly to companies or consumers without passing through middlemen through digital sales platforms.
  - 4) Training to read export opportunities for agricultural products  
The trend of consumers who are more likely to consume healthy food, becomes a new business opportunity for the younger generation to sell environmentally friendly agricultural products not only domestically but also can be exported abroad, such as Kusamba salt exported by foreign entrepreneurs to Japan, the Netherlands, etc. So far, the Klungkung Regency government's program in maintaining grain price stability has been carried out through the Bima Champion program, which is buying expensive and selling cheap. The local government collaborates with a third party, namely *KUD* (Village Unit Cooperative) in managing grain into rice.
  - 5) Training on processing and packaging of environmentally friendly agricultural derivative products for farmer mothers, *PKK*, and women farmer groups  
Training on making processed food / beverage products from environmentally friendly agriculture is considered very important to increase knowledge in processing food so that it is safe for consumption.
- b) Marketing of environmentally friendly agricultural derivative products with the program Application of buyer to buyer (B2B) and buyer to customer (B2C)

marketing strategies on environmentally friendly agricultural products

So far, marketing has always been constrained where the selling price of agricultural products is always fluctuating. There needs to be support from the government to maintain price stability, especially when the harvest arrives, so that farmers do not experience losses. In addition, to reduce the role of middlemen, B2B and B2C sales can be carried out using platforms that utilize the internet.

So far, environmentally friendly agricultural products have been purchased by local governments, especially agricultural service employees at prices above market prices as an effort to encourage farmers to continue environmentally friendly agriculture.

## 3. Strategy ST

The strategy of using power to overcome threats is to increase environmental awareness through the formation of environmentally caring character and social responsibility in an effort to improve environmentally caring behavior. This is motivated by the low awareness of individuals where people's traditions, behaviors, and cultures still tend to look for shortcuts and easy ways, lack respect for rules and laws, and the level of discipline that is not conducive, thus causing negative impacts on the environment through behavior that does not care about the environment.

Environmental care behavior is formed based on the attitude of each individual towards a condition and values are used as guidelines and influence the formation of *environmental beliefs* <sup>[33]</sup>. Attitudes are formed by assessing benefits and performing an action that is linked to the needs / interests of the individual concerned. Education about the environment will help in broadening the horizons and involvement of each individual will help to build experience and appreciation so that they are able to be positive and negative towards a condition, besides that there is a need for commitment and consistency of the government both regional, central and village in implementing the words and regulations that have been set without exception to anyone, anytime, and anywhere. In addition, it is also necessary to pay attention to the current type of society, where starting to care about social issues around him, someone who has high concern will get more value in the eyes of the community.

## 4. Strategy WT

As for the strategy of minimizing weaknesses and avoiding threats, namely

- 1) Collaboration of five actors in the pentahelix model, namely academia, business, community or society, government, and media in making wise use of existing resources.  
The collaboration of pentahelix actors is needed in minimizing the negative impact of tourism development.
- a) Academics play an active role in developing and improving the quality and professionalism of human resources so that they become more competitive <sup>[34, 35]</sup>.  
Business actors or business people are actors who are expected to be able to create added value and increase the economic growth of the Klungkung Community, especially the MSME sector.  
The community as a host as well as actors in tourist destinations because it has resources, in the form of:



customs, traditions, and culture [36]. The community has an important role in the development of tourism in their area, starting from the planning stage to its implementation.

Media with the rapid development of technology into the digital era ushers in many conveniences in human life, as well as in promotional activities. Promotional activities become more effective and efficient with the existence of the internet. The internet makes it easier for consumers to obtain all the information they want without being constrained by the dimensions of space and time.

Government as a central position through knowledge development and infrastructure, public innovation policy, and support for innovation networks and public and private partnerships [37]. Policies implemented by the government should be based on research results, while still prioritizing the interests of the community above personal interests.

- 2) Pentahelix collaboration through the implementation of downstream policies for environmentally friendly agricultural products
  - a) With the program to strengthen marketing networks and the development of agricultural derivative products. So far, farmers have received assistance from upstream, namely seeding and fertilization, but downstream programs such as marketing environmentally friendly agricultural products and creating innovative derivative products in order to increase the added value of commodities are obstacles faced by farmers. This condition causes the price of environmentally friendly agricultural products on the market to be relatively the same as agricultural products that still use chemical fertilizers. It is appropriate before the program is handed down, it should go through careful planning stages both from upstream to downstream, such as the organic farming program not only subsidizes organic fertilizers, but also helps farmers to read or prepare markets, in addition to educating farmers can also help increase farmers' interest to switch from chemical to organic or environmentally friendly farming.
  - b) The existence of derivative products can be used as a strategy in order to increase agricultural output. This activity can be used by farmers to cover land processing costs, especially during the harvest where agricultural prices are relatively low. In addition, training / education is needed to help direct certain market characteristics.

## Conclusions

The external internal strategy generated in the matrix is in a hold and maintain state. The right strategy in this condition is market penetration strategy and product development strategy. According to the view of resource-based theory where internal strength can be used as a competitive measure, therefore this study tends to discuss product development strategy. Differentiation is needed in developing agritourism destinations sustainably in Klungkung Regency so as to produce products that are different from other agritourism destinations. The basis for creating distinctive competence is the ownership of unique and specific assets that are difficult to replicate by competitors. Klungkung in an effort to develop its eco-

agritourism, has *assets* in the form of specific plant vegetation such as: 1) Klungkung local Bontok Chili. This bontok chili is an adaptation plant from the White Chakra Chili and now its morphology adapts to long-lasting strength in open space compared to other types of chili plants; 2) Ranti beans are a type of long bean plant but shorter, this plant can be found in the Nusa Penida region where the land conditions are different from mainland Klungkung; 3) Peanut plants where the yield of pods is smaller than other peanuts; 4) *Uku* cucumber which is the result of community cucumber farming in Gelgel Village. Not only that, several types of local fruits can also still be found in the Klungkung area such as poh Nusa, juwet both black and white. In addition, sweet potato agricultural products such as sele badeng, glutinous rice and yellow sele also develop, while the dominant beans develop in the Nusa Penida region, such as komak beans, undis, soil, and red beans.

The internal-external (grand) strategy proposed *product development strategy*. By developing eco-agritourism destinations with differentiation focusing on internal strengths, namely *site assets*, i.e. specific vegetation plants of Klungkung Regency managed by *human assets*/ local communities. The formation of environmental care behavior of the Klungkung community guided by eco-centric values reflected in the philosophy of Balinese life, namely Tri Hita Karana and Tat Twam Asi as a guideline for behavior in preserving nature. However, it should also be noted that agritourism destinations will not exist without agricultural land, so it is also important the role and commitment of regional heads and local governments in implementing regulations through real examples so that they can contribute to the *attitude* of local communities towards the natural environment, especially positive assessments of agricultural land sustainability. Law enforcement must also consistently enforce the law against anyone, anywhere and anytime

Alternative strategies include: 1) development of eco-agritourism destinations in Klungkung based on local wisdom, taking into account distinctiveness as *asset* specificity; 2) improving the quality of human resources and implementing product marketing (B2B and B2C marketing strategies); 3) increasing environmental awareness through building the character of environmental care and social responsibility in an effort to improve environmental care behavior; 4) collaboration of five pentahelix actors, namely academics, business, communities or society, government, and media in utilizing wisely existing resources and implementing downstream policies for environmentally friendly agricultural products.

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