Formulationg the Strategy for Agrotourism Destinations: Nglinggo Tourism Vilage, Samigaluh, Kulon Progo

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Abstract

This study aims to develop a strategy to attract tourists to visit Nglinggo tea plantation as a tourist destination in Samigaluh, Kulon Progo Regency. The research data used primary data, which was collected using interviews, filling out questionnaires and focus group discussions. The data were obtained from the tourists visiting Nglinggo tea plantation, the tour managers and Pager Harjo village officials. The analysis tools used the External Factor Evaluation Matrix (EFE), Internal Factor Evaluation Matrix (IFE) and the Quantitative Strategic Planning Matrix (QSPM). From the IFE and EFE matrices results, the SWOT table is compiled to obtain several alternative strategies. The alternative strategies are analyzed using QSPM to get the right strategy. The results of the analysis obtained IFE and EFE values above the average. The educational value of picking and processing tea and its culture had more excellent value than its weaknesses, namely the destruction by tourists and lack of roads and electricity infrastructures. The external environmental conditions that become the opportunities are the changes in people's lifestyles, the support from the government for tourism development and the outstanding image by tourists. The strategic options that can be taken are making the activity of drinking tea a tradition in Indonesia, increasing the educational tours of picking and processing tea, working with the government to build roads that facilitate the tourists to get to the tourist attractions safely and increasing the electrical installations around the tourist attractions as well

as educating the public and the tourists about the conservation of the environment.

Introduction

Nglinggo tourism village is located in Samigaluh sub-district, Kulon Progo Regency. Nglinggo Tourism Village has an attractive natural landscape and is surrounded by the Menoreh mountains with cold air because it is about 900 above sea level. The high plateau and cold temperatures are perfect for tea plantations. Since the Dutch era, tea plantations in Nglinggo have been developed by Zending. Most of Zending's tea plantations are now managed by PT Pagilaran. There are still parts of the tea plantations managed by the local people there. The tea picked by the local people will be deposited to PT. Pagilaran. Therefore, currently, there is cooperation between the community and PT Pagilaran. The well-maintained tea plantations have made the scenery in the area even more attractive (Nuringsih, 2018; Surya et al, 2021).

The community in Nglinggo area are trying to improve the welfare (Aulia, 2021) of the community through tourism awareness groups by selling nature-based tourist attractions. Besides the tourism awareness group (POKDARWIS), Nglinggo tourism village is also managed by investors outside Nglinggo area and the business groups or the local farmers who own the tea plantations (Murtini, 2021). These groups work cooperatively with the investors (Baiquni et al., 2013). The optimization of agrotourism aims to maintain land conservation in handling the landslides that often occur in the hills and to improve the welfare of tea farmer communities.

Several tourist attractions have been successfully built recently, such as Ngisis Hill, Pandang Tower, glamping at Borobudur Temple, and Jeep tours exploring Menoreh Hill (Murtini, 2021). The community has also built many inns to complement tourism in the area (Rimbono homestay). These tourist attractions are expected to improve the welfare of the people in the neighbourhood. The development of these tourist attractions is getting better and more varied. They are also expected to attract local and foreign tourists. In order to attract tourists to visit Nglinggo Village, it is necessary to develop a strategy to increase the number and frequency of tourist visits to Nglinggo (Surya et al., 2021). The strategy formulation was carried out by formulating, implementing and evaluating the implementation strategies that have been implemented (David et al., 2015)

Kulon Progo Regency has many exciting tourist attractions, especially the newly developed tourist spots. Each tourist attraction will compete to increase the number of tourists/visitors. More tourists will visit some tourist attractions that are good and interesting and known by the public. Therefore, the managers of tourist attractions need to develop management strategies so that they can win the competition. If the tourism management strategy is correctly implemented, tourists will visit these attractions (Anggoro, 2017; Aladag et al., 2020).

The preparation of a tourist destination management strategy needs to consider these points (Devy et al., 2017; Aladag et al., 2020):

  a. The objects of tourist attraction (Attraction) include uniqueness and attractiveness based on nature, culture, and artificial (artificial).
  b. The accessibility includes the convenience of transportation facilities and systems.
  c. The amenities (Amenities) which include supporting facilities and tourism support.
  d. The public facilities (Ancillary Services) that support tourism activities.
  e. The institutions have authority, responsibility and role in supporting the implementation of tourism activities. Aspect 4A (Attraction, Accessibility, Amenities, Ancillary Service).

Until now there has been no study or evaluation on this matter for Nglinggo tea plantation. Those five things mentioned earlier must be done first so that the strategy implemented is right on target and can achieve the goals that have been determined. It is also necessary to consider the aspects of Attraction, Accessibility, Amenities, Ancillary Service (Sunaryo, 2013) in managing the tourist destinations. However, these four aspects have never been identified in the tea plantation in Nglinggo. Therefore, before developing a strategy to propose to the managers and the government, they will identify these four aspects of the tea plantation in Nglinggo.

Research methodology

Primary data was needed, which would be obtained through questionnaires and interviews. The informants related to this research were the Management of the Association of Nglinggo Tourism Village objects, the visitors and several tourism-supporting business actors. The number of respondents was as follows:

Table 1. Respondent Category

No.	Respondent Category	Amount
1	Nglinggo Tourism Village Manager	2
2	Supporting Community from Tourism Village	7
3	Visitor	41
	Total	50

Data collection techniques used in this research were structured interviews and distributing questionnaires that had to be filled out by the tourists in Nglinggo tea plantation. Moreover, FGDs were also conducted with the manager of Nglinggo tea plantation tourist destination, the village officials of Pager Harjo and the community who owns the tea plantation in Nglinggo. The data analysis method used by the researcher follows the strategy formulation analysis framework. The strategy formulation analysis framework consists of the input stage (EFE and IFE matrix), the matching stage (SWOT matrix and Strategy Matrix), and the decision stage, that is the Quantitative Strategic Planning Matrix/QSPM, which can be seen in Figure 1
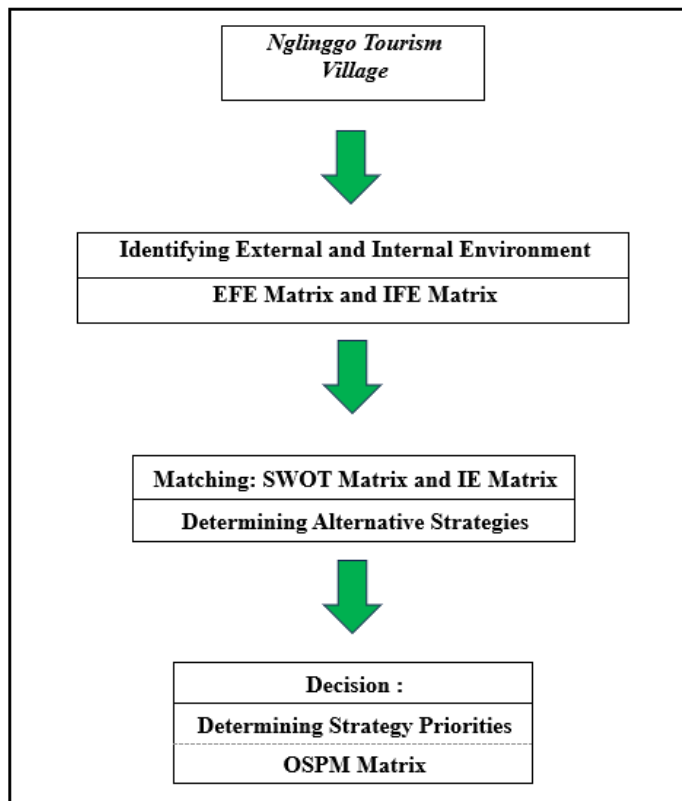

Figure 1. The Framework of Formulation Analysis Strategy

The input stage consists of the External Factor Evaluation (EFE) Matrix and the Internal Factor Evaluation (IFE) Matrix. The External Factor Evaluation (EFE) matrix is preceded by an evaluation of economic, social, cultural, demographic, environmental, political, governmental, legal, technological and competitive information. Assessment of this matrix will use the I/O Model (Industrial- Organization). This model focuses on the industrial structure and the

attractiveness to the external environment; the EFE Matrix is carried out in stages (David, 2015).

1. If possible, list the main external factors, including opportunities and threats, using percentages, ratios, and comparisons.
2. Assign each factor a weight ranging from 0.0 (not necessary) to 1.0 (very important). This weight will indicate the relative significance of the organization's success.
3. Make a rating between 1 and 4 on each major external factor to show the effectiveness of the organization's strategy when responding to that factor.
4. The weight is multiplied by the rating to determine the weight score.
5. Calculate the average score for each variable and add it up to determine the total weight score.

The EFE matrix can be seen in Table 2

Table 2. EFE Matrix

Key External Factors	Weight (B)	Rank (P)	Weighted Average
Opportunity			
1. Identifying Opportunities	0-1	1-4	B x P
2. Identifying Opportunities	0-1	1-4	B x P
Threat			
1. Identifying Threats	0-1	1-4	B x P
2. Identifying Threats	0-1	1-4	B x P

Source: David (2017)

The IFE matrix is assessed by using the RBV (Resources-Besed View) model. This model focuses on developing or acquiring resources to deepen the internal environment analysis so that the company's competitive advantage is maintained. The IFE Matrix is compiled in some stages (David, 2015; Mintzberg et al., 1996):

1. Collect the internal factors, including the strengths and weaknesses, using percentages, ratios, and comparisons whenever possible.
2. Determine the weight of each factor that ranges from 0.0 (not necessary) to 1.0 (very important).
3. Rank each factor for the strengths 1 to 4: 3 or 4 for the strengths and 1 or 2 for the weaknesses.
4. Each weight with its ranking factor will be multiplied to determine the weighted score for each variable.
5. Sum up the weighted scores of each variable to obtain the total weighted score.

The IFE matrix can be seen in Table 3:

Tabel 3. IFE Matrix

Key Internal Factors	Weight (B)	Rank (P)	Weighted Average
Opportunity			
1. Identifying Opportunities	0-1	1-4	B x P
2. Identifying Opportunities	0-1	1-4	B x P
Threat			
1. Identifying Threats	0-1	1-4	B x P
2. Identifying Threats	0-1	1-4	B x P

Source: David (2017)

The matching stage is done by creating a Strength, Weakness, Opportunities, Threats (SWOT) matrix (Hany Setyorini, 2016 dan Porter, 1990), as presented in Figure 2

Internal Situation / External Situation	STRENGTH (S) Identifying Strength Factors	WEAKNESS (W) Identifying Weakness Factors
OPPORTUNITY (O) Identifying Opportunity Factors	STRATEGY SO Creating a strategy that leverages strengths to capitalize on opportunities	STRATEGI WO Creating a strategy that minimizes weaknesses to capitalize on opportunities
THREAT (T) Identifying Threat Factors	STRATEGY ST Creating a strategy that utilizes strengths to overcome threats	STRATEGI WT Creating a strategy that minimizes weaknesses to avoid threats

Figure 2. SWOT Matrix

The decision stage uses a Quantitative strategic planning Matrix (QSPM) by conducting these steps (David, 2015; Ernaldi, 2010):

1. List the external opportunities and threats taken from the EFE and IFE Matrices.
2. Determine a weight to each of the internal and external factors. These weights are identical to those in the EFE and IFE matrices.
3. Match and identify alternative strategies for the implementation. Group the strategies into independent sets, if possible.
4. Determine the attractiveness scores, which are numbers that indicate each strategy's relative attractiveness in a given set of alternatives. The attractiveness scores are determined by evaluating key internal and external factors by asking, "Does this factor influence the strategy choice being made?" If yes, the strategy will be compared relatively to the key factors. Specifically, an Attractiveness Score should be assigned to each strategy to indicate the relative attractiveness of one strategy over

another. If the answer to the above question is no, the critical factor does not impact the specific choice (Grundy, 1993). Therefore, there is no need to weigh the strategies in this set. A minus sign will be used to indicate that the main factor does not affect the strategy choice made.

5. Total Attractiveness Score indicates the relative attractiveness of each strategic alternative by considering the influence of the closest internal or external key success factors. The higher the Total Attractiveness Score, the more attractive the strategy alternative is (by considering the closest key success factor).

6. Add the total attractiveness value in each strategy column from QSPM. The sum of the total attractiveness scores (STAS) reveals which strategy is the most attractive in each set of alternatives. A higher score indicates a more attractive strategy, considering all relevant internal and external factors that can influence strategic decisions. The degree of difference between the sums of the total attractiveness scores of the current alternative strategies indicates the relative preference level for a strategy.

Results and discussion

The external variables consist of several macro or regional aspects. The existence of these aspects, both directly and indirectly, relatively influences the development of the tourism business sustainability (Ernaldi, 2010). The results of the external analysis calculations can be seen in Table 4.

Table 4. The Results of The External Analysis

No.	External Variable Indicator	Ranking Value	Threat/ Opportunity
1	Good image from the tourists' point of view	4	Opportunity
2	The changes in the people's lifestyles	4	Opportunity
3	The support from the Government	3	Opportunity
4	The emergence of a new destination	2	Threat
5	Lack of Promotion	2	Threat
6	Destruction/Vandalism by tourists	2	Threat
7	The Availability of The Internet Connection	2	Threat
8	The Availability of The Electricity	2	Threat

Source: Processed Primary Data

From Table 4, three (3) opportunities and five (5) threats need to be anticipated so that these threats can be overcome later in preparing the strategy. The opportunity is a good image from the tourists' point of view, the changes in the people's lifestyles and the support from the government. The threats to tourist destinations in Nglinggo that must be considered are as follows: the emergence of new destinations, lack of promotion, the destruction/vandalism of the tourist destinations by the tourists, the internet that is not yet available and the lack of the electricity (Basorudin et al., 2019).

The results of external factor weighting can be seen in Table 5.

Table 5. The Results of The External Analysis

No.	External Variable Indicator	Value (%)	Threat/ Opportunity
1.	Good image from the tourists' point of view	15,25	Opportunity
2.	The changes in the people's lifestyles	14,97	Opportunity
3.	Positive Government Program	14,55	Opportunity
4.	The emergence of a new destination	10,59	Threat
5.	Inappropriate selection of the media	11,30	Threat
6.	Destruction/Vandalism by tourists	11,58	Threat
7.	The Availability of The Internet Connection	11,58	Threat
8.	The Availability of The Electricity	10,17	Threat

Source: Processed Primary Data

Table 5 shows that the good image of tourist attractions is the main reason tourists visit tourist destinations. Some destinations have a bad image, so some tourists, especially families, are reluctant to visit. Nglinggo tea plantation is considered to have a good image by respondents.

Threats in the form of destroying tourist destinations, especially the destruction of tea plantations by tourists, are high. Therefore, tourism managers must pay attention to tourists and warn them not to destroy the area around tourist attractions. Because Nglinggo tea plantation is a natural tourist destination, repairing damage and restoring the natural environment to its original form takes quite a long time.

The results of calculating the IFE and EFE matrices can be seen in Tables 6 and 7. In the calculation results of the IFE matrix (Table 6), the total number is 2.85. This figure shows a value greater than 2, meaning that the internal condition is more excellent than the average even though it is only slightly larger. The strength value is 2.10, more significant than the weakness value, which is only 0.75. From these results, the managers must try harder to increase the strength of Nglinggo tea plantation tourist destination because its strength is not that much.

A weakness value of 0.75 means that Nglinggo tea plantation has a minimal weakness (a value less than 1). However, the tourism managers should not be complacent. The weaknesses that should be addressed can get bigger and weaken the plantation, which can make potential tourists feel reluctant to visit.

The results of the calculation of the IFE can be seen in Table 6.

Table 6. Internal Factor Evaluation Matrix (IFE)

No.	Internal Variable Indicators	Weight (%)	Ranking Value	Strengths/ Weaknesses
Strength				
1	Cultural Values	10,17	3	0,31
2	Traditional Art	9,42	3	0,28
3	Tea Plucking Education	11,80	4	0,47
4	Tea Processing Education	11,36	4	0,45
5	Tea Benefits Education	9,86	3	0,30
6	Facility Completeness	9,79	3	0,29
Total				2,10
Weakness				
1	Infrastructure Availability	6,78	2	0,14
2	Environmental Conservation Awareness	6,72	2	0,13
3	Cleanliness	6,28	2	0,13
4	Accessibility	5,46	2	0,11
5	Road Safety	5,59	2	0,11
6	Diversity of Potential	6,78	2	0,14
Total				0,75
Total IFE				**2,85**

The results of the EFE matrix calculation is showed in Table 7 below:

Tabel 7. External Factor Evaluation Matrix (EFE)

No.	External Variable Indicators	Weightt (%)	Ranking Value	Threats / Opportunities
Opportunities				
1	Good Image in the Eyes of Tourists	15,25	4	0,61
2	Changes in Community Lifestyle	14,97	4	0,60
3	Positive Government Programs	14,55	3	0,44
Total				1,65
Threats				
1	Emergence of New Destinations	10,59	2	0,21
2	Inappropriate Media Selection	11,30	2	0,23
3	Tourist Vandalism	11,58	2	0,23
4	Internet Availability	11,58	2	0,23
5	Electricity Availability	10,17	2	0,20
100%				1,10
Total EFE				2,75

The EFE matrix value of 2.75 shows that Nglinggo tea plantation still has great development opportunities. This fact is also evident from calculating the opportunity value of 1.65, which is more significant than the threat value of 1.10. However, the opportunities still need to be explored, considering the opportunity value is still less than 2, which means it is still

below average. Tourist destination managers must continue reducing threats, even though the threat value is minimal at 1.10.

Each of the three most significant variables will be taken for the strategy selection. The following is a picture of the SWOT matrix to determine the strategies for improving tourist destinations.:

Tabel 8. SWOT Analysis

IFAS (Internal Factors) / EFAS (External Factors)	STRENGTHS (S)	WEAKNESSES (W)
	1. Tea Plucking Education 2. Tea Processing Education 3. Cultural Values	1. Cleanliness 2. Accessibility 3. Road Safety
OPPORTUNITIES (O)	**STRATEGY (SO)**	**STRATEGY (WO)**
1. Positive Image from the Tourists' Point of View 2. Lifestyle Changes 3. Government Programs	Collaborating with the *stakeholders* to attract tourists by promoting the traditional practice of consuming locally processed tea as a cultural experience	Collaborating with the government and relevant agencies to develop infrastructure
THREATS (T)	**STRATEGY (ST)**	**STRATEGY (WT)**
1. Electricity Availability 2. Emergence of New Destinations 3. Tourist Destruction/Vandalism	Enhancing the education on tea plucking, tea processing, and the importance of the environmental conservation for the sustainability of tea cultivation	Enhancing cooperation with relevant parties to build electrical installations and provide environmental education for tourists

Source: Processed Primary Data

By using SWOT analysis as shown in Table 8 above, an alternative strategy for the development of Nglinggo tea plantation was obtained (Sunaryo, 2013), namely:

1. Invite the stakeholders to make tea drinking a culture in Indonesia. So far, coffee shops, cafes, and other places to drink coffee have been widespread. However, it is rare to find tea places and proper tea brewing. Therefore, the management can start working with the stakeholders to make tea drinking-a fun tradition.
2. The tradition of drinking tea has returned to ancient times, namely the traditional tea processing. The traditional processing of tea from quality-assured raw materials will make the tea taste more delicious, fragrant, and distinctive.
3. Considering that the entrance to Nglinggo tea plantation is still relatively narrow and winding and some parts of the road are prone to landslides, the government needs to intervene and professionally improve the road access. This improvement is needed to access the tourist destination and transport tea picked by farmers.
4. The presence of the electricity is quite essential for the tourists. The

lack of electricity makes it difficult for tourists to enjoy tea-plucking tours. If the tours are done in the morning, it is still rather dark, with no street lighting facilities, it will be difficult for them. For residents, electricity is also needed to lift water from water sources. The water source in the plantation area is located quite far and deep, so electricity is needed to raise the water. In addition, water is also needed by tourists at tourist attractions for going to the restrooms.

5. Managers need to implement education strategies on the environment and cleanliness in cooperation with related parties. This condition is essential to minimizing the damage caused by tourists. Some of the damage is caused by the destruction or vandalism of places and roads leading to tourist attractions. In addition to vandalism, tourists often enter the tea garden and destroy the tea trees. This can cause the trees to die, and the efforts to restore them to their original condition will be complicated and take a long time.

6. Improving and managing the educational tours of plucking and processing the tea leaves need to be done by adding human resources (HR) who can explain how to pluck and process the tea properly (Ganjar et al., 2019). Considering that tourists are not only domestic tourists but tourists from abroad are also starting to arrive, so the tourist managers who can communicate in English are needed. Some time ago, the manager collaborated with Duta Wacana Christian University (UKDW) to improve the manager's ability to speak English. The manager was given an English course by one of the Duta Wacana Christian University lecturers. This strategy needs to be maintained and improved. As a result of this strategy, managers are no longer afraid of foreign tourists. They can serve and communicate with foreign tourists when they have tea plucking and processing tours. This can be a strength that can attract foreign tourists who have never traditionally processed tea, as well as maintain local wisdom in the tea processing process.

Strategy selection was done by making Quantitative Strategic Planning Matrix (QSPM) calculations. The results of the Quantitative Strategic Planning Matrix (QSPM) calculation (Barak, 2020) can be seen in Table 9.

Tabel 9. Quantitative Strategic

Key Factors	Value	Strategy Alternative							
		I		II		III		IV	
		Making tea drinking as a culture in Indonesia		Working with the government and other institutions for improbing the infrastructure		Improving the education on traditional tea plucking technique and processing		Working with the stakeholders | to educate the tourists and the community about the importance of protecting the environment	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Opportunities :									
1. Lifestyle changes of the community	0,150	4	0,60	4	0,60	4	0,60	3	0,45
2. Positive Image from the Tourists' Point of View	0,153	4	0,61	2	0,31	3	0,46	2	0,31
3. Government Porgrams	0,146	4	0,58	3	0,44	2	0,29	2	0,29
Threats :									
1. Emergence of New Destinations	0,106	2	0,21	3	0,32	2	0,21	2	0,42
2. Electricity Availability	0,102	1	0,10	4	0,41	4	0,41	4	0,42
3. Tourist Destruction/Vandalism	0,116	3	0,34	2	0,23	3	0,34	4	0,46
Strengths :									
1. Tea Plucking Education	0,118	4	0,47	3	0,35	4	0,47	4	0,47
2. Tea Processing Education	0,114	4	0,46	3	0,34	4	0,46	3	0,34
3. Cultural Values	0,102	3	0,31	2	0,20	3	0,31	2	0,20
Weaknesses :									
1. Cleanliness	0,063	2	0,13	3	0,19	4	0,26	3	0,19
2. Accessibility	0,055	3	0,17	4	0,20	3	0,17	3	0,17
3. Road Safety	0,056	4	0,22	3	0,17	2	0,11	4	0,22
Total			4,2		3,76		4,09		3,94

Source: Processed Primary Data

From Table 9, the strategies that are decided to be carried out from the four strategies selected in order according to the largest value are

1. Make the activity of drinking tea one of the cultures in Indonesia (value score is 4.2). Some Indonesians have a habit of drinking coffee in the morning or afternoon, while drinking tea has yet to become a new culture.
2. The improvement in education on traditional tea plucking techniques

and processing had a value score of 4.09. Being able to participate in plucking tea leaves in the morning, when the temperature around the plantation is cold and still foggy, makes a particular sensation and an enjoyable new experience because the tea-plucking tour is still sporadic in Indonesia. If this can be improved and promoted, it will be a unique attraction that can increase the tourism value of Nglinggo tea plantation. Traditional tea processing also needs to be done to provide new lessons and experiences for the community (Ganjar et al., 2019). The processed tea can then be enjoyed while enjoying the tea plantation, which is spread like a green rug, and the exciting mountain scenery behind the tea plantation. This situation will make the atmosphere of travelling in the tea plantation more complete so that the tourists do not just visit it for one or two hours, but they need a day or even if necessary, to work with the stakeholders to make the activity of drinking tea to become a new culture. The improvement in the education on traditional tea plucking technique and processing had the value score 4.09. Being able to participate in plucking tea leaves in the morning, when the temperature around the plantation is cold and still foggy, makes a special sensation and a very pleasant new experience because the tea-plucking tour is still very rare in Indonesia. If this can be improved and promoted, it will be a special attraction that can increase the tourism value of Nglinggo tea plantation. The traditional tea processing also needs to be done to provide new lessons and experience for the community (Ganjar et al., 2019). The processed tea can then be enjoyed while enjoying the tea plantation which is spread out like a green rug, as well as enjoying the interesting mountain scenery behind the tea plantation. This will make the atmosphere of traveling in the tea plantation more complete so that the tourists do not just visit it for one or two hours, but they need a day or even if necessary they will stay overnight to be able to enjoy the sunset.

3. Work with the stakeholders (Leman, 2018) to educate the tourists and the community about protecting the environment (value score 3.94). To preserve nature from damage done by tourists or the community, educating them about the environment is necessary. The destruction of tea trees will cause tea plantations to become unattractive, especially when people replace tea trees with other commodities. This will make this tourism spot change its uniqueness. In addition, the destruction/vandalism done by the tourists will also reduce the beauty of the tourist attractions. It takes a long time to repair the damage in the tea plantation to be in normal condition (Abdillah et al., 2019).

4. Work together with the government to improve infrastructure (score

3.76). The road conditions that rise, go down sharply, meander, and are narrow and prone to landslides make the road to this tourist spot dangerous. The narrow roads are risky when two cars pass at the same time. The government needs to improve the quality of the roads and widen the roads to the tourist attractions. Improving the road infrastructure is impossible to do independently by the community because it requires massive funds. The improved road quality will increase the number of tourist visits, automatically increasing local revenue (Saragi et al., 2022).

5. Another necessary infrastructure is the electricity network. The government and related agencies, in this case, the State Electricity Company, need to expand the electricity network so that electricity can reach the most remote tourist attractions (Istiqomah et al.,2019; Surya et al., 2021). It is essential if tourists will take part in tea plucking tours conducted at dawn.

Conclusion

The internal and external conditions are above the average and still need further development. The most significant strength value is the education on plucking and processing tea as well as maintaining cultural values. The value outweighs the drawbacks, namely destruction/vandalism by tourists and a lack of road and electricity infrastructures.

The current lifestyle of people who are starting to make travelling a necessity makes the managers have to be able to catch it. The managers also need to maintain that the location of Nglinggo tea plantation is to become a good tourist spot, as well as Shari'i. This will attract tourists, especially family tourists. The natural scenery and cold air attract family tourists, who will also be interested in plucking tours and tea processing.The alternative strategies to increase tourists, namely:

1. Make the activity of drinking tea a fun tradition.
2. Maintain tea production from good quality raw materials (3 shoot leaves).
3. Maintain the traditional tea processing.
4. Work with the government and other institutions to build roads for better road quality that is safe for tourists.
5. Work together with the institutions related to the addition of the electricity network.
6. Work together with the government and other stakeholders to manage landslide-prone areas.
7. Educate the people in the society and the tourists about the natural environment and how to keep the environment good.
8. Improve the tea plucking tourism.

9. Attract tourists to process tea traditionally.
10. Improve the ability of the local tour managers to speak English.
11. Maintain a tourist spot that is Shari'i.

The strategic decisions that can be made successively are:
a. Collaborate with all stakeholders to make drinking tea a tradition in Indonesia.
b. Promote educational tours of tea-plucking technique
c. Increase the educational tourism on tea processing.
d. Collaborate with the government and other institutions to build roads to reach the tourist attractions, make them feel safer, and improve the electrical installations in the tourist attractions.
e. Together with stakeholders, educate the people in the society and the tourists about environmental preservation.

Suggestions

There is a need to increase cooperation among the tourism stakeholders to increase tourist visits. This collaboration can be carried out with several companies directly linked with tourism, such as tour travel companies, hotels and homes. Human resource quality can be improved through cooperation with coaching and training from related agencies because human resource capabilities can still be improved to be more optimal. It is also possible to carry out comparative studies with other provinces that are more advanced in managing tourist destinations and increasing public awareness to preserve the environment in the destination area so that when tourists go on tours, they still maintain the sustainability and cleanliness of the environment.

tourists. This research has followed Helsinki Ethical Principles For Medical Research Involving Human Subjects. This research has been approved by **Dr. -Ing. Wiyatiningsih, S.T., M.T**. as the Head of the Research and Community Services Institution of Duta Wacana Christian University (in 2018-2022).

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