

Public private partnership in the development strategy of tambora agro-tourism in the community based tourism

Ardian Ridwanca¹, Fachrizal Nurhamzah²

^{1,2} Prodi Administrasi Perkantoran, Politeknik Madyathika, Indonesia

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ABSTRACT

Tourism has grown into a major industry with significant economic influence in many countries. In Indonesia, agrotourism has emerged as a promising form of tourism, especially with its potential in supporting local economic development and sustainable use of natural resources. This study focuses on Tambora Agrotourism in Wonosobo Regency, Central Java, as an example of implementing Community Based Tourism (CBT) with the Public Private Partnership model. Active stakeholder participation in the process of developing and implementing effective communication is the key to success in promoting and managing Tambora Agrotourism. A well-planned communication strategy is very important in facing challenges and exploiting opportunities that exist in agrotourism development. The research method used is a qualitative case study, with a SWOT analysis approach to identify relevant strengths, weaknesses, opportunities and threats in the context of Tambora Agrotourism development. The results of this research illustrate the importance of collaboration between government, private sector and local communities in developing sustainable and highly competitive tourism destinations. This research also underlines the need for effective communication as a crucial element in maintaining harmony and promoting Tambora Agrotourism to visitors clearly and accurately.

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Corresponding Author:

Ardian Ridwanca,
Prodi Administrasi Perkantoran,
Politeknik Madyathika, Indonesia,
J92G+59C, Kedung Menjangan, Purbalingga, Jawa Tengah, Indonesia,
Email: ardianridwann@yahoo.com

1. Introduction

Tourism has emerged as a leading industry that has significant multiplier effects, particularly on a country's income. Tourism is a discretionary activity jointly managed by federal and regional governments (Djanir, 2022). Local governments engage in tourism activities depending on factors such as potential, predicted employment opportunities, and land utilisation. Currently, the tourism industry is the country's main source of income (Mawadda et al., 2023). Especially in the global world, the tourism industry has experienced significant growth and has become one of the main sectors supporting the global economy. This growth is due to continuous development and diversification (Chaireni et al., 2020).

Agrotourism is one of the promising forms of tourism that has the potential to grow in Indonesia (Rahmadani, 2023). Indonesia has great potential for the growth of agrotourism due to its strategic location on the equator and favourable environmental, biological and cultural conditions (Yusnita, 2019). Agrotourism refers to a series of tourism activities that take place in an agricultural environment or industry, covering the entire process from production to acquisition of agricultural products. These activities are designed to increase knowledge, understanding, and experience in the agricultural sector, while providing recreational opportunities (Jaya, 2021).

In Indonesia, there is one of the most interesting agro-tourism destinations located in Tambora Village, Kejajar District, Wonosobo Regency, Central Java Province. Tambora Agrotourism is a joint venture between

PT Tambi Tea Plantation, Tambi Village Government, and Wonosobo Regency Government (Ulya et al., 2023). The land area reaches 830 hectares and has been operating since 1865. PT Tambi Tea Plantation has restarted tea exports to Japan, with a total export value of 16.2 billion, after a 13-year pause. The presence of PT Tambi Tea Plantation has a positive influence on the local community, especially the Wonosobo Regency Government which holds 51% of the company's shares (Hidayat, 2023). PT Tambi Tea Plantation is engaged in tea exports, expanding its export markets to many countries such as the United Arab Emirates, Egypt, Poland, Russia, England, and Germany (Indrayati & Lestari, 2021).

PT Tambi is doing an interesting development by using the Public Private Partnership model. Public Private Partnership refers to a collaborative effort between the government, private sector and stakeholders to utilise the potential of natural resources for development purposes (DJABBARI, 2022). Tambi Wonosobo offers many opportunities for several types of tourism, including nature tourism, cultural tourism, adrenaline tourism, and culinary tourism. The implementation of Public Private Partnerships in developing tourism attractions, of course, always encounters obstacles and problems. This collaboration initially encountered problems, namely the absence of public trust in the government and the private sector (Molla et al., 2021).

PT Tambi Tea Plantation is a company engaged in the tea plantation industry and is also involved in the development of Community Based Tourism (CBT) based agritourism. Community Based Tourism (CBT) is a type of tourism that is supervised and operated by the local community (Rindi, 2019). Currently PT Tambi is implementing agritourism development as a means of expansion or diversification of the company, Tambi Tea plantations are also expected to increase the income of farmers and communities around the Plantation (KURNIAWAN, n.d.). Agritourism has the potential to be developed effectively in each region due to the diverse conditions and cultural aspects of the local population. Each region has its own tourist attraction that distinguishes it from other regions. Therefore, the development of agritourism is adjusted to the ability of the area, topography, and ecological functions (Yusri, 2020).

Tambi Agrotourism, one form of community-based tourism development, requires active involvement of the community and government in the planning, implementation, and assessment processes (Prananingrum, 2023). Efficient communication is required throughout the process to prevent misinterpretation among stakeholders, particularly with tourists who are the main focus of Tambi Agrotourism's marketing efforts. Effective communication in the growth of Tambi Agrotourism requires the implementation of a clear plan. The right communication strategy needs to be prepared so that every stakeholder, especially tourists, can understand matters related to the development of Agrotourism (Musaddad et al., 2019). So that the development of Agrotourism at PT. Tambi can run optimally.

Tambi agro-tourism is a promising community-based tourism (CBT) destination and has great potential to be developed. Tambi Agrotourism as a CBT community-based tourism attraction requires the involvement of various stakeholders. Therefore, efficient communication is very important to reduce misunderstandings. Efficient communication is essential to ensure guests visiting Tambi Agrotourism get a clear understanding of the tourism concept offered (MA'RUF & Fathan, 2022).

2. Research Method

This research uses a qualitative case study method, which is a series of scientific activities carried out intensively, in detail and in depth about a program, event The execution of communication strategies involves the integration of communication planning and management with specific goals, and activities; both at the level of an individual, a group of people, and institutions and organisations to gain in-depth knowledge about the event (MA'RUF & Fathan, 2022). Researchers prioritise social settings that include elements such as places, actors, and activities. According to (Sukardi, 2022), qualitative research aims to deliberately and carefully select participants and research locations that facilitate a deeper understanding of the subject under investigation. The analysis method in this study uses SWOT analysis which is a strategic planning technique used to pinpoint the strengths, weaknesses, opportunities, and threats that arise in a project or company, or when assessing one's own or competitors' product lines (Suryatman et al., 2021). To conduct the analysis, business objectives are set or things to be ascertained. Strengths and weaknesses are categorised as internal elements, while opportunities and threats are categorised as external factors (Carina, 2022).

3. Results And Discussions

Tabel 1. Matricks S-W-T-O Agrowista Tambi

	Strengths: S	Weakness:W
INTERNAL	-Agritourism panorama -Cool air -Affordable admission price -Overnight package and tea tour -Fun games and outbound	- Minimal transport access -Lack of promotion (digital marketing) -Lack of directions to Tambi in wonosobo city
EKSTERNAL	No other competitors S-O strategy:	W- O strategy
Opportunities:O	Adding unique and distinctive photo spots by utilising agro-tourism panoramas	-Establish cooperation with public transport service providers to facilitate access to agritourism
Threats: T	- Creating interesting events on weekends so as to increase tourist visits - Improve the quality of service and quality of existing facilities while still having characteristics so that visitors feel satisfied	W-O strategy: -Cooperate with various parties by organising interesting events or events to increase visits.

The study employed a series of successful communication tactics to attract tourists, including utilising social media platforms such as Facebook, Instagram, and WhatsApp to promote Tambi Agrotourism. In addition, direct marketing efforts were made through the distribution of brochures and pamphlets at strategically selected locations. In addition, establishing collaborations with local and national travel agencies, as well as carrying out community campaigns involving local residents, were important components of this advertising approach.

The communication strategy implemented has shown success in encouraging more involvement of the local community in the promotion process, thus increasing their sense of ownership and responsibility towards the growth of agritourism. The data shows a considerable increase in visitor visits, especially during holiday seasons and weekends. Travellers expressed positive feedback regarding the understanding of the information they received, particularly through social media and the official website of Tambi Agrotourism.

Stakeholder

Stakeholders play an important role as strategic allies in the advancement of community-based agritourism. They actively participate in project planning, implementation, and assessment, and offer valuable resources, specialised knowledge, and assistance to ensure the achievement and long-term viability of agritourism. Participating parties consist of local government, local communities, businesses, academia, and NGOs; Initiating communication with local communities to introduce the idea of agritourism; Establishment of a collaborative task force of individuals from the community, local government, and commercial sector; Providing training and workshops to enhance the community's ability to effectively manage agritourism; Utilisation of discussion forums and workshops to determine stakeholder needs and anticipations; Conducting field visits and comparative research of effective agritourism destinations.

The main obstacle lies in the community's limited awareness and understanding of the importance of agritourism. To address this issue, our approach is to prioritise ongoing education and outreach efforts, as well as emphasising the importance of establishing good two-way communication channels to ensure that individuals feel recognised and included. Bappeda applied transparency and participatory principles in the decision-making process through the use of methods such as village debates, public consultation forums, and stakeholder representation in the project steering committee. This ensures that all groups are given the opportunity to express their opinions and concerns.

The level of participation is assessed based on the quantity and calibre of interaction in the activities undertaken. Periodic assessments are conducted through the use of questionnaires and interviews to gather a comprehensive understanding of the extent of stakeholder engagement and satisfaction. Indicators of participation include factors such as meeting attendance, number of recommendations and feedback received, and active involvement in field operations. In addition, assessment instruments such as participation matrices are utilised to measure deeper levels of engagement.

Swot Analysis

The success of agritourism projects is greatly influenced by the active participation and involvement of various stakeholders. Concrete measures such as the formation of working groups and training have increased community involvement. An inclusive approach to decision-making ensured diverse representation, while varied communication strategies increased the reach of information. Ongoing education and outreach programmes help increase community understanding and awareness. Transparency in every stage of the project built trust between stakeholders. Strong collaboration between Bappeda and local government, local communities, businesses, academia, and NGOs created synergies that supported the project. The participatory approach ensured that all voices were heard and considered, increasing stakeholder trust and engagement. The use of local media, information technology, and regular meetings facilitated effective two-way communication. Finally, training and capacity building for local communities increased their participation and contribution in agritourism development.

Agritourism projects face various challenges that need to be overcome to achieve success. One of the main challenges is the initial lack of awareness of the importance of agritourism among the community. In addition, limited resources to organise more trainings and workshops hampered community capacity building. Two-way communication, although attempted, has not been fully optimised, and the reliance on traditional methods means that the use of digital platforms has not been maximised to reach more stakeholders. Differences in interests among stakeholders can hinder the decision-making process and project implementation. Uneven levels of participation among stakeholders also affect the overall effectiveness of the project. Finally, limitations in resources, both financial and human, restricted the agency's ability to fully engage all stakeholders and run ongoing training programmes.

Agritourism projects have various opportunities that can be utilised to increase their success. Utilisation of digital platforms for communication can expand the reach and effectiveness of stakeholder participation (Daga et al., 2023). Support from the government and private sector is essential to increase resources and project sustainability. The growing expansion of the agritourism market offers great opportunities for local economic improvement. Training and enhancing the competence of the management team will strengthen the stakeholder participation strategy. Digital technologies, including mobile applications, can increase the reach and effectiveness of communication and facilitate stakeholder engagement. In addition, support from the central government and policies that support agritourism development can provide additional resources and ease of regulation. Finally, the trend towards sustainable and community-based tourism provides an opportunity to attract more tourists and investors, supporting the growth of the sector.

Agritourism projects face challenges such as changes in government policy, resistance from communities, competition with other destinations, economic uncertainty, conflicts of interest between stakeholders, and limited infrastructure in rural areas. However, there are also significant opportunities that can be utilised, such as the use of digital technology, support from the government and private sector, and increasing interest in sustainable and community-based tourism.

Optimising digital technology to increase stakeholder participation is a strategic step that utilises various communication strategies and continuous education (Rachmad et al., 2024). Opportunities in digital development can be taken by creating dedicated online applications or platforms for communication and stakeholder engagement, as well as utilising social media for education and promotion campaigns. Meanwhile, the use of support from the government and private sector can increase resources and project sustainability through submitting proposals for funding and technical support, as well as building partnerships with educational institutions and companies for CSR programmes. In the agritourism sector, market development with transparency and inclusive representation can boost the local economy through creating attractive tour packages and organising local product festivals. In addition, capacity building of management teams is important to strengthen stakeholder participation strategies through training and workshops, as well as comparative studies to successful projects. Using a personal approach and direct dialogue can also build trust among communities with regular visits and periodic meetings. Finally, the implementation of a continuous monitoring and evaluation system is important to assess the effectiveness of the strategy and adjust it based on feedback from stakeholders, with transparency and active participation.

Increasing public awareness and understanding of agritourism through digital education can address the weakness of initial lack of awareness by capitalising on digital development opportunities (Sanmutiane et al., 2024). Strategies include creating digital education materials such as videos, e-books and infographics, as well as organising webinars and online Q&A sessions to improve people's understanding of the importance

of agritourism and how they can contribute. Government and private support is needed to augment limited training and workshop resources, with a strategy of submitting funding proposals and working with universities or training institutions for technical support. Optimising digital platforms to improve two-way communication with stakeholders can be achieved by creating dedicated online forums or social media groups, as well as using online surveys to gather opinions and suggestions. In addition, utilising digital platforms to expand outreach and reach more stakeholders by developing mobile applications and launching engaging social media campaigns. Organising annual agritourism events and festivals can also increase public interest and awareness through the display of local products, culinary, arts and culture, while also using the events as an educational platform. Finally, utilise training to increase the team's capacity in participation management and effective communication by conducting intensive training and developing a mentoring programme to guide new members in the necessary skills.

To strengthen stakeholder engagement in the face of community resistance, active stakeholder participation and inclusive approaches can be utilised by involving key stakeholders in every stage of the project as well as holding regular discussion forums in local communities to hear and address community concerns (Rohman et al., 2023). A transparent and inclusive approach to addressing policy changes involves fostering good relationships with local government and relevant officials and building coalitions with community organisations and NGOs to strengthen advocacy. To face competition with other destinations, the uniqueness and competitive advantages of PT Tambi agritourism should be promoted through digital marketing strategies that target market segments seeking authentic experiences. Continuous education and active participation of stakeholders in the face of economic uncertainty can be realised with educational programmes on diversification of income sources and entrepreneurship workshops for local communities. Technology can also be used to monitor and address policy changes through digital policy monitoring systems and networking with legal and policy experts. Finally, events and festivals can be utilised to raise awareness and overcome community resistance by engaging them in activities that also serve as educational platforms on the benefits of agritourism and participation in the project.

Raising community awareness and understanding of agritourism is essential to overcome resistance that may arise due to a lack of initial awareness. Strategies include intensive counselling and education campaigns at the community level as well as establishing discussion groups and open seminars to hear community concerns. To overcome resource constraints and economic uncertainty, strategic partnerships with financial institutions, local governments, non-governmental organisations and private companies are needed to support financial sustainability. In the face of changing government policies, flexibility and adaptability can be enhanced by establishing a dedicated team to monitor policy changes and organising regular workshops and training for staff (Bagea et al., 2024). Diversifying communication strategies, particularly by adopting digital marketing and understanding market preferences, can help compete with other destinations. Continuous education programmes through training, workshops and collaboration with local educational institutions will increase public understanding and reduce resistance. In addition, implementing an effective monitoring and evaluation system for two-way communication can address changes in stakeholder perceptions or dissatisfaction by utilising surveys, interviews, and feedback analysis to continuously improve communication strategies and stakeholder participation.

4. Conclusion

To increase stakeholder participation, the strengths-opportunities strategy includes the use of digital technology, campaigns through social media, government and private sector support, CSR partnerships, agritourism development, capacity building of the management team, personalised approach with the community, and implementation of a continuous evaluation system. The aim is to strengthen engagement and transparency in every strategic step. Agritourism utilises digital education to increase community awareness. This includes content creation such as videos and e-books, webinars, and online Q&A sessions. Support from the government and private sector is needed to strengthen training and workshops through funding proposals. Two-way communication with stakeholders was enhanced through online forums and surveys. Mobile app development and social media campaigns were used to expand outreach. Annual events such as agritourism festivals were also utilised as educational platforms. Intensive training and mentoring programmes were strengthened to enhance the capacity of the management team. To strengthen stakeholder engagement in the face of community resistance, the strategy involved key stakeholders in every stage of the project and held regular discussion forums in local communities to hear and address concerns. A transparent and inclusive approach to policy change involved local government, relevant officials, as well as building coalitions with community organisations and NGOs for strong advocacy. Promotion of the uniqueness of PT Tambi's

agritourism is done through digital marketing targeting the authentic experience market segment. Ongoing education on income diversification and entrepreneurship workshops for local communities help deal with economic uncertainty. Technology is used to monitor policy changes through a digital policy monitoring system and networking with legal and policy experts. Events and festivals were utilised as platforms to educate and raise community awareness about the benefits of agritourism and opportunities for participation in the project. The agritourism programme included several key steps. Firstly, raising awareness through extension campaigns and open seminars to overcome initial resistance. Second, strategic partnerships with financial institutions, local governments and private companies to support financial sustainability. Third, flexibility in the face of policy changes with the establishment of specialised teams and regular training. Fourth, diversification of digital communication strategies to increase competitiveness. Fifth, continuous education programmes with local educational institutions to reduce community resistance. Finally, a monitoring and evaluation system for two-way communication with stakeholders to improve participation and communication strategies.

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