

BUSINESS DEVELOPMENT STRATEGY ANALYSIS OF TAMAN WISATA LEBAH

Michael Chang
Agribusiness Department, Surya University

Abel Gandhi
Agribusiness Department, Surya University
Abel.gandhy@surya.ac.id

I Dewa Made
Agribusiness Department, Surya University

Sri Y. K Hardini
Agribusiness Department, Terbuka University

Abstract

Taman Wisata Lebah is an apiculture-based agritourism business own by PT Madu Pramuka. The emergence of competition and shift in business, demanding companies to develop and choose good business strategies, to ensure the companies survivability. Therefore, Taman Wisata Lebah need to conduct research concerning business development strategy, so that the business run by Taman Wisata Lebah, can develop in accordance with the times. The purposes of this research are to know the internal and external company factors, to know some alternative business strategies, also to know the priority alternative strategies to Taman Wisata Lebah. The research used IFE and EFE matrix to identify external and internal factors, the SWOT and IE matrix to formulate appropriate alternative strategies, QSPM matrix to determine the best alternative strategies priority. Based on the results of this research, the best alternative strategy to be applied is to develop Gerakan Pramuka-based activities for students in the Taman Wisata Lebah agritourism areas.

Keywords: Apitourism, Business Development Strategy, Strategy Priority

INTRODUCTION

Tourism sector is an important sector for Indonesia. This sector has many contributions for Indonesia, especially on it's GDP, which about 10% of all national GDP. This sector also contributes by opening more job opportunity, about 8.4% of all labors force in Indonesia, which help to lower the employment rate in Indonesia (Kemenpar, 2016). Government also show its interests to this sectors, by increasing "Wonderful Indonesia" promotions around the world, or by lowering the regulation, such as passed free visas for 90 different countries around the world (Indonesia Investment, 2016). This also supported by Indonesia conditions with different point of interest in tourism, which interesting enough such as cultural tourism and eco-tourism (World Economic Forum, 2015).

Eco-tourism is kind of tourism activity based on environment, either naturally or man-made, such as agritourism (Utama, 2017). One type of agritourism is an

apitourism, as included of a tourism based on apiculture. The term apitourism, first introduced by Api Routes in 2013, this term used as brand project from Slovenia Beekeepers Association (Frenkie, 2013). Furthermore, this concept is growing and started being used by other countries, one of them is Thailand. Thailand has many beekeeper's tourism center, one of them named "Big Bee", which offers many tourism services, while also selling many bee-related products. This bee-based tourism, usually explains many kinds of bees, how to keep honey bees, the process to produce bee-related products, also the benefits of using bees which related products (Law, 2016).

Except in Thailand, Indonesia a country in South East Asia also has tourism services based on honey bees, located in The Capital of Indonesia, Jakarta. This bee-based tourism owned by PT Madu Pramuka, which is one of the pioneers and the government representative in the beekeeping world (Kementerian Kehutanan., 2012). PT Madu Pramuka has unique strategies to increase both consumers and company revenues, by combining beekeeping and tourism business. This is achieved by establishing an agrotourism named Taman Wisata Lebah or Bees Tourism Park, located in Istana Lebah (Bees Castle), Cibubur, East Jakarta (Apiari Pramuka, 2013).

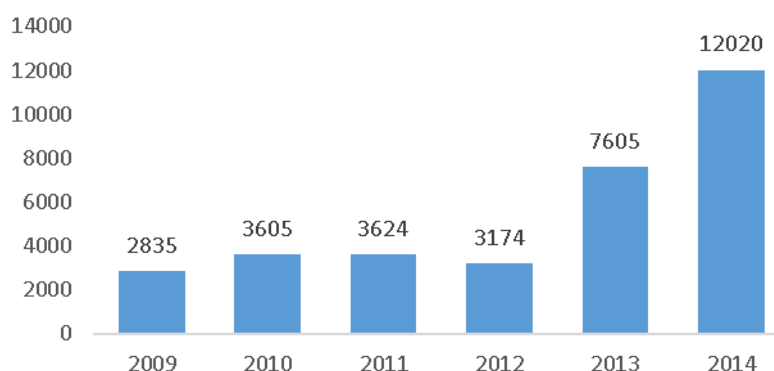


Figure 1
Number of Visitors of Bees Tourism Park

Source: Primary Data Processed

The TWL visitors number, in year 2009 – 2012 still fluctuating, but since 2013, TWL sees an increasing significant number of visitation, that is about 140%. This significant growth is happened based on significant event in TWL, which is the inauguration of TWL by the Head of Scout Organization in Indonesia, especially by increasing relation to many different schools (primary school), in Greater Jakarta territory. This increasing has relation to many schools have been doing, to increase the number of visitors in TWL, especially for those which located near the Cibubur. This shows how marketing factors have related to the number of visitors in TWL. In the other hand, Cibubur is an area with a lot of tourism destinations, this forces TWL to increase its marketing campaign, to increase the number of visitors.

In the other hand, the upcoming of others related agritourism business, can become a threat for bees based agritourism in Cibubur. One of the serious threats is the presence of company competitors, in the same apiculture business, such as Agro

Tawon Rimba Raya, also known as Agritourism Petik Madu Malang (Rutmawati, 2016). Agritourism Petik Madu is operated in Malang, East Java, it's operate under leadership of its owner, Mr Hariyono. This company is a competitor with similar level and scale to TWL, which means in Indonesia either TWL or Petik Madu, both are operated in the same industry, bees based tourism.

While operated its agritourism business, PT Madu Pramuka isn't immune from the development of business, changes, and competition between companies both with competitors. It requires company to develop and to choose good strategies, so that the company can survive and thrive in an ever increasingly strong competition. To develop a development strategy, an identification of key factors affecting the company, such as considering the internal factors of the company, the increase in income per capita of the community, from year to year (BPS, 2017). Especially after the emergence of agreements between countries, because of globalization as in the AEC, which has been active since 2016, as well as with other international agreements (Indonesia Investment, 2016).

Based on these matters, the company needs research with the topic of business development strategy, so that the agro-business based on TWL honey bee owned by PT Madu Pramuka can increase the profit and develop the business.

RESEARCH METHOD

This study was conducted using a conclusive research design. Conclusive research design is a research conducted to assist decision making in determining, evaluating, and choosing strategies or alternatives that will be used to solve the problems faced by a business or company (Rangkuti, 2015). This study is categorized as a research with conclusive design, because the systematics and its goals that generate alternative strategies that can be used by companies in helping develop the business it runs.

Time and Place of Study

In the preparation of this study, researchers conducted research for 5 months, starting from March 2017 to July 2017. This research was conducted at Taman Wisata Lebah, Istana Lebah, Apiary Pramuka, Jl. Jamboree No. 6 Wiladatika Complex, Cibubur East Jakarta. The selection of this location is done, considering that the business is one of the first bee-based agro-tourism business in Indonesia.

Method of collecting data

Data collection in this study was conducted from March 2017 to July 2017. The company data collected in this study is devoted to data relating to or related to agro-tourism Taman Lebah, and not as PT Madu Pramuka company as a holding company. In the implementation, the required data will be obtained by using the following way:

1. Field Research

Research conducted to find the data related to the author's research, conducted in the company. This research consists of:

- A. Observation directly at Taman Wisata Lebah, Cibubur

B. Interviewed directly and profoundly to managers, and staff from PT Madu Pramuka, who understood the field of Beekeeping Park, and a representative from the Indonesian Association of Beekeeping (API). This is done by using a questionnaire. The selection of respondents is done purposively, on the basis of the consideration that the responder is an expert or a person who knows and deepens the field under study, so as to provide more comprehensive and balanced information and views related to the existing research (David, 2011). The interview was conducted using semi structured method (Sugiyono, 2009).

2. Literature Research

Research conducted to find data related to the research topic, which is done by reading various sources of books and literature, previous research, and the documents associated with this research (Sugiyono, 2009).

Analysis Methods

Data analysis method used in this research using strategic management approach with strategy formulation analysis method (David, 2011). Method of analysis of strategy formulation in this research is divided into 3 stages of analysis, as follows:

1. Data collection phase (Using IFE and EFE)
2. Phase analysis and formulation of alternative strategies (Using IE Matrix, and SWOT Matrix)
3. Strategy priority setting stage (Using QSPM)

RESULT AND DISCUSSION

Taman Wisata Lebah (TWL) is an agro business owned by PT Madu Pramuka. PT Madu Pramuka is a bee-based company, offering a variety of products from beekeeping. The company was originally named Apiary Scout Center, established on August 20, 1971. Organizationally, PT Madu Pramuka is one of the business units owned by the Indonesian Scout Movement (Apiari Pramuka, 2013). Since its establishment, PT Madu Pramuka has been offering various products such as various kinds of honey products, pollen, royal jelly, propolis, and other bee-based products. In 2013, PT Madu Pramuka decided to establish and develop a honeybee-based agritourism area in Jakarta. The decision is taken as part of the company's strategy to increase the number of visits and product sales. The agro is named Taman Wisata Lebah (TWL), which officially opened since Thursday, June 6, 2013. TWL is an educational agritourism destination in Jakarta. This agritourism is founded as part of PT Madu Pramuka, which is the holding company.

Park Tourism Bees get allocation of land area of 3.5 hectares of PT Madu Pramuka in Cibubur region, to be used as an agritourism area. Currently only a portion of the area is used, while the remainder is still untapped. The area is still in the planning stage to be developed into new facilities, as needed. By 2017, the ticket price for each visit to TWL is Rp 15.000,00. This agritourism offers a variety of products and services to visitors and consumers who visit. The schedule of visits in PT Madu Pramuka is Monday to Friday, starting at 08:00 to 16:00 pm, while Saturday starts at 08:00 to 13:00 pm.

Since its establishment, TWL has been trying to develop its agritourism business. This is done either by establishing cooperative relationships with various organizations, as well as by developing facilities owned. In line with the increasing number of visitors from year to year, in early 2017, PT Madu Pramuka adopted a new policy to develop its agritourism such as by building new saung / pavilion, so as to increase the capacity of visit and income from rental of saung. In addition, in 2017, PT Madu Pramuka also sends its employees to run work visit programs to some similar agritourism abroad, such as in Thailand, Malaysia and Australia.

Company Location

Taman Wisata Lebah (TWL) is located at Bumi Perkemahan Wiladatika Cibubur, East Jakarta. West side is adjacent to Jasa Marga office and Jagorawi toll road, east side of Jakarta Camping Area (BUPERTA), south and north bordering the entrance and exit of Cibubur Scout Camp Camp.

IFE Matrix Analysis

IFE Matrix is an analytical tool used to identify various internal factors both the strengths and weaknesses of the company. Based on the analysis, there are 9 strength factors and 6 weakness factors that influence TWL agritourism. The weight and rating given is the average of the results of the assessment of the respondents. Based on the analysis of IFE matrix that has been done, the results are generated as shown in table 1. The total weight score obtained from the internal environment is 2.83. This total IFE score shows that TWL's ability to respond to internal environments is still above average (2.5) so that it can use its power to overcome its weakness. The main strength of the company is TWL is part of the Indonesian Scout Movement with a total value of 0.36. The main strength is a competitive advantage (unique) of the company, which is owned only by TWL agritourism, and is not owned by the company or any other competitor. While the main weakness is owned by TWL lies in the unavailability of internet service facility (WIFI) around the area of TWL with a value of 0.08. In addition, TWL also does not have cafeteria facilities (In exchange, TWL has worked with McDonald's) with a value of 0.08.

Table 1
Internal Factor Evaluation (IFE)

No	Field	Internal Factor Evaluation (IFE)			
		Strengths Factor	Weight	Rating	Total
1	Management	TWL is part of the Indonesian Scout Movement	0.09	4.00	0.36
2	Management	TWL is under the management of PT Madu Pramuka	0.09	3.33	0.30
3	HR	Knowledge and training of TWL staff in related fields	0.08	3.00	0.24

Cont.

4	Marketing	Has a strong "agro-tourism" positioning in Jakarta and its surroundings	0.08	3.33	0.27
5	Marketing	Have a good network of cooperation with various schools, especially at Kindergarten & Elementary level	0.08	3.33	0.27
6	Marketing	Provide a variety of tour packages in various price categories to suit the needs of consumers	0.07	3.00	0.21
7	Marketing	Providing a wide range of souvenir products for the needs of visitors / consumers	0.05	3.00	0.15
8	Operation	Availability of a large parking lot for vehicles with free of charge	0.06	3.00	0.18
9	Operation	Establish cooperation with external parties for outbound events at TWL	0.05	3.33	0.17
B	Field	Weakness Factor	Weight	Rating	Total
10	HR	The ability of staff to communicate in various foreign languages	0.06	2.00	0.12
11	Operation	Security facilities at the tourist park	0.07	2.00	0.14
12	Operation	TWL does not have cafeteria facilities (In exchange, TWL has worked with McDonald's)	0.05	1.67	0.08
13	Operation	The material given by TWL on beekeeping education is less structured and limited	0.07	2.00	0.14
14	Information Management	The use of various types of social media as a means of promotion and delivery of information by TWL	0.06	2.00	0.12

Cont.

15	Information Management	There is no internet facility (WIFI) around TWL area	0.05	1.67	0.08
Total		Matrix IFE			2.83

Source: Primary Data Processed

Matrix EFE Analysis

EFE Matrix (External Factor Evaluation) is an analytical tool used to identify various external factors either as an opportunity or as a threat to the company. These factors will then be compared with the level of effectiveness of the strategy that has been implemented or done by the company, so it can be concluded how the level of effectiveness of each strategy than the external factors. Based on the analysis, there are 8 opportunity factors and 5 threat factors that influence the TWL business. The weight and rating given are the average of the results of the assessment given by the respondents.

Based on the value of EFE matrix analysis, the results are shown as shown in Table 2, where the total weight score obtained from the external environment is 3.13. This total EFE score indicates that TWL's ability to respond to external environments is still above average (2.5) so that it can be said that the company is in a condition capable of exploiting opportunities in overcoming its threat. Among the various external factors, the most responsive external factor of the TWL factor lies in the ease of access to transportation (especially with the construction of LRT Cibubur which will operate in 2019) with a value of 0.36.

Table 2.
External Factor Evaluation (EFE)

No	External Factor Evaluation (EFE)				
	Field	Opportunity Factor	Weight	Rating	Total
1	Economics	Increase in income per capita of society (GDP) of DKI Jakarta every year	0.07	3.00	0.21
2	Economics	Increased national economic growth in Indonesia	0.07	2.00	0.14
3	Technology	The development of internet technology as an online medium for marketing and advertising	0.08	2.67	0.21
4	Technology	Technological developments in bee honey cultivation	0.07	2.67	0.19
5	Politics, law and government	Great Jakarta, is one of the tourist destinations by Minister of Tourism	0.09	3.67	0.33

Cont.

6	Politics, law and government	The ease of access to transportation (especially with the construction of LRT Cibubur which will be operational by 2019)	0.09	4.00	0.36
7	Social, cultural, demographic	Increase in the number of foreign tourists in Indonesia.	0.08	2.67	0.21
8	Social, cultural, demographic	Increasing the number of domestic tourists every year.	0.06	3.33	0.20
B	Field	Threat Factor	Weight	Rating	Total
9	Competition	Development of Malang Honey Picker (bee-based agritourism)	0.10	2.67	0.27
10	Competition	Honey imitation	0.09	3.67	0.33
11	Competition	The development of various tours near the TWL area	0.08	3.67	0.29
12	Politics, law and government	The existence of the AEC (ASEAN Economic Community)	0.07	3.00	0.21
13	Social, cultural, demographic	Visitor characteristics in TWL are very diverse	0.06	3.00	0.18
Total		Matrix EFE			3.13

Source: Primary Data Processed

Internal – External (IE) Matrix

After evaluating IFE and EFE matrices, the next step in the analysis of the development strategy is the analysis of the internal - external matrix (IE). Internal - external analysis is a tool used to sharpen the results of evaluation and analysis that have been done before. The analysis aims to find out the position of TWL Park today, within the IE matrix. The position will provide an alternative of appropriate strategies, with the conditions that are being faced by the company, both internal and external factors.

Based on the results of the calculation of the scores on the IFE and EFE matrices, then obtained scores from each matrix. IFE matrix shows a value of 2.83, while the EFE matrix shows a value of 3.13. The value will be used as input to know the company position on IE matrix. IFE matrix will be used as X axis, while EFE matrix will be used as Y axis, so TWL position can be determined in nine quadrants. Determination of this position is very important for companies to be able to choose the appropriate alternative strategies in the face of competition and changes that occur.

IFE score of 2.83 indicates that the internal condition of agritourism TWL is above the average value (2.5). While the score of EFE score of 3.13 indicates that the agritourism condition of TWL, is above the average value as well (value 2.5),

to take advantage of opportunities and avoid threats. The respective scores of IFE and EFE (Figure 2), illustrates the current position of TWL agritourism in quadrant II, in an internal-external (IE) matrix. Currently, TWL agritourism lies in quadrant II cell position, it shows the company in growth strategy or also known as growth & build strategy (growth and development strategy). The strategy generally applied by the company at that position is the integration and intensive strategy.

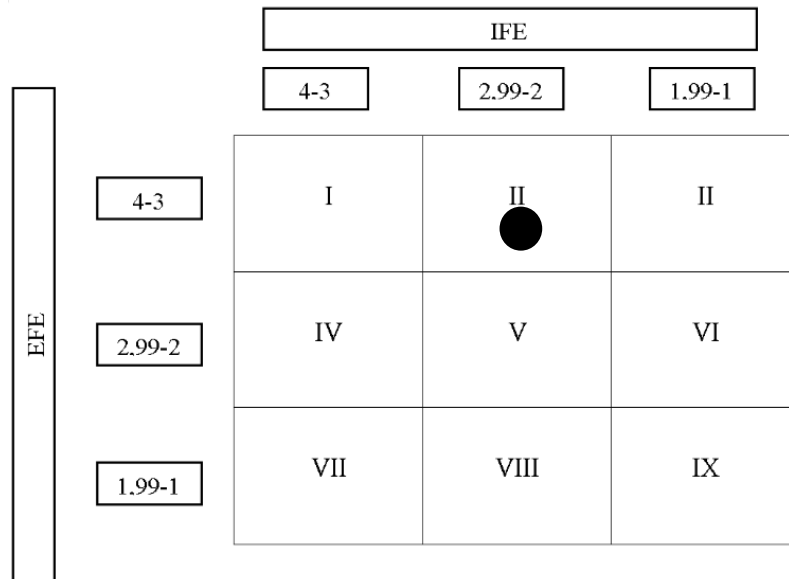


Figure 2
IE Matrix Taman Wisata Lebah

Source: Primary Data Processed

SWOT Analysis Matrix

SWOT Matrix is one of the analytical tools used in conducting business development strategy. This analytical tool works based on the incorporation of internal and external strategic factors, embedded in the IFE and EFE matrices. The SWOT matrix is a complementary matrix of the IE matrix, through a process that produces various strategic alternatives with more technical properties, and adjusts according to the circumstances or problems that the company is facing.

The SWOT matrix will generate four alternative types of strategies based on strength, weaknesses, opportunities, and treats for the company. From these four factors, the next process will produce four alternative types of strategies: SO strategy (strength-opportunity), ST strategy (strength-treats), WO (weaknesses-opportunity) strategy, and WT (weaknesses-threat) strategy. The purpose of the analysis using SWOT matrix is to generate various strategies that can be used by the company. The choice of strategic alternatives of the SWOT matrix is adjusted based on the strategic position of the firm, which has previously been analyzed using IE matrices. Based on SWOT matrix analysis on agritourism, there were nine alternative strategies (Figure 3).

SWOT matrix analysis results consist of 4 types of alternative strategies, as follows:

1. 3 alternative SO strategies (strength-opportunity)
2. 2 alternative WO strategies (weaknesses-opportunity)
3. 2 alternative ST strategies (weaknesses-opportunity)
4. 2 alternative WT strategies (weaknesses-threat)

External / Internal	<p>Strength (S):</p> <ol style="list-style-type: none"> 1. TWL is part of the Indonesian Scout Movement 2. TWL is under the management of PT Madu Pramuka 3. Knowledge and training of TWL staff in related fields 4. Has a strong "agritourism" positioning in Jakarta and its surroundings 5. Have a good network of cooperation with various schools, especially at the kindergarten & elementary level 6. Provide various tour packages in various price categories that suit the needs of consumers 7. Provide a wide range of souvenir products for the needs of visitors / consumers 8. Availability of parking area for vehicle and free 9. Cooperate with external parties for outbound events in TWL 	<p>Weakness (W):</p> <ol style="list-style-type: none"> 1. The ability of staff to communicate in various foreign languages 2. Facilities of security equipment in the tourist park 3. TWL does not have cafeteria facilities (In exchange for food, TWL has worked with McDonald's) 4. The material given by TWL on educational bees is less structured and limited 5. The use of various types of social media as a means of promotion and delivery of information by TWL is still limited 6. There is no internet facility (WIFI) around the TWL area
<p>Opportunity (O):</p> <ol style="list-style-type: none"> 1. Increase in income per capita of society (GDP) of DKI Jakarta every year 2. Increased national economic growth in Indonesia 3. The development of internet technology as an online medium for marketing and advertising 4. Technological developments in bee honey cultivation 5. Great Jakarta, is one of the tourist destinations by Minister of Tourism 6. Convenience of access to transportation (especially 	<ol style="list-style-type: none"> 1. Running an activity program based on Scout Movement for school students in Taman Wisata Lebah area. (S1, S2, S5, S6, S7, S8, S9, O1, O2, O6) 2. Renewing equipment and technology in beekeeping such as bee boxes, harvesting equipment, and knowledge in accordance with the development of beekeeping in the world. (S2, S3, S4, O3, O4) 3. Cooperating with travel companies, tours, tours, etc. (S2, S4, S6, S7, S8, O5, O6, O7, O8) 	<ol style="list-style-type: none"> 1. Install unlimited WIFI at high speed, in the TWL area for visitors. (W5, W6, O3, O5, O7, O8) 2. Integrate tourism and culinary business, by building a new canteen area that sells a variety of culinary, especially beekeeping-based culinary products. (W3, W5, W6, O1, O2, O4, O5, O7, O8)

Cont.

<p>with the construction of LRT Cibubur)</p> <p>7. Increase in the number of foreign tourists in Indonesia.</p> <p>8. Increasing the number of domestic tourists every year.</p>		
<p>Threat (T):</p> <p>1. Development of Malang Honey Pete (bee-based agritourism)</p> <p>2. The high rate of counterfeiting of bee products (honey)</p> <p>3. The development of various tours near the TWL area</p> <p>4. The existence of AEC agreement (ASEAN Economic Community)</p> <p>5. Characteristics of visitors in TWL is very diverse</p>	<p>1. Open a new agritourism, in another branch that has been owned by PT Madu Pramuka, so it can increase market share. (S2, S3, T1, T2, T3)</p> <p>2. Opening new facilities at TWL, which provides new products or services, such as hand-wax stamp facilities, candle holders, etc. (S3, S6, S7, S8, T1, T2, T3, T4, T5)</p>	<p>1. Evaluate the quality of services owned, so that consumers are more satisfied. (W2, W4, T1, T2, T3, T4)</p> <p>2. Cooperate with universities to run internship programs, in accordance with the needs of the company, especially in the field of computers and design fields. (W1, W5, T1, T3, T5)</p>

Figure 3
SWOT Matrix Taman Wisata Lebah

Source: Primary Data Processed

QSPM Analysis

QSPM matrix analysis (Quantitative Strategic Planning Matrix) is the last step of analysis of development strategy. The analysis is used to determine the priorities of various alternative strategies that have been formulated previously. The QSPM matrix uses input from a variety of pre-established strategy alternatives, using IE matrix and SWOT matrix. In its use, the QSPM matrix will use input from IFE and EFE matrices. The inputs used are the strategic factors that exist both from the external and internal environment. In addition, the QSPM matrix will also use the weights already made in IFE and EFE matrix analysis, which are analyzed by paired comparison method.

The making of the QSPM matrix is based on the assessment of the respondents comparing the various alternative strategies that have been formulated, with various factors both internal and external. The respondents will give the value of Attractive Score (AS) on any comparison between alternative strategies with internal or external factors. Each Attractive Score (USA) that has been created, then sums it up, resulting in Total Attractive Score (TAS) for each alternative strategy, from each expert. The information will then be used in determining and sorting various alternative strategies that exist, according to their respective priorities.

Based on the results of the analysis using QSPM matrix agritourism Taman Wisata Bees (Table 3), it is known that the most attractive alternative strategy, and prioritized is the strategy that shows the highest Total Attractiveness Score (TAS) value. The best alternative strategy based on QSPM analysis for TWL is to run an activity program based on Scout Movement for school students in Taman Wisata Lebah area. The strategy gets the highest priority with total value of attractiveness (TAS) of 6.29. The strategy is regarded as the best alternative strategy, because it utilizes the main strength of TWL which is part of the Indonesian Scout Movement, to deal with various conditions both internally and externally. In addition, TWL as a tourist can also increase the number of traffic visits.

The second priority strategy is to cooperate with travel, tour, tourism, and so forth, with a total value of attractiveness (TAS) of 6.23. The strategy aims to increase the number of traffic visits, as well as a media campaign for consumers. The third priority strategy is to work with universities to run internships, in accordance with the needs of the company, especially in the field of computers and design fields, with a total value of attractiveness (TAS) of 6.01. The strategy is very important to improve the quality of services provided by TWL. For consumers, the company can improve the quality of service in the computer field, where it will also be encouraged by improving the quality of the corporate design.

Table 4
QSPM Taman Wisata Lebah

Alternative Strategies	S	M	A	Average	Strategies Rangkings
1	6.27	6.52	6.08	6.29	1
2	5.81	5.77	6.11	5.90	4
3	6.26	6.28	6.14	6.23	2
4	5.50	5.52	5.44	5.49	8
5	5.45	5.50	5.58	5.51	7
6	5.64	5.21	5.32	5.39	9
7	5.60	5.68	6.01	5.76	5
8	5.77	5.83	5.53	5.71	6
9	5.90	5.74	6.39	6.01	3

Source: Primary Data Processed

Note :

S : Expert Staff

M : Manager

A : Associated

List of various alternative strategies:

1. Running an activity program based on Scout Movement for school students in Taman Wisata Lebah area.
2. Renewing equipment and technology in beekeeping such as bee boxes, harvesting equipment, and knowledge in accordance with the development of beekeeping in the world.
3. Cooperating with travel companies, tours, tours, etc.
4. Install unlimited WIFI at high speed, in the TWL area for visitors.

5. Integrate tourism and culinary business, by building a new canteen area that sells a variety of culinary, especially bean-based culinary products.
6. Opening new agritourism, in another branch that has been owned by PT Madu Pramuka, so it can increase market share.
7. Opening new facilities at TWL, which provides new products or services, such as hand candle stamp facilities, candle holders, etc.
8. Evaluate the quality of services owned, so that consumers are more satisfied.
9. Cooperate with universities to run internship programs, in accordance with the needs of the company, especially in the field of computers and design fields.

CONCLUSION

Taman Wisata Lebah (TWL) is one of agritourism destination in DKI Jakarta area, which uses honey bee based product. TWL was established in 2013, as part of the business of PT Madu Pramuka, which is one of the enterprises owned by the Indonesian Scout Movement. The IFE matrix results with a value of 2.83 indicates that TWL's internal conditions are in a strong and above-average condition, indicating that TWL can use its strength to overcome its weaknesses. While the total EFE matrix score of 3.13 indicates that TWL's ability to respond to external environment is still above the average so that it can exploit the opportunity to overcome its threat. The result of IE TWL agritourism matrix shows the quadrant II cell position, which is in growth strategy condition or also known as growth & build strategy (growth and development strategy). The strategy generally applied by the company at that position is the integration and intensive strategy. The alternative strategy derived from the SWOT matrix results, consisting of nine alternative strategies, which have been ranked by priority level using the QSPM matrix. The list of strategic alternatives according to the main priority sequence is to run an activity program based on Scout Movement for school students in Taman Wisata Lebah area, establish cooperation with travel companies, tour, tourism, etc., in cooperation with universities to run internship programs, as needed Companies, especially in the field of computers and design fields, renewing equipment and technology in beekeeping such as bee boxes, harvesting equipment, and knowledge suited to the development of beekeeping in the world, opening new facilities in TWL, providing new products or services, Candles, candle holders, etc., improve the quality of service that is owned, so that consumers more satisfied, integrate tourism and culinary business, by building a new canteen area that sells a variety of culinary, especially culinary products based on bees, install WIFI unlimited with high speed, in the TWL area for visitors, opening a new agritourism, in another branch that has been owned by PT Madu Pramuka.

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