International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Development Strategy of Cilangkap Agrotourism in Cilangkap Village, Cipayung District, East Jakarta

Yofida Zahra[1], Mohamad Sam'un[2], Ekalia Yusiana[3]

[1,2,3]Faculty of Agriculture, University of Singaperbangsa Karawang
Jl. HS. Ronggo Waluyo, Puseurjaya, Telukjambe Timur, Karawang, West Java 41361

Email: 1910631200117@student.unsika.ac.id, moh.samun@faperta.unsika.ac.id, ekalia.yusiana@faperta.unsika.ac.id

Abstract

This study analyzes development strategies for Cilangkap Agrotourism using the SOAR and QSPM methods. The research was conducted at Cilangkap Agrotourism, Cipayung District, East Jakarta, employing a descriptive approach with both qualitative and quantitative data. Data collection involved interviews, observation, questionnaires, and documentation. Interviews targeted UPT P2BPT management and PJLP personnel, while questionnaires were distributed to 50 purposively selected visitors. The IFE, EFE, IE, SOAR, and QSPM matrices were used for data analysis. The IFE score was 2.782, and the EFE score was 3.029. According to the IE Matrix, Cilangkap Agrotourism is positioned in Cell II, which suggests a grow-and-build strategy. SOAR analysis produced six alternative development strategies. QSPM results indicate that optimizing facility function and maintenance is the top priority, with a Total Attractiveness Score of 5.871. Consequently, Cilangkap Agrotourism should prioritize facility maintenance, safety, cleanliness, and visitor comfort before expanding promotional activities and institutional partnerships.

Keywords: Agrotourism, Development Strategy, SOAR, QSPM

INTRODUCTION

Agriculture is a significant contributor to Indonesia's economy and can be developed for purposes beyond production, including education, recreation, and environmental conservation. In urban settings, limited agricultural land has led to the adoption of urban farming technologies such as hydroponics, which can also serve as

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

agrotourism attractions. Cilangkap Agrotourism, managed by UPT P2BPT under the Jakarta Department of Food Security, Marine Affairs, and Agriculture, spans 19.5 hectares and includes a seedling garden, hydroponic greenhouses, a fishing pond, a lake, an amphitheater, a playground, gazebos, and various visitor facilities. These assets present opportunities for developing the area as an urban agricultural education and recreation center. However, educational activities remain limited, several areas are underutilized, and some visitor facilities require maintenance. Promotion and collaboration with educational institutions also require enhancement. Accordingly, a development strategy that considers both internal and external conditions is necessary. This study seeks to identify internal and external factors, formulate alternative strategies using SOAR analysis, and determine the priority development strategy through QSPM. Research Focus: The study examines the development of Cilangkap Agrotourism by analyzing its internal and external strategic factors. These factors are assessed using the IFE and EFE matrices, translated into alternative strategies via SOAR analysis, and prioritized with QSPM.

OBJECTIVES

This article aims to:

1. Identify and analyze the internal and external factors influencing the development of Cilangkap Agrotourism.
2. Formulate alternative development strategies using SOAR and determine the priority strategy using QSPM.

Research Focus

This study focuses on the development of Cilangkap Agrotourism by examining its internal and external strategic factors. The identified factors are evaluated using the IFE and EFE matrices, formulated into alternative strategies through SOAR analysis, and prioritized using QSPM.

LITERATURE REVIEW

Agritourism integrates agricultural activities with recreation, education, environmental conservation, and economic development. Recent research demonstrates that agritourism can diversify income sources and enhance public understanding of agriculture. However, there is ongoing debate regarding whether agritourism inherently promotes sustainability, as economic gains are not always

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

accompanied by effective environmental management and community participation (Ammirato et al., 2020; Ndhlovu & Dube, 2024). Successful agritourism development requires the integration of agricultural attractions, facilities, accessibility, service quality, promotion, and institutional support. Agricultural potential alone is insufficient if facilities are inadequately maintained or management capacity is limited. Azizah and Rahmawati (2020) argue that facility improvement should precede intensive promotion, while Masanda et al. (2024) identify agricultural events as a means to enhance visitor experience and destination identity. Educational activities and stakeholder collaboration have also emerged as key themes in recent agritourism literature. Bagaskara et al. (2025) report that educational agritourism necessitates competent human resources, informative facilities, service enhancement, active promotion, and strategic partnerships. These findings suggest that agricultural activities should be structured as learning experiences rather than presented solely as visual attractions. This consideration is pertinent to Agrowisata Cilangkap, where the hydroponic garden and nursery possess educational potential, but their activities and supporting facilities are not yet fully integrated.

Most agritourism studies in Indonesia utilize IFE, EFE, SWOT, and QSPM to assess strategic conditions and establish development priorities. SWOT offers a comprehensive analysis of strengths, weaknesses, opportunities, and threats, while SOAR emphasizes strengths, opportunities, aspirations, and measurable results. SOAR fosters stakeholder engagement and forward-looking planning, though its positive focus may overlook operational challenges if weaknesses are not identified in advance. Recent studies employing SOAR typically recommend strategies, partnerships, and service improvement. Nevertheless, many studies only formulate alternative strategies without determining which strategy should be implemented first. QSPM can address this limitation by comparing the relative attractiveness of each strategy. Its results, however, depend on the accuracy of strategic factors, weights, and attractiveness scores, so QSPM should be viewed as a decision-support instrument rather than a fully objective calculation.

Another methodological issue is the separation between management and visitor perspectives. Management information is required to identify resources, institutional capacity, and operational conditions. Visitor assessments are also important because development strategies should correspond to visitor needs and expectations. Combining both perspectives can produce strategies that are operationally feasible and attractive to users. This research is positioned within urban agritourism, educational tourism, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

strategic management studies. Unlike previous studies that mainly examine rural or privately managed agritourism using SWOT, this research examines Agrowisata Cilangkap as a publicly managed urban agritourism area. The study uses IFE and EFE to evaluate strategic factors, the IE Matrix to identify the strategic position, SOAR to formulate development alternatives, and QSPM to determine the priority strategy. Management information and visitor assessments are also combined to produce strategies that correspond to organizational capacity and visitor expectations.

RESEARCH METHOD

This study used a descriptive approach supported by qualitative and quantitative data. Primary data were obtained through observation, semi-structured interviews, questionnaires, and documentation, while secondary data were collected from scientific publications, government regulations, institutional documents, official websites, and social media. Informants were selected purposively from UPT P2BPT management and PJLP personnel. A total of 50 visitors who had visited and understood the condition of Cilangkap Agrotourism were selected as respondents through purposive sampling. The research instruments consisted of observation guidelines, interview guidelines, documentation sheets, and closed-ended questionnaires using a four-point scale.

The analytical framework included the IFE Matrix, EFE Matrix, IE Matrix, SOAR Matrix, and QSPM. Qualitative data were analyzed through data collection, condensation, presentation, and conclusion drawing based on Miles, Huberman, and Saldaña. Quantitative data were analyzed to identify strategic factors, formulate SA, OA, SR, and OR strategies, and determine the priority strategy based on the Attractiveness Score and Total Attractiveness Score. Data credibility was maintained through source and technique triangulation, while questionnaire validity and reliability were tested using Pearson Product Moment and Cronbach's Alpha.

RESULT

The respondent profile reveals that Cilangkap Agrotourism is primarily utilized for routine local recreation. The predominance of male respondents and the identification of fishing as the main purpose of visits indicate that the fishing area significantly influences visitor composition. A high proportion of repeat visitors offers a substantive basis for evaluating facilities and services. At the same time, the majority of respondents residing in DKI Jakarta confirms that the current visitor market is largely local. Although

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

this profile does not exclude other segments, it highlights the most prominent groups within the study sample.

All questionnaire items met the Pearson correlation criteria, and the Cronbach's Alpha value of 0.771 indicated acceptable internal consistency. Pearson correlation evaluates the association between each item and the total score, while coefficient alpha evaluates the consistency of a multi-item instrument (Cronbach, 1951; Pearson, 1895). The results support the use of the 11 items for weighting, rating, and attractiveness assessment. Instrument reliability nevertheless does not remove managerial judgment from strategic analysis because QSPM remains a decision-support tool rather than a fully objective calculation.

Table 1. IFE and EFE Matrix Results

Matrix	Code	Strategic Factor	Weight	Rating	Score
IFE	S1	Adequate facilities are available	0.205	2.860	0.588
	S2	Maintained harvest quality	0.200	2.780	0.556
	S3	Free seedling services and fishing activities for the community	0.203	2.820	0.572
	A1	Improved quality, repair, and evenly distributed facility maintenance	0.185	2.300	0.426
	R1	A safe, comfortable, well-maintained, and visit-worthy Cilangkap Agrotourism area	0.207	3.100	0.642
IFE	**—**	**Total**	**1.000**	**—**	**2.782**
EFE	O1	Easy and convenient accessibility	0.168	2.840	0.477
	O2	Use of social media for promotion	0.166	2.433	0.403
	O3	Use of the area for government, community, and public activities	0.166	3.533	0.585
	O4	Interest from educational institutions, agencies, and companies in visits and cooperation	0.167	3.033	0.506
	A2	Improved quality, repair, and evenly distributed facility maintenance	0.169	3.233	0.547

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Matrix	Code	Strategic Factor	Weight	Rating	Score
	R2	Increased visits to Cilangkap Agrotourism	0.164	3.100	0.510
EFE	**—**	**Total**	**1.000**	**—**	**3.029**

The IFE score of 2.782 indicates that Cilangkap Agrotourism possesses an adequate, though not strong, internal position. The EFE score of 3.029 demonstrates that the area responds effectively to external opportunities. This outcome aligns with the IFE-EFE framework, which utilizes internal and external weighted scores to compare organizational capacity with environmental conditions (David & David, 2017). The strong external score is primarily attributed to public activities and institutional interest, whereas the relatively low social media score suggests that promotional opportunities have not been fully leveraged.

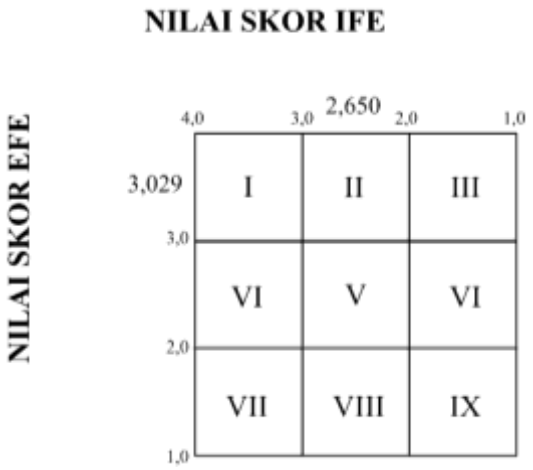


Figure 1. Position of Cilangkap Agrotourism in the Internal–External (IE) Matrix

Placement in IE Cell II indicates a grow-and-build strategic direction. In this context, growth should not be limited to adding attractions or increasing visitor numbers. The highest internal weighted score reflects the expectation of a safe, comfortable, well-maintained, and attractive area, while the lowest score pertains to maintenance aspirations. This disparity highlights a gap between facility availability and the consistency of their condition. Consequently, strategic growth requires improvements in operational readiness before extensive expansion, which aligns with the purpose of

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

internal-external analysis in determining an appropriate strategic direction (David & David, 2017; Rangkuti, 2021).

The SOAR Matrix converted existing strengths and external opportunities into aspirations and measurable outcomes. This strengths-based approach is grounded in the principle that strategic planning should leverage organizational competencies while articulating a desired future state (Stavros & Hinrichs, 2009). Six alternative strategies were generated, with QSPM identifying SR1 as the most attractive option. These findings indicate that optimizing the function and maintenance of existing facilities is a more immediate priority than expanding promotion or partnerships.

Table 3. SOAR Matrix Results

Internal / **Eskternal**	***Strength***	***Opportunity***
	1. Availability of adequate facilities 2. Maintained quality of harvest 3. Free seed and fishing services for the community	1. Easy and smooth access to the area 2. Use of social media as a promotional tool 3. Utilization of the area for government, community, and public activities 4. Interest from educational institutions, agencies, and companies to visit and collaborate
Aspirations	***Strength – Aspirations (SA)***	***Opportunity – Aspirations (OA)***
1. Improvement of quality, maintenance, and equitable distribution of facilities 2. Establishment of broader, more	1. Making the quality of the harvest results a selling point for cooperation with institutions and business partners.	1. Utilize social media to strengthen collaboration with schools, agencies, and companies for structured and sustainable

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

structured, and sustainable cooperation with various parties		partnerships.
Result	***Strength – Result (SR)***	***Opportunity – Result (OR)***
1. The realization of Cilangkap Agrotourism as a safe, comfortable, well-maintained, and visitable area 2. An increase in the number of visits to Cilangkap Agrotourism	1. Optimizing facilities to create a safe and comfortable area for visitors 2. Utilizing free seedling services and quality harvests to increase community visits	1. Optimize area accessibility and promote social media to increase the number of visitors 2. Utilize activities from the government, community, and educational institutions to make the area more well-known and worth visiting

DISCUSION

Internal Conditions

The IFE score of 2.782 suggests that Cilangkap Agrotourism holds a moderate internal position. Key strengths include a variety of facilities, well-maintained agricultural products, free seed distribution, and complimentary fishing services. However, inconsistent maintenance restricts the optimal utilization of these resources. An effective agritourism destination should integrate agricultural attractions with sufficient facilities, accessibility, services, educational offerings, and visitor safety. While Cilangkap Agrotourism possesses these fundamental elements, improvements are still needed in facility maintenance, safety protocols, visitor information, and structured educational programs. Previous research at other agritourism sites has similarly concluded that appealing agricultural resources alone do not guarantee visitor satisfaction without clean, safe, and well-maintained facilities. These studies underscore the necessity of enhancing toilets, parking areas, information facilities, waste management, safety equipment, and visitor services.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

External Conditions

The EFE score of 3.029 demonstrates that Cilangkap Agrotourism benefits from substantial external opportunities. These include government and community activities, educational visits, institutional partnerships, convenient accessibility, and social media promotion. Government events and community initiatives have broadened the site's exposure. Collaboration with schools, universities, institutions, and companies can further support educational visits, research, internships, training, and community service programs. Such partnerships should be structured as regular programs rather than relying solely on ad hoc requests. Social media has not yet been fully leveraged, and promotional content should deliver clear information about attractions, facilities, transportation, visiting procedures, agricultural activities, and service schedules. Previous studies similarly show that collaboration and digital promotion can support agritourism development when adequate facilities and clear tourism products accompany them.

Strategic Position

The combination of the IFE score of 2.782 and the EFE The combination of an IFE score of 2.782 and an EFE score of 3.029 positions Cilangkap Agrotourism in Cell II of the IE Matrix, indicating a grow-and-build strategy. This position implies that management should leverage external opportunities to enhance internal conditions. Initial growth efforts should prioritize improvements in facility quality, safety, cleanliness, and service readiness rather than focusing solely on increasing visitor numbers. This approach aligns with the SOAR framework, which utilizes existing strengths and opportunities to achieve targeted aspirations and outcomes.

The principal SOAR strategies involve leveraging high-quality agricultural products to establish educational and institutional partnerships, optimizing facilities to ensure a safe and comfortable environment, and promoting free seed and fishing services to attract visitors. Additional strategies include forming structured partnerships with educational institutions, utilizing accessibility and social media to increase visitation, and capitalizing on government and community events to enhance destination recognition. Previous agritourism research supports the integration of agricultural attractions, facilities, partnerships, community engagement, and digital promotion. This strategy focuses on optimizing facility operation and maintenance to create a safe, comfortable, well-maintained, and visitor-worthy destination. Implementation should begin with a complete facility assessment, followed by maintenance schedules,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

responsible personnel, damage records, and regular evaluations. Priority should be given to roads, parking areas, toilets, lighting, gazebos, playgrounds, signboards, ponds, and lake safety facilities. The second-ranked strategy is SA1, with a TAS value of 5.740, focusing on using agricultural product quality to develop partnerships. The third-ranked strategy is OR2, with a TAS value of 5.631, focusing on government, community, and educational activities to improve destination recognition.

In summary, Cilangkap Agrotourism should prioritize facility maintenance before expanding promotional efforts and visitor activities. This sequence is expected to facilitate sustainable growth while maintaining safety, comfort, environmental quality, and service performance.

CONCLUSION

Cilangkap Agrotourism has adequate internal resources and strong external opportunities for further development. The IFE score of 2.782 indicates a moderate internal position, while the EFE score of 3.029 shows a strong response to external opportunities. These scores place Cilangkap Agrotourism in Cell II of the IE Matrix, which represents a grow-and-build strategic position. The area has several development strengths, including diverse facilities, maintained agricultural products, free seedling services, free fishing activities, convenient accessibility, and opportunities for cooperation with educational institutions, government agencies, communities, and companies. However, uneven facility maintenance, limited promotional activities, and the absence of structured educational and partnership programs still restrict its development.

The SOAR analysis generated six alternative development strategies. According to QSPM results, the primary priority is the SR1 strategy, with a TAS value of 5.871, which centers on optimizing facility function and maintenance to create a safe, comfortable, well-maintained, and attractive destination. The second priority is the SA1 strategy, with a TAS value of 5.740, followed by the OR2 strategy, with a TAS value of 5.631. Consequently, Cilangkap Agrotourism should prioritize facility maintenance, safety, cleanliness, and service readiness before intensifying promotional activities, partnerships, and visitor activities. This strategic sequence is anticipated to promote sustainable growth while preserving visitor comfort, environmental quality, and service performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

REFERENCES

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. Psychometrika, 16(3), 297–334.

David, F. R., & David, F. R. (2017). Strategic management: Concepts and cases: A competitive advantage approach (16th ed.). Pearson Education.

Deasy, R. (2020). Konsep dasar pengembangan agrowisata. AgroMedia.

Pearson, K. (1895). Note on regression and inheritance in the case of two parents. Proceedings of the Royal Society of London, 58, 240–242.

Rangkuti, F. (2021). Manajemen strategi (Buku 1, Edisi Kesepuluh, P. Sulistio, Trans.). Salemba Empat.

Rothwell, W. J., Stavros, J. M., & Sullivan, R. L. (2015). Practicing organization development: Leading transformation and change.

Stavros, J. M., & Hinrichs, G. (2009). The Thin Book of SOAR: Building Strengths-Based Strategy. Thin Book Publishing.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.