

FORMULATION OF BUSINESS STRATEGY AND ITS IMPLICATION ON MARKETING STRATEGY OF GLAGALINGGAH PINE FOREST TOURISM KINTAMANI

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ABSTRACT

Ecological tourism has attracted much interest from tourists, this is due to a shift in the tourism paradigm from mass tourism to special interest tourism, namely ecotourism. The Kintamani Glagalinggah Pine Forest Tourism Wana is an ecotourism located in a protected forest area that was built using the concept of The Cultural Forest, namely tourism that prioritizes forest preservation and local culture. The Glagalinggah Pine Forest Tourism Area as ecotourism in the Kintamani-Bali area must be able to reach a wider market. This research aims to design a business strategy by analyzing the internal and external environmental conditions of the Glagalinggah Pine Forest Tourism Wana business. The analysis technique used is the IFAS-EFAS Matrix. The research results show that currently the Glagalinggah Pine Forest Tourism Area is in quadrant V, "hold & maintain" and is predicted to be in quadrant I, in the position of "growth & build in the future. The right business strategy to apply at this time is market penetration and product development. In the future, market development strategies must be added.

Keywords: Ecotourism, Marketing Strategy, Internal-External Matrix Analysis

INTRODUCTION

Ecological tourism is in great demand by tourists, this is due to a paradigm shift in international tourism from mass tourism to special interest tourism, namely ecotourism (Nugroho, 2015). Ecotourism is one of the subsectors of the tourism industry and is one of the main pillars of sustainable tourism development for social, environmental and economic sustainability (Chan, 2018). Ecotourism is a rapidly growing form of tourism today, because it not only benefits the Earth by preserving it, but also provides cultural and economic benefits (Wang and Zhang, 2018). According to Abdoellah *et al.* (2019), there has been a shift in the concept of world tourism to the ecotourism model due to the saturation of tourists to visit artificial attractions. Therefore, this opportunity should be maximally utilized to attract tourists to visit nature-based objects and local culture. Bali is one of the tourist destinations for tourists to Indonesia. Bali has tourism assets in the form of its unspoiled natural beauty, unique cultural heritage, and the hospitality of the local community. The existence of tourism objects and attractions in Bali is expected to bring benefits, especially for the surrounding community in generating new jobs (Suryanti and Indrayasa, 2021).

Glagalinggah Pine Forest is one of the ecotourism destinations in the pine forest area, which was built by local Balinese people. This ecotourism destination was built in 2021 and inaugurated in 2022. Based on data from the Bali Provincial Forestry and Environment Service (2023) Glagalinggah Pine Forest Tourism is one of the ecotourism destinations in Bali which is located in a protected forest area, to be precise the Kintamani Writing protected forest, which is located in RTK (Forest Land Register) 20, with the dominant plant species being Pinus (*Pinus merkusii*). This tourism was developed by the Forest Farmer Group (KTH) Glagalinggah Lestari after obtaining a forest management permit through Social Forestry, based on Decree 3634/MENLHK-PSKL/PKPS/PSL.0/5/2018 concerning Recognition and Protection of Forestry Partnership between KTH Glagalinggah Lestari and KPH Bali Timur in Kintamani Village, Kintamani District, Bangli Regency. Based on the decree, the forestry partnership area managed by KTH Glagalinggah Lestari is 51 hectare

In line with the objectives of the Social Forestry Program, namely to improve community welfare and preserve the forest, forest management in Glagalinggah is directed towards a tourism area based on forest and cultural preservation. The vision of the Glagalinggah Pine Forest Tourism Area is to make the Glagalinggah Pine Forest a world-class nature tourism with tourism experiences and flavors that are remembered for all time. According to Asy'ari *et al.* (2021), community-based tourism development can benefit local residents, improve living standards and quality of life. In addition, tourism development is expected to contribute to the receipt of Regional Original Revenue and create jobs in the region (Rusyidi and Fedriansyah, 2018).

However, since opening in 2022 the number of visitors has remained relatively low and the overall level of visitation is relatively low. This can be due to the limitations of marketing and management of this tour. Palimbunga (2017) states that community-based tourism development has limitations, namely the lack of human resources with potential in tourism, lack of community knowledge about tourism and the lack of financial capacity and community expertise to manage tourism. Therefore, to face increasingly competitive business competition, companies need to make a breakthrough or formulate the right marketing strategy so as to maintain their business position (Kyana *et al.*, 2023). Companies will need a strategy in running a business to achieve and maintain optimal company performance (Hidayatulloh *et al.*, 2021). Companies need the right marketing strategy to anticipate internal and external problems in business development (Ardiansyah *et al.*, 2024).

The external environment and internal environment have a significant role in decision-making efforts to realize the company's vision and mission. Interactions between internal and external environments will greatly affect the ability and important strategies for decision makers (Susanthi, 2017). This research aims to identify internal and external factors as key factors and has been categorized into two levels, namely internal environmental analysis (IFAS) and external environmental analysis (EFAS). Internal-External (IE) Matrix analysis is an important tool in strategic planning used to evaluate the company's strategic position and potential (David and David, 2017). According to Rangkuti (2015: 95), the Internal-External Matrix is a model from General Electric (GE-Model). The parameters used include parameters of the company's internal strengths and external influences facing the company. In the context of Glagalinggah Pine Forest Tourism management, the purpose of using this model is to obtain a more detailed business strategy.

Based on the above background, this research needs to be carried out to formulate the Glagalinggah Pine Forest Tourism Business Strategy and its Implications for Marketing Strategy.

METHODOLOGY

This type of research is descriptive qualitative research. The object of this research is the marketing strategy of Glagalinggah Pine Forest Tourism with the research location in Glagalinggah Hamlet, Kintamani Village, Kintamani District, Bangli Regency, Bali Province. The data collection technique was carried out by interviewing the destination manager, to understand the business profile, strengths, weaknesses, opportunities, and threats of the company.

The analysis used is descriptive analysis to obtain an overall picture of the company, the condition of the internal environment, and the external environment and formulate relevant marketing strategies to be implemented. The decision to choose the best strategy is based on the results of the IE matrix analysis as shown in Table 1.

Table 1: IE Matriks Table
[Source : David *et al.*, (2020:207)]

EFE	IFE			
		Strong 3,0-4,0	Medium 2,0 – 2,99	Weak 1,0 – 1,99
	High 3,0 – 4,0	I <i>Growth & Build</i>	II <i>Growth & Build</i>	III <i>Hold & Maintain</i>
	Medium 2,0 – 2,99	IV <i>Growth & Build</i>	V <i>Hold & Maintain</i>	VI <i>Harvest or Divest</i>
	Low 1,0 – 1,99	VII <i>Hold & Maintain</i>	VIII <i>Harvest or Divest</i>	IX <i>Harvest or Divest</i>

FINDINGS AND DECISION

The analysis conducted in the internal environment examines the factors that exist in Glagalinggah Pine Forest Tourism, namely the strengths and weaknesses presented in Table1.

Table 1. Internal Factors Analysis Summary/IFAS)

Internal Factors Analysis Summary (IFAS)	Currently (2024)			The Future (2025-2029)		
	Weight	Ratings	Score	Weight	Ratings	Score
Strengths						
Strategic location, its placed in Kintamani, Bali	0.14	4	0.56	0.14	4	0.56
Coffee shop in the middle of the forest with the Pino Coffee brand which sells authentic Kintamani coffee	0.12	3	0.36	0.15	4	0.6
Natural beauty of the pine forest	0.11	4	0.44	0.12	4	0.48
Tree adoption program as a program to support environmental conservation	0.08	3	0.24	0.11	4	0.44
Amphitheater as a venue for local cultural performances	0.1	3	0.3	0.13	3	0.39
Has a Camping Ground as a camping location	0.09	3	0.27	0.09	3	0.27

Sub Total	0.64		2.17	0.74		2.74
Weaknesses						
Promotion is not yet optimal	0.13	1	0.13	0.06	2	0.12
Limited management human resources	0.12	1	0.12	0.1	1	0.1
Facilities and infrastructure at tourist locations are inadequate	0.06	2	0.12	0.05	2	0.1
Information regarding the clarity of routes or paths that can be followed to enjoy tourism in forest areas is still not complete and clear	0.05	2	0.1	0.05	2	0.1
Sub Total	0.36		0.47	0,26		0.42
Grand Total Matrik IFE	1		2.64	1		3.16

Source: Data processed

Table 1 shows that based on the results of calculations using the IFAS Table, the total score obtained by the current Glagalinggah Pine Forest Tourism is 2.64, which indicates that the company's internal position is quite strong, but not in a very dominant category. This indicates that the company is able to survive and maintain its operational sustainability by utilizing existing strengths. The main strength it currently has is that it has a strategic location with a score of 0.56 where Glagalinggah Pine Forest Tourism is located in Kintamani, where the development of tourism is very rapid. This is in line with research from Sagala & Pellokila's research (2019) which states that having a strategic location is a strength in internal factors. The next strength lies in the natural beauty of the pine forest with a score of 0.44, where this tourist attraction has the beauty of a pine forest that is more beautiful than other pine forest tours. While the weakness of this tourist attraction is in the promotion that has not been optimized with a score of 0.13. This is in line with the findings of Subaktilah *et al.* (2018), where the lack of promotion and marketing reach is an internal weakness.

The IFAS table also shows the conditions in the future. In the future, the total score of Glagalinggah Pine Forest Tourism is 3.16, which indicates that the company's internal position is strong enough to overcome existing weaknesses with its strengths. The main strength in the future lies in the existence of a coffee shop in the middle of the forest with the Pino Coffee brand that sells authentic Kintamani coffee dishes with a score of 0.6, this is because Kintamani is famous for its coffee drink branding. Meanwhile, in the future, the main

weakness still lies in unoptimized promotion with a score of 0.12 due to access to promotional platforms and unoptimized community collaboration.

The analysis conducted in the External environment examines the key factors that exist, namely opportunities and threats.

Table 2. External Factors Analysis Summary/EFAS

External Factors Analysis Summary (EFAS)	Currently (2024)			The Future (2025-2029)		
	Weight	Ratings	Score	Weight	Ratings	Score
Opportunities						
Tourism development in Kintamani is increasing rapidly	0.15	4	0.6	0.17	4	0.68
Increased tourist demand for nature-based tourism	0.14	3	0.42	0.16	4	0.64
Tourists' need for educational and conservation tourism as a means of learning about the environment	0.13	4	0.52	0.15	4	0.6
Empowerment of local communities	0.12	3	0.36	0.13	3	0.39
Sub Total	0.54		1.9	0.61		2.31
Threats						
Competitors are pine forest tourism in a nearby location	0.14	2	0.28	0.13	1	0.13
Tourist behavior that's not environmentally friendly has the potential to disrupt the sustainability of forest areas	0.13	1	0.13	0.11	3	0.33
Waste management in forest areas needs special attention	0.12	1	0.12	0.08	2	0.16
There are changes in regulations or government policies that are not profitable for the manager	0.07	2	0.14	0.07	2	0.14

Sub Total	0.46		0.67	0.39		0.76
Grand Total Matrik EFE	1		2.57	1		3.07

Source: Data processed

Table 2 shows that based on the results of calculations using the EFAS Table, the total score obtained by Glagalinggah Pine Forest Tourism is currently 2.57. The total weight score above 2.57 indicates that the company is able to respond well to external factors by utilizing existing opportunities to overcome threats. The main opportunity the company has is the development of tourism in Kintamani which is growing rapidly with a score of 0.60. The next opportunity is the need for tourists for educational and conservation tourism as a means of learning about the environment with a score of 0.52. While the current weakness is the existence of competitors in the form of pine forest tourism with an adjacent location with a score of 0.28. This is in line with the findings of Pratama & Susanti (2022), competitors as a threat in external factors, the existence of competitors as a strategic threat factor in external factor analysis.

The EFAS table of Glagalinggah Pine Forest Tourism in the future shows that the main opportunities still remain in the development of tourism in Kintamani which is growing rapidly with a score of 0.68. While the main threat that can occur in the future shifts lies in the behavior of tourists who are not environmentally friendly, potentially disturbing the preservation of forest areas with a score of 0.33.

Formulating and Defining Business Strategy

The current and future position of the company, as shown in the following figure:

EFE	IFE			
		Strong 3.0-4.0	Medium 2.0 – 2.99	Weak 1.0 – 1.99
High 3.0 – 4.0	I <i>Growth & Build</i>	II <i>Growth & Build</i>	III <i>Hold & Maintain</i>	
Medium 2.0 – 2.99	IV <i>Growth & Build</i>	V <i>Hold & Maintain</i>	VI <i>Harvest or Divest</i>	

	Low 1.0 – 1.99	VII <i>Hold & Maintain</i>	VIII <i>Harvest or Divest</i>	IX <i>Harvest or Divest</i>
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Current IE score: 2.64 / 2.57 (A)

Future IE score: 3.16 / 3.07 (B)

Source: Data processed

Based on the IE Matrix, it is known that Glagalinggah Pine Forest Tourism is currently in quadrant V “hold & maintain” and in the future is expected to reach quadrant I or in the “grow and build” position. For this reason, the business strategies that can be carried out at this time are the Market Penetration and Product Development strategies. The formulation of the current Glagalinggah pine forest tourism business strategy is as follows:

1. Market Penetration

Market penetration is defined as an effort to increase market share through increased sales of existing products in existing markets, by utilizing strategies such as promotion, price reduction, or more intensive distribution (Kotler and Keller, 2016). The market penetration strategy in the Glagalinggah Pine Forest Tourism business is an effort to increase sales of tourism products and gain a larger market share by conducting more aggressive marketing strategies. One approach that can be taken is through digitalization of marketing through internet marketing. Internet marketing is a marketing activity using a promotional strategy through the internet that can expand the sales scale and is inexpensive to implement (Susanti, 2020). Increasing market share can also be done by utilizing various social media platforms that match the target market profile and business characteristics (Nurkasanah *et al.*, 2024). The application of digital marketing as a promotional medium can be a strategic step to expand market reach and increase brand awareness (Rahmawati & Ikaningtyas, 2023).

2. Product Development

Product Development strategy is a strategy that seeks to increase sales by improving or modifying existing products or services. Product development usually requires large research and development (R&D) expenditures. Product development is one of the company's steps to maintain and improve competitiveness (Wijaya and Maghfiroh, 2018).

The strategy recommendations given for the future are to use intensive strategies, namely market development, market penetration and product development. Growth & Build focuses on the internal growth of the company and involves investing in existing products or markets to increase market share and company growth. Growth & Build is an aggressive strategy and

often requires significant resource allocation for innovation or expansion. The formulation of Glagalinggah pine forest tourism business strategy for the future is to consistently implement market penetration and product development strategies and add market development in its business strategy.

Market Development

Market development strategy is defined as an effort made when the old market is stable, then efforts are made to open up opportunities in new markets (Juliani *et al.*, 2017). This strategy is used to expand the range of product sales, namely new customers who have not been touched before. Currently, visitors to Glagalinggah pine forest tourism are still dominated by local Balinese visitors or segmented foreign tourists in the form of tourists who like adventure and nature tourism. In the future, marketers need to also target domestic tourists, where currently domestic tourist visits are still relatively low.

Marketing Strategy for Glagalinggah Pine Forest Tourism

The implementation of the suggested intensive strategy for Glagalinggah Pine Forest Tourism certainly has an impact on marketing strategy. Some of the implications of business strategy on marketing strategy in terms of marketing mix for Glagalinggah pine forest tourism are as follows:

1. Products, through new product development and actively developing product quality. This can be done by adding a menu in the coffee shop in the form of local and western food menus and improving the quality of food and drinks served. Product development can be done by adding new product variants that are not yet available on the market (Rusmania *et al.*, 2022).
2. Price, through providing competitive prices for both entrance tickets and food and beverage menus. Competitive pricing allows companies to optimize the market share of their products or services compared to their competitors (Zed *et al.*, 2024).
3. Promotion, promotion is an activity carried out to introduce a product, both goods and services to consumers, with the intention of influencing and attracting consumer attention, so that consumers are interested in buying a product (Sa'ban *et al.*, 2023). To introduce tourism products requires promotion to introduce tourist attractions throughout the world as well as in Indonesia, without effective promotion, tourist attractions cannot be recognized, so the level of tourist visits must be low (Wolah, 2016). Promotion can be done by increasing publications

and aggressive promotions by utilizing marketing through social media such as Instagram, Facebook, Shopee, TikTok and several other marketplaces including offering products on e-commerce (Widyanita & Rahanatha, 2022). Promotion can also be done by working with travel agents who handle tourists to market tour packages.

4. Place, can be done through structuring tourist sites based on zoning, to make it easier for visitors to access attractions in the forest area.

5. Process, can be done by preparing clear standard operating procedures related to the services that can be obtained at this tourist attraction. To simplify the process, managers can also provide online reservations for visitors. This is in line with Dira *et al.* (2024) where companies can improve services by providing online reservation opportunities.

6. People, it is necessary to conduct training on the workforce to provide a friendly, professional, and memorable experience. Such as training employees to be able to provide good and informative service. Human resources are very important in services, because they interact directly with customers.

7. Physical Evidence, In ecotourism service marketing, this can be in the form of preserved natural conditions or environmentally friendly facilities. Physical evidence can help build trust, such as clean and well-maintained facilities, positive online reviews and staff uniforms.

CONCLUSIONS AND SUGGESTIONS

Based on the Internal-External Matrix (IE Matrix), it is known that the current business position is in quadrant V “hold and maintain” and is predicted to be in quadrant I in the future or in the “grow and build” position. Under these conditions, the right strategy to use at this time is market penetration and product development. As for the future, they still apply market penetration and product development but need to add a market development strategy. Managers also need to consider the right marketing strategy so as to maximize the growth potential of the Glagalinggah Pine Forest Tourism business. Business strategies integrated with the 7P elements can ensure a comprehensive and effective approach in achieving their business goals.

Suggestions for tourism managers so that the Glagalinggah pine forest tourism business can develop better are that they must focus on improving their strengths and overcoming their weaknesses. In addition, in order to increase its competitiveness, existing opportunities must be utilized properly and determine mitigation of threats that can occur. To improve its

strengths, the manager can improve the location arrangement and improve the taste of the food and drinks provided. Meanwhile, to improve its weaknesses, the manager can set the right marketing strategy, especially increasing marketing media, especially online marketing media. Tourism managers can also conduct training that supports the business, especially training in serving *tanu* in a friendly and informative manner. Regarding the threats faced in the future business, the attitude of tourists who are not environmentally friendly which can cause forest damage can be overcome by managers with education and environmental awareness which can be done by increasing information boards about the importance of preserving the environment, providing supporting facilities such as trash bins and supervision and enforcement of rules for visitors who violate.

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