

Ecotourism Development Strategy at Situ Gede Bogor

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Abstract: This study aims to determine the potential and strategy for developing natural ecotourism in the Situ Gede Bogor. The research method used through survey and interview. The objective of this study is to identify the existing conditions, The analysis of the quality and potential of Situ Gede Ecotourism in Bogor as a tourist attraction so that the development directions in the city of Bogor can be formulated as a tourist attraction. Based on Internal Analysis of Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) the following calculations are carried out: the number of strengths and opportunities (S + O) = $1.46 + 1.37 = 2.83$, number of weaknesses and opportunities (W + O) = $1.43 + 1.37 = 2.80$, number of strengths and threats (S + T) = $1.46 + 1.63 = 3.09$, number of weaknesses and threats (W + T) = $1.43 + 1.63 = 3.06$. The calculation results show that the number of strengths and threats get the greatest results so that the chosen strategy is the Strategy Strength - Threats. This strategy uses the power it has to avoid threats that come from the outside environment. The development strategy is to increase public awareness by providing socialization about the benefits of the existence of the Situ Gede Ecotourism Area.

Keywords: Ecotourism; IFAS; EFAS; Development Strategy; Situ Gede Bogor

1. Introduction

The entire tourist attraction object is a resource that has high economic value as well as a means of education and environmental preservation. The use of natural resources and the environment as well as concern for the surrounding community in conservation areas is in line with the vision of ecotourism development namely biodiversity conservation and its ecosystem as well as local community empowerment. Ecotourism is one of the fastest growing segments of the sustainable tourism industry, which focuses on wildlife conservation, environmental protection, poverty alleviation and economic development (Anup, 2016).

In all attempts to define and theoretical approaches to ecotourism (Cheia, 2013), the most common feature is that it is based on the work of nature, even in the most sensitive and restrictive areas to human access, and simultaneously, the concern for conservation or environmental protection.

Ecotourism benefit (Cusak & Dixon, 2006) helps in the conservation of natural, cultural and built resources and maintains the quality of life of local area. With an objective of environmental conservation, it creates sustainable economic development and balances the conflicting goals of economic development and biodiversity conservation. In ecotourism (Degang & Xiaoting, 2006) local people realize the importance of conservation and protect the environment in an active manner. They maintain national standards of atmospheric quality, sound quality, drinking water, sewage, lampblack and all kinds of establishments. Community-based ecotourism is the best option in an area which is

conserved, owned and managed by a community to gain income by operating a tourism enterprise (Das & Syiemlieh, 2009).

Bogor which has a geographical position in the middle of the Bogor Regency region and its location close to the capital city of DKI Jakarta, makes it strategic in the development and growth of economic activities. Bogor Botanical Gardens and Bogor Palace are attractive tourist destinations. The position of Bogor City between the destinations of Puncak or Cianjur is also a strategic potential for economic growth to date. There are around 14 attractions in the city of Bogor. The main tourist attraction of Bogor City in 2018 included the Botanical Gardens, Bogor Palace, and Cimanggu Country Club. This is measured by the level of tourist visits to the place which is relatively higher than the level of visits to other tourist objects, as can be seen in Table 1 below.

Table 1. Number of Visits to Tourism Objects in Bogor 2013-2017

No	Tourism Object	2013	2014	2015	2016	2017
1	Kebun Raya Bogor	1.040.083	1.185.381	1.113.369	940.086	1.432.666
2	Istana Bogor	45.276	150.098	112.017	117.887	661.592
3	Country Club Cimanggu	203.956	256.568	321.808	328.670	479.338
4	Museum Zoologi	127.989	215.531	212.604	211.745	362.349
5	Museum Etnobotani	32.288	44.809	3.872	3.804	6.333
6	Museum Tanah	26.477	38.719	38.809	39.843	46.772
7	Museum PETA	22.398	36.102	13.405	13.173	15.667
8	Museum Perjuangan Bogor	30.618	37.556	31.867	29.930	26.667
9	Prasasti Batutulis	28.899	29.337	16.327	15.182	22.868
10	Situ Gede	26.387	50.743	36.640	37.211	31.236
11	Plaza Kapten Muslihat	30.756	30.756	33.829	19.429	24.446
12	Jungle Fest	-	181.250	221.446	116.388	121.438
13	The Jungle	305.745	426.820	653.101	665.745	589.820
14	Rancamaya Country Golf	40.079	80.519	39.120	41.211	95.366

Based on the description above, tourism in Bogor has the potential to be more inviting to the number of tourists who will come to visit and it is also necessary to know the priority scale of the development of tourism objects so that it can attract more domestic and foreign tourists. The process of tourism development is closely related to various aspects and components of development, both community development and the development of the state and nation. In order for all these components to be able to benefit from tourism development proportionally and contribute according

to tourism development, tourism development is generally directed through two approaches, namely sustainable development approaches and market approaches. Tourism development is not intended to exploit tourism resources but is sought to empower these resources so that they can provide the best benefits for people who live in tourist sites.

Based on the data filed in Situ Gede the conditions that are poorly maintained and of concern due to waste caused by the increased of tourist that comes, siltation due to sedimentation and the result of unclear boundaries between the land and the community's land that makes an attempt to encroach on the area and use it without permission by the community. In addition, the lack of tourism support facilities such as accommodation, restaurants and other facilities as well as tourism promotion makes the potential of the site less visible. The current situation of Situ Gede makes the potential of the area as a tourist attraction not being utilized properly, so that the interest of tourists to visit will slowly decreased if is not well maintain.

Based on the description above, ecotourism in Bogor has the potential to be more inviting to the number of tourists who will come to visit and it is also necessary to know the priority scale of the development of tourism objects so that they can attract more domestic and foreign tourists to increase foreign exchange. The problems that exist in the description of the problem formulation, this study aims to analyze how the strategy in developing the ecotourism area in Situ Gede Bogor.

2. Literature Review

2.1 Ecotourism

Eco tourism, natural resources, cultural heritage, rural lifestyle and an integrated tourism is a type of local economic activities. Therefore, ecotourism in naturel and cultural areas was carried out with a number of elements in their natural landscape and cultural landscape (water, vista, topography, vegetation, clean air), as well as in the variety of recreational activities suitable for all kinds of environments. Therefore, ecotourism and its natural assets and raw materials to create, as well as directing people to travel is an attractive force (Kiper, 2011). Ecotourism is an alternative tourism model that respects host communities and their sociocultural and natural environment and has balanced development as its target (Jafari, 2005). According (OMT,2014) Ecotourism is currently defined as a purposeful travel to natural areas to understand the culture and natural history of the environment, taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to local people.

In their analysis of the concept (Donohoe & Needham,2006) identified six principles underlying ecotourism: reliance on nature, conservation purposes, environmental education, sustainability, equitable distribution of benefits, ethical responsibility for both local population and tourists. Ecotourism generates local benefits and also affects the way tourists perceive, experience and learn about nature, its landscape, flora, fauna and habitats, as well as cultural relics (Kiper, 2013). Therefore, ecotourism has the potential to increase environmental awareness of both the local population and tourists. Hence, it is highly recommended that visitors are educated and prepared in advance to interact with the host community (Dubin and Durham, 2008).

Ecotourism is a model of tourism that envisages an alternative way of development that conserves natural areas and promotes social welfare and economic diversification within a framework of sustainability in economically marginalised communities (poor, indigenous, rural) (Garraway, 2009). The destinations are located in marginalised areas characterised by lack of monetary resources, local skills and mechanisms to ensure fair distribution of benefits, in addition to poor commercial links and experience in planning, finance and product development (Coria and Calfucura, 2012). Government intervention to overcome economic difficulties has been absent, resulting in migratory flows towards the central regions, weak domestic economic relations and a lack of effective policies and economic control over decisions that affect local welfare (Hall and Boyd, 2005). Although empowerment is necessary for development, sustainability and preservation of natural resources, the ability of localities to receive large numbers of tourists must be considered so as to avoid a risk of benefits not reaching the community.

2.2 Strategy Development

A strategy defined as a deliberate conscious set of guidelines that determines decisions into the future (Mintzberg & Henry, 2007) . It is explicit, developed consciously and purposefully, and made in advance of the specific decisions to which it applies. Mintzberz, points out that people use "strategy" in several different ways, the most common being these four:

- 1.Strategy is a plan, a "how," a means of getting from here to there.
- 2.Strategy is a pattern in actions over time; for example, a company that regularly markets very expensive products is using a "high end" strategy.
- 3.Strategy is position; that is, it reflects decisions to offer particular products or services in particular markets.
- 4.Strategy is perspective, that is, vision and direction.

Strategy is not all about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors (Porter,2008). Porter defines competitive strategy as "a combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there."

2.3 SWOT Analysis

SWOT is an acronym for the internal Strengths and Weaknesses of a firm and the environmental Opportunities and Threats. The analysis is based on the assumption that an effective strategy derives from a sound "fit" between a firm's internal resources and its external situation (Pearce & Robinson, 2008). SWOT analysis outlines the strategic strengths, weaknesses, opportunities, and threats to determine an organization's competencies as well as identify future opportunities explained the definition of strengths, weaknesses, opportunities, and threats:

1. Strengths are those points where a company has a competitive advance in comparison with their competitors.
2. Weaknesses are those points where a company has a competitive disadvantage in comparison with their competitors.
3. Opportunities are characteristics of the external environment that have the potential to help the organization to achieve its strategic goals.
4. Threats are characteristics of the external environment that may prevent the organization from achieving its strategic goals.

An EFAS (External Factors Analysis Summary) table is one way to organize the external factors into the generally accepted categories of opportunities and threats as well as to analyze how well a particular company's management (rating) is responding to these specific factors in light of the perceived importance (weight) of these factors to the company (Hunger & Wheelen, 2010). IFAS (Internal Factor Analysis Summary) table is one way to organize the internal factors into the generally accepted categories of strengths and weaknesses and to analyse how well a particular company's management is responding to these specific factors in light of the perceived importance of these factors to the company.

3. Material & Methodology

3.1 Study Area

The research was conducted on the edge of the Dramaga Forest, which is a research forest owned by the Forestry Research and Development Agency, the Ministry of Forestry, the lake which has an area of about 6 hectares is a daily recreation area for Bogor residents. This tourist location is approximately 10 km from the center of Bogor City, or about 3 km north of Bubulak Terminal. Situ Gede is actually close to, or in one system, with several others nearby. Namely Situ Leutik (now gone), Situ Panjang, and Situ Burung. The latter is located in Cikarawang Village, Dramaga District, Bogor Regency. Geographically it is located on 6 ° 33'8.1 " LS, 106 ° 44'46.5 " BT.

3.2 Data Collection

The source of this research data is in the form of qualitative and quantitative data that can be calculated or processed using statistics to draw conclusions, such as weighted average and assessment of tourists on the development of ecotourism of Situ Gede Bogor. The data was taken by purposive sampling by using a sampling tourism destination that was performed through questionnaire assessment, including visitor perception to assess 100 visitors who had visited Situ Gede Bogor. The visitor took the assessment including visitor perceptions on supporting ecotourism attraction.

3.3 Data Analysis

The obtained data was analyzed by using the SWOT analysis, comparing the internal and external factors in the form of IFAS (Internal Factor Analysis Summary) matrix and EFAS (External Factor Analysis Summary) matrix quantitatively. Each factor was given a value rating from 1 to 4 (1= the underlying weakness; 2= minor weakness; 3= sufficient strength; and 4= great strength). The final result could be determined by the amount of weight multiplied by the value. The results of EFAS/IFAS matrix became coordinate points in the SWOT diagram. IFAS matrix, if the value was more than 2.5 showed that there was more strength than weakness. This also applied to EFAS matrix, if the value was more than 2.5, it showed that there was more opportunities than threats. In addition, the determination of performing SWOT analysis was to analyze the advantages and disadvantages of an ecotourism location as well as suggestions for improvement of ecotourism plan.

4. Results and Discussion

4.1 Visitor Perception on Ecotourism Situ Gede Bogor

Characteristics of Respondents

Results of a survey conducted with a sample of 100 respondents that visited Situ Gede Bogor from the period of February – March 2019. The general profile of respondents was presented in Table 2.

Table 2. Profile Respondent

Variable	Total %
Gender	
Male	62
Female	38
Age	
15 – 25	23
26 – 35	42
36 – 45	15
46 – 55	12
➤ 56	8
Occupation	
Student	24
Employee	42
Entrepreneur	18
Other	16
Visits	
1-2 times	35
3-5 times	55
➤ 5 times	10

Visitor Perception on Ecotourism Situ Gede Bogor

One effort to achieve success in developing a region is by involving the local community in activities. With the community involvement in the development and management of tourist attractions it will have a positive impact on the sustainability and sustainability of the ecosystem around the object. Most of the people (75%) stated that they did not know what was meant by ecotourism. Only 20 % of respondents knew the function of a tourist attraction and only 15% knew the impact of the existence of a tourist attraction.

Table 3. Visitor Perception at Situ Gede Bogor

No	Activities	Yes	No	Number Respondent
1	Knowledge :			
	a. The meaning of natural tourism	25	75	100
	b. Function of Tourism Objects	32	68	100
	c. Impacts that arise	20	80	100
2	Development of Tourism Objects	27	73	100
3	Participation in Tourism Activities	42	58	100

Table 4. Visitor Comment at Situ Gede Bogor

No	Visitor Comment
1	Need to add facilities and infrastructure such as: public toilets, changing rooms, trash bins, security facilities
2	The government must be more serious in developing natural attractions
3	It is necessary to place supervisors to avoid accidents to visitors
4	Environmental cleanliness must always be maintained
5	Need to add children's play area
6	Outbound facilities and water sports facilities need to be made

4.2 SWOT Analysis Development of Ecotourism in Situ Gede, Bogor

SWOT analysis is a qualitative analysis used to identify various factors systematically to formulate a strategy for an activity. This analysis is based on logic that can maximize the strength and opportunity of an activity, which can simultaneously minimize weaknesses and threats (Rangkuti, 2008). In accordance with the conditions and potential and responses from the local community and visitors, a SWOT analysis was conducted (Strengths, Weakness, Opportunity and Threats. So the results of the analysis can be used as a basis for developing Situ Gede ecotourism in the future. It is expected that SWOT analysis ecotourism development can be more directed and in accordance with the potential that exists. With this SWOT analysis all aspects related to ecotourism are grouped into two namely internal groups and external groups. Internal groups are strengths and weaknesses, while external groups are opportunities (opportunities) and challenges / threats. Based on the information and research at the location, a description of the SWOT analysis was obtained as follows:

1. Strength

- a. Have a very diverse tourism potential, namely beautiful panorama, endemic flora and fauna wealth, and customs that are still maintained.
- b. The community is very friendly, open and ready to accept tourists.
- c. Availability of good road access to tourist sites.
- d. Support of the local community in preserving nature around the area of Situ Gede.
- e. Local community support is very strong to facilitate ecotourism in the Situ Gede.
- f. In addition, funding was also provided by the Local Government to develop facilities in the area around the Situ Gede area and the existence of the "Kelompok Sadar Wisata".

2. Weakness

- a. Tourist signs and restrictions are not yet available.
- b. Lack of promotion for tourists.
- c. Inadequate availability of supporting facilities for cleanliness, such as trash bins and public toilets.
- d. The local government has not fully paid attention to natural tourism as a source of increasing community welfare and local revenue sources.

3. Opportunities

- a. A safe and conducive condition will attract tourists.
- b. Decreasing natural resources that cannot be renewed, such as; coal, petroleum and others, which raises the thought of looking for potential natural resource alternatives that can be developed.
- c. The community has begun to know the impact of excessive damage to natural resource use.
- d. Community attention to natural sustainability is increasing, so that it is expected to make ecotourism a target where they overcome boredom (back to nature).

4. Threat

- a. The development of ecotourism will certainly have a negative impact on both the region and the socio-cultural community, such as the existence of environmental pollution from the smoke of motorized vehicles by tourists and the presence of foreign cultures that are accidentally displayed by foreign tourists.
- b. The existence of illegal logging in the production forest area and protected forest around Situ Gede Forest will make the lake water discharge decrease and will cause high erosion on the surface.
- c. The protected forest area in Situ Gede Forest has not been managed optimally.

Furthermore, the description above is compiled in a development strategy based on a combination of strengths with opportunities to be S-O strategies, strengths with threats become S-T strategies, weaknesses with opportunities become W-O strategies, and weaknesses with threats become W-T strategies. In complete analysis of internal and external factors the development of Situ Gede ecotourism is summarized in the Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) on table 5.

Table 5. EFAS/IFAS Table Summary

Internal Strategic Factor Analysis Summary (IFAS)	Weight	Rating	Score
Strengths			
1. Has a very diverse tourism potential, namely beautiful panorama, endemic flora and fauna wealth, and customs that are still maintained.	0,12	4	0,48
2. The community is very friendly, open and ready to accept tourists.	0,08	3	0,24
3. Availability of good road access to tourist sites.	0,07	2	0,14
4. Support of the local community in preserving nature around the area of Situ Gede.	0,08	2	0,16
5. Local community support is very strong to facilitate ecotourism in the Situ Gede area.	0,08	1	0,08
6. In addition, funding was also provided by the local Government of Bogor to develop facilities in the area around the Situ Gede area and the existence of the Group “Sadar Wisata”	0,09	4	0,36

Total Strengths	0,52		1,46
Weaknesses			
1. Tourist signs and restrictions are not yet available.	0,12	1	0,12
2. Lack of promotion for tourists.	0,09	4	0,36
3. Inadequate availability of supporting facilities for location cleanliness, such as trash bins and public toilets.	0,14	4	0,56
4. The Local Government of Bogor has not fully paid attention to natural tourism as a source of increasing community welfare and local revenue sources.	0,13	3	0,39
Total Weaknesses	0,48		1,43
Total (S+W)	1,00		2,89
External Strategic Factor Analysis Summary (IFAS)	Weight	Rating	Score
Opportunities			
1. A safe and conducive condition will attract tourists	0,12	4	0,48
2. Decreasing natural resources that cannot be renewed, such as; coal, petroleum and others, which raises the thought of looking for potential natural resource alternatives that can be developed.	0,14	1	0,14
3. The community has begun to know the impact of excessive damage to natural resource use.	0,11	3	0,33
4. Community attention to natural sustainability is increasing, so that it is expected to make ecotourism a target where they overcome boredom.	0,14	3	0,42
Total Opportunities	0,51		1,37
Threats			
1. The development of ecotourism will certainly have a negative impact on both the region and the socio-cultural community, such as the existence of environmental pollution from the smoke of motorized vehicles by tourists and the presence of foreign cultures that are accidentally displayed by foreign tourists.	0,16	4	0,64
2. The existence of illegal logging in the production forest area and protected forest around Situ Gede Forest will make the lake water discharge decrease and will cause high erosion on the surface.	0,15	3	0,45
3. The protected forest area in Situ Gede Forest has not been managed optimally.	0,18	3	0,54
Total Threats	0,49		1,63
Total (T+O)	1,00		3

Description: 1) Weight scale starts from 1.0 (most important) to 0,0 (not important), based on the influence of these factors on the strategic position of development. All of these weights should not exceed the total score of 1.00. 2) Rating scale starts from 4 (outstanding) up to 1 (poor), based on the influence of these factors on conditions. Positive variables (all variables included in the power category) are given values ranging from +1 to +4 (very good) by comparing them with the industry average or with the main competitor. While the variables are negative, the opposite.

Based on IFAS and EFAS, the calculation is as follows: number of strengths and opportunities (S + O) = 1.46+ 1.37 = 2.83, number of weaknesses and opportunities (W + O) = 1.43 + 1.37 = 2,80, number of strengths and threats (S + T) = 1.46 + 1.63 = 3.09, number of weaknesses and threats (W + T) = 1.43 + 1.63 = 3.06. The calculation results show that the number of strengths and threats get the greatest results so that the chosen strategy is the Strategy ST that uses the power it has to avoid threats that come from the outside environment.

The strategy position chart of Situ Gede ecotourism development will be illustrated through the following formulation, determining the axis of the external factor = $OT = 1.37 - 1.63 = - 0.26$ and the internal factor axis = $SW = 1.46-1.43 = 0,03$. These results can be seen in the position of developing Situ Gede ecotourism which is located in Quadrant II, namely the ST strategy. The ST strategy is a strategy to use all of the power to avoid threats by increasing public awareness by providing socialization about the benefits of the existence of the Situ Gede Bogor.

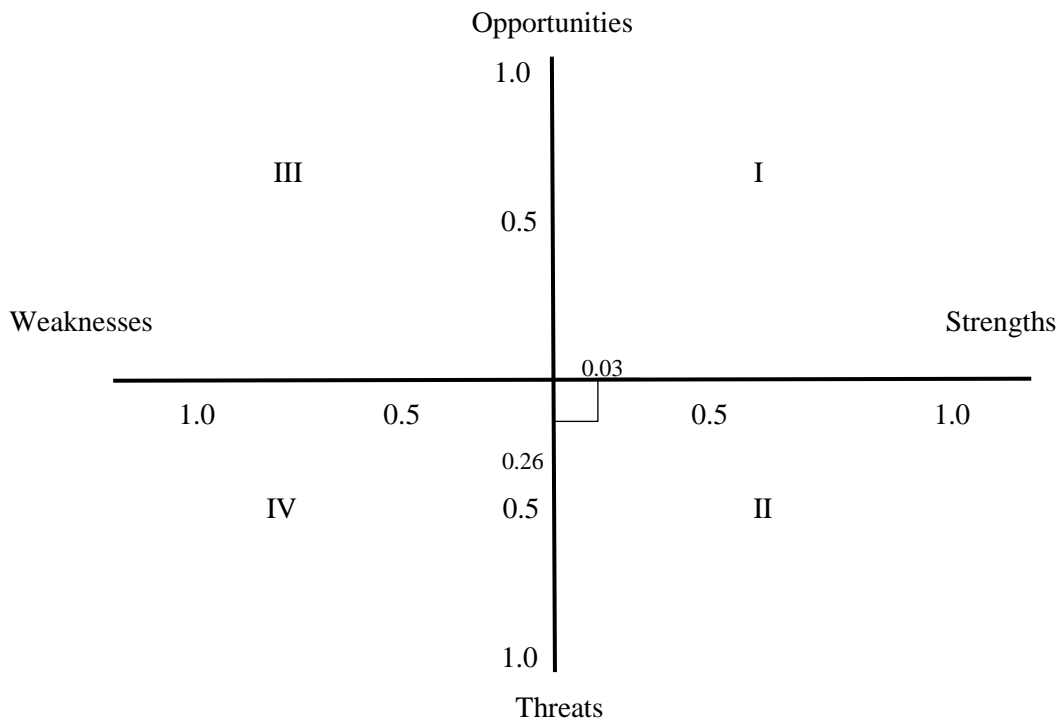


Figure 1. Grand strategy matrix ecotourism development Situ Gede Kota Bogor

4.3 Statement of results

Based on the SWOT analysis the Situ Gede Ecotourism area was on a positive point on the Y axis. Based on internal and external factors, Situ Gede Ecotourism Area could be combined into a form of strategy analysis to see the linkages between the two factors. This analysis is useful in planning efforts in the development of the Situ Gede Ecotourism area. In the formulation of the strategy, it is made in a SWOT analysis matrix that can be seen in Table 6.

Table 6. Matriks SWOT Analysis

<p style="text-align: center;">Internal</p> <p style="text-align: center;">External</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Has a very diverse tourism potential. • People who are very friendly, open and ready to accept tourists • Availability of good road access to tourist sites. • Support of the local community in preserving nature around the area of Situ Gede. • Strong local community support to facilitate ecotourism in the Situ Gede area. • In addition, funding was also provided by the Bogor Government. 	<p>Weakness (W)</p> <ul style="list-style-type: none"> • Tourist signs and prohibitions are not yet available. • Weak promotion for tourists. • Inadequate availability of supporting facilities for location cleanliness, such as trash bins and public toilets. • The City of Bogor has not fully paid attention to natural tourism as a source of increasing community welfare and local revenue sources.
<p>Opportunities (O)</p> <ul style="list-style-type: none"> • Safe and conducive conditions will attract tourists. • Decreasing natural resources that cannot be renewed, such as; coal, petroleum and others, which raises the thought of looking for potential natural resource alternatives that can be developed. • Communities have begun to know the impact of excessive damage to natural resource use. • Community attention to natural sustainability is increasing 	<p>Strategy S-O</p> <ul style="list-style-type: none"> • Enhance the safety of tourism objects. • Improving the quality of Human Resources. • Improve the quality of services for tourists. • Made as a tourist destination while studying for students. • Empowering the community to be a guide for tracing the track. • Increase tourism marketing 	<p>Strategy W-O</p> <ul style="list-style-type: none"> • Marketing as a promotional step through electronic media and non-electronic media. • Collaborating with the government and the private sector to improve facilities and infrastructure. • Collaborating with investors to help develop. • Easy accessibility to tourism objects can be achieved by repairing damaged roads or widening and construction of tourist information boards
<p>Threats (T)</p> <ul style="list-style-type: none"> • The development of ecotourism will certainly have a negative impact on both the region and the social culture of the community • The existence of illegal logging in production 	<p>Strategy S-T</p> <ul style="list-style-type: none"> • Increase public awareness by providing information about the benefits of tourism objects for them. • Invite the community to participate in maintaining the preservation of forests and tourism objects in 	<p>Strategy W-T</p> <ul style="list-style-type: none"> • Increase cooperation between local communities, tourism actors and the government optimally. • Increased awareness to the public about the importance of ecotourism development. • Increase cooperation

forest areas and protected forests around Situ Gede Forest. <ul style="list-style-type: none"> Protected forest areas in Situ Gede Forest that have not been managed optimally. 	them. <ul style="list-style-type: none"> Optimizing the potential of nature and the uniqueness of tourism objects. 	between stakeholders in developing ecotourism. <ul style="list-style-type: none"> Conduct counseling on Group called “Sadar Wisata”
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5. Conclusion

The main strengths offered by the Situ Gede Ecotourism Area in Bogor was the presence of flora and fauna, beautiful natural scenery, lakes, rivers, and forests. In addition, tourist locations could be used as research sites for students. Based on analysis, Situ Gede Ecotourism Area was in quadrant II, which meant that this tourism object was in a favorable situation where Situ Gede Ecotourism Area had internal strength and external threats. This strategy used the power to avoid external threats by increasing public awareness by providing information on the benefits of Situ Gede, inviting people to participate in protecting the environment and the community, maintaining the preservation of forests and tourism objects in them and optimizing the potential of nature and the uniqueness of tourism objects. Cooperation between stakeholders in developing ecotourism is the purpose intensive strategy about the importance of ecotourism development

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