

Analysis And Communication Strategy For Agro-Education Development Of Kandi Fruit Garden In Sawahlunto City

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Abstract: This study aims to: (1) Analyze the communication process carried out by the manager in the development of Kandi Fruit Garden Agroedutourism; (2) Develop a communication strategy design in the development of Kandi Fruit Garden Agroedutourism. This research uses a constructivist paradigm with a qualitative approach. The mechanism for determining informants is Purposive sampling, where informants are determined based on their knowledge and involvement in the development of Agroeduwisata candi orchards. The result of this study is a Communication Strategy in the development of Kandi Fruit Garden Agroedutourism by utilizing Kandi Fruit Garden Agroedutourism Branding which comes from former mining land into productive fruit plants must be carried out on several social media and other promotional media so that it is easier to build a positive image of local and foreign tourists. Agroedutourism managers need cooperation with all levels of relevant stakeholders, to succeed in the development of sustainable agro-tourism with all its benefits in the future, it is necessary to improve the quality and quantity of human resources and institutions of Kandi Fruit Garden Agroedutourism managers so that they can innovate in facing the challenges of competition between tourist attractions.

Abstrak: Penelitian ini bertujuan untuk : (1) Menganalisis proses komunikasi yang dilakukan oleh pengelola dalam pengembangan Agroeduwisata Kebun Buah Kandi; (2) Menyusun rancangan strategi komunikasi dalam pengembangan Agroeduwisata Kebun Buah Kandi. Penelitian ini menggunakan paradigma konstruktivis dengan pendekatan kualitatif. Mekanisme penentuan informan adalah Purposive sampling, dimana para informan ditetapkan dengan berdasarkan pengetahuan dan keterlibatan mereka dalam pengembangan Agroeduwisata kebun buah kandi. Hasil dari penelitian ini adalah Strategi Komunikasi dalam pengembangan Agroeduwisata Kebun buah Kandi dengan memanfaatkan Branding Agroeduwisata Kebun Buah Kandi yang berasal dari lahan bekas tambang menjadi tanaman buah produktif harus lebih diusung di sejumlah media sosial dan media promosi lainnya agar semakin mudah membangun citra positif wisatawan lokal maupun mancanegara. Pengelola agroeduwisata memerlukan kerjasama dengan semua lapisan stakeholder terkait, guna menyukkseskan pengembangan agroeduwisata yang berkelanjutan dengan segala kebermanfaatannya dimasa mendatang untuk itu perlu peningkatan kualitas dan kuantitas sumberdaya manusia dan kelembagaan pengelola Agroeduwisata Kebun Buah Kandi sehingga mampu berinovasi dalam menghadapi tantangan persaingan antar objek wisata



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INTRODUCTION

The tourism industry is an important sector in improving the economy in Indonesia. The tourism sector is the main foreign exchange contributor, amounting to 64% of the Global GDP (Gross Domestic Product),

followed by the manufacturing industry at 32% and 4% contributed by the agricultural/agricultural industry. The tourism industry in various regions has proven to be able to have a significant positive impact on regional economic development because it can create jobs, and business opportunities and increase local native income (Hermawan, 2016). The presence of the central government policy issued Law Number 32 of 2004 which was revised through Law Number 23 of 2014 concerning Regional Government giving broad authority to each region to think strategically to develop the potential of regional resources. With the enactment of the law on regional autonomy, local governments have the authority to develop tourism in their regions (Masyhadiah, 2019). Tourism development cannot be separated from the development of local communities and the construction of supporting facilities. Due to the fierce competition in the tourism market, a tourist destination must be developed through more innovative communication to be liked by tourists, because tourist demand varies more than in previous years (Genç & Genç, 2017). The development of tourism potential needs planned and integrated handling, because of the many sectors that are interested in these natural tourism resources. Planned handling is not only on budget and infrastructure but also involves planning and communication strategies i.e. how the message is designed, to whom the message is delivered, through what media the message is distributed, and how to evaluate it. Communication strategy is the process of allocating communication resources to achieve organizational goals, which includes the resources of all activities designed to change behavior (Utomo & Cangara, 2013).

Sawahlunto City is one of the areas in West Sumatra known as a coal mining-producing area. Coal management in Sawahlunto City began to decline due to depleted coal production until in 2002 PT BA UPO closed open-pit mining in Sawahlunto City. The closure of the mine caused problems for the Sawahlunto City Government because of the large number of abandoned former mining land and people who lost their jobs. Sawahlunto City, which was previously the center of the economy, has become a city abandoned by economic activity. To improve the economy and maintain environmental quality, the Sawahlunto City Government through Regional Regulation Number 8 of 2012 concerning Regional Spatial Plan 2012-2032 develops former mining land, especially in the Kandi Area as a tourist area.

Kandi Fruit Garden agro-tourism is one of the tourist destinations built in the Kandi Tourism Area in addition to other destinations, namely the Kandi Animal Park and camping ground. Kandi Fruit Farm has been managed since 2012 on an area of 2.6 hectares. Kandi Fruit Farm feels special from other fruit orchards because it comes from barren land from former coal mining. Barren land conditions are transformed into productive land planted with various types of fruit plants. In addition, Kandi Fruit Garden Agroeduwisata offers tourism products in the form of agricultural education-based recreational facilities. In the course of developing tourist destinations in Sawahlunto City, Kandi Fruit Garden

Agroedutourism has not experienced development when compared to other attractions in the Kandi Area. The development of the number of tourists visiting tourist attractions in the Kandi Area of Sawahlunto City in 2016-2022 can be seen in Table 1.

Table 1 Development of the number of tourist attraction visits in the Kandi Area

No	Year	Kandi Animal Park	Kandi Fruit Farm	Camping Ground
1	2016	110289	9834	7300
2	2017	89927	12339	18555
3	2018	66166	9545	18578
4	2019	57715	4869	9611

5	2020	15894	3363	9627
6	2021	14890	6556	3289
	Sum	354881	46506	66960

Table 1 above illustrates the number of visits to three tourist destinations in the Kandi Area which is a former coal mining area and was established at the same time, namely 2010-2012. Compared to other attractions in the same area, Kandi Fruit Garden should be able to develop along with the development of other attractions. The management of the three attractions is different, where The Kandi Animal Park and Camping Ground are managed by the Youth and Sports Tourism Office, while the Kandi Fruit Garden is managed by the Department of Food Security, Agriculture, and Fisheries. In Sawahlunto City, the development of a tourist attraction is considered good if it meets the Regional Original Revenue (PAD) target set for the attraction at the beginning of the year by the Sawahlunto City Government. For Kandi Fruit Farm, PAD targets are set for visit ticket sales, fruit sales, and canteen rentals. The percentage of PAD achievement varies, where in 2019 it was 54.42%, in 2020 it was 39.60%, in 2021 it was 78.22% and in 2022 it was 51.79%.

Many things cause the low number of visits to Kandi Fruit Garden Agroedutourism. One of the main problems is that there are still not many known Agroeduwisata Kebun Kandi by tourists. This is because tourism communication carried out by the manager is still not optimal. The basic problem that causes the lack of optimal tourism communication carried out by the manager is the lack of intensive management in the use of communication media and the lack of packaging of agro-tourism supporting products developed. When viewed from its strategic location and the potential of unique tourist destinations, Kandi Fruit Garden should be one of the popular tourist destinations in Sawahunto City. But what

happened, Kandi Fruit Farm was not widely known, and most of them were only visited by local tourists.

The purpose of this study is to (1) analyze the communication process carried out by the manager in the development of Kandi Fruit Garden Agroedutourism; (2) develop a communication strategy design in the development of Kandi Fruit Garden Agroedutourism;

METHODS

This research uses a constructivist paradigm with a qualitative approach. The research design used is qualitative descriptive. The research was carried out at the Kandi Fruit Garden Agroedutourism for 3 (three) months, from October 1 to December 31, 2022. The informants in this study amounted to 34 people consisting of managers, related stakeholders, and visitors to Kandi Fruit Garden Agroedutourism. Data collection was conducted through in-depth interviews, observations, and Forum Group Discussion (FGD). Data analysis in this study uses 2 (two) techniques, namely to answer the first research question, data analysis using the NVivo application and to answer the second question data analysis using the SWOT method.

RESULTS AND DISCUSSION

Communication Process of Kandi Fruit Farm Agroedutourism

The communication process carried out by the manager of Kandi Fruit Garden Agroedutourism, namely the Sawahlunto City Agricultural and Fisheries Food Security Office based on the results of research in the picture below.

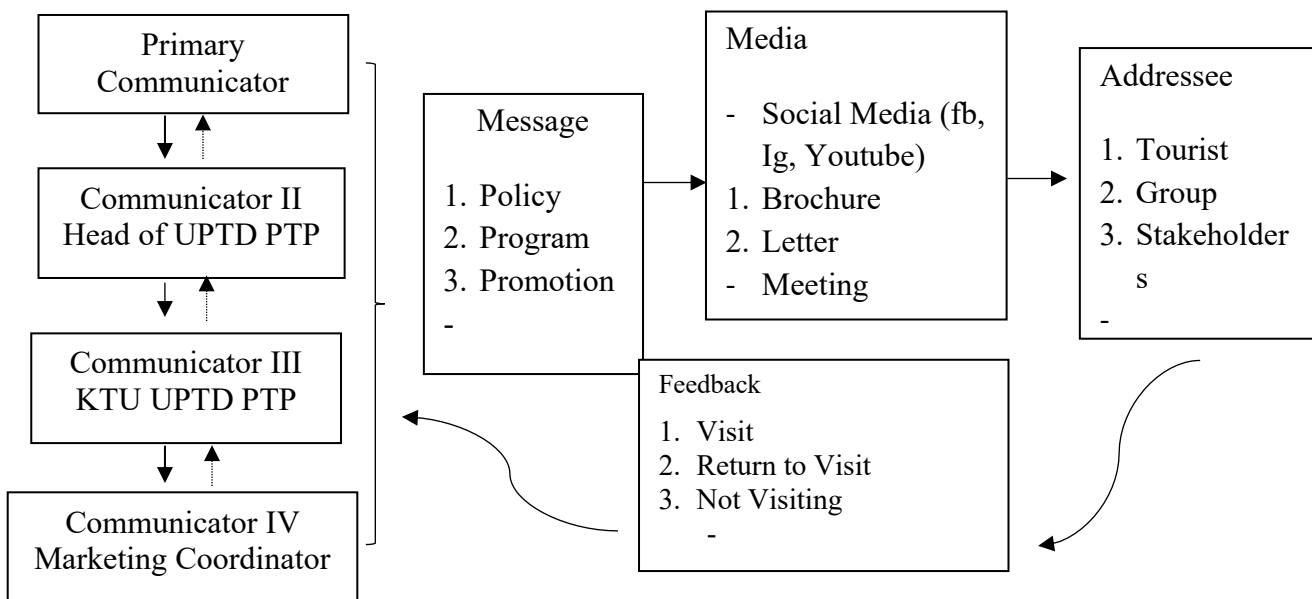


Figure 1. Communication Model of Agroedutourism of Kandi Fruit Garden

The main communicator in the development of Kandi Fruit Garden Agroedutourism is the Head of the Sawahlunto City Agricultural and Fisheries Food Security Office who conveys messages individually to the Head of UPTD PTP, then the message received by communicator II is conveyed to the Head of Administration of UPTD PTP, then the message received by communicator III is conveyed to communicator IV, namely the Marketing Coordinator of Kandi Fruit Garden Agroedutourism regarding related policies and program plans with the development of Kandi Fruit Garden Agroedutourism (Budiarti & Muflikhati, 2013).

The communicator flow can change in reverse in the delivery of promotional messages where the message made by the Marketing Coordinator is conveyed to the Head of Administration followed by the Head of UPTD PTP to be forwarded to the Head of the Agricultural and Fisheries Food Security Office of Sawahlunto City, after obtaining the approval of the Main Communicator, the message is disseminated by the Marketing Coordinator to the community and *stakeholders* related through the medium of messaging. This was

conveyed by the Head of Administration of UPTD PTP Wisra Febrina:

Communication with the Head of the Agricultural and Fisheries Food Security Office of Sawahlunto City was carried out by the Head of UPTD PTP. All information and orders are conveyed by the Head of UPTD PTP through the Head of TU at a coordination meeting every month. However, daily activities carried out by officers are carried out according to the direction of the Head of UPTD every day.

In line with this opinion, UPTD PTP staff Dela Liana added that:

The delivery of messages in the form of promotions is carried out by the manager, namely the Marketing Coordinator by first sending the message to the Head of UPTD through KTU then forwarded to the Head of the Office after approval and then sent via social media, brochures, or letters.

In conducting communication, managers divide messages into two properties, namely persuasive messages and

Figure 2 *Word Frequency Query*

In the *Word Frequency Query* above it can be seen that the word "kebun" dominated the study conversation with a frequency of 2.70% of all data, followed by the word "Kandi", "dinas", "pengelola", "tanaman", "agroeduwisata", "pengembangan", "komunikasi", "pariwisata" and "event". From the data above, it can be seen that "communication" is one of the dominant words in the overall interview results in the study.

Communication in tourism activities is very important because communication can build knowledge, feelings, desires, and participation of people to visit tourist attractions in an area. In other words, communication can be used as a tool to promote tourist destinations.

The results showed that communication carried out by the manager of Kandi Fruit Garden Agroedutourism, promotional coding through social media was the most discussed coding followed by educational messages, effective communication carried out by managers, implementation of evaluations, services provided to visitors, regulations governing the implementation of activities by managers, long bureaucracy in delivering messages, not yet synergy of management relationships with other stakeholders, the intensity of message delivery, informative messages, the impact of message delivery and branding owned by Kandi Fruit Farm.

Based on the results of the data analysis above, tourism communication carried out by the manager of the Kandi Fruit Farm based on its components:

a. Marketing Communications

Marketing communication is the main component discussed in the research. Promotion through social media is the main problem in the communication of the manager of Agroeduwisata Kandi Fruit Garden. Social media used at this time are Facebook, Instagram, and YouTube in addition to other promotional media such as brochures and correspondence. From the data obtained in the study, the use of social media as a medium of promotion and information during 2022, as many as 135

posts through Facebook and 0 posts through Instagram media. The intensity of the message/post is only 18.5% of the potential promotion in a year. If the manager promotes every day by packing a good message, it will increase public knowledge about the existence of the Kandi Fruit Garden. From the interviews, it was found that the Youth and Sports Tourism Office, which is the leading sector in the tourism sector, did not know the promotional activities carried out by the manager of the Kandi Fruit Garden. This is thought to be due to the lack of management with social media owned by Disparpora and the low intensity of message delivery so that it is less monitored on existing social media. The results of the interview also showed that promotion through social media is an easy way to market tourist destinations and the products they offer. This is in line with Pangayow's opinion (2022), that promotion affects visiting decisions where the more promotion through social media, the more the decision to visit. Besides Facebook, the social media that is currently popular is Instagram. The tourist destination of Kandi Fruit Garden is still not *Instagramable* to attract young people to visit and take selfies. Even with Instagram, young people easily have new content in the form of photos that will be uploaded to their social media. Communication activities of tourist destinations like this will quickly spread among young people who currently use it more as the main communication channel.

The use of Instagram, besides being simpler and more flexible, is also easy to carry anywhere, both in storage, and reception, and sending messages is very effective in the development of tourist destinations (Anwar, 2018). This opinion is also to the results of Putri's research (2022) that the most influential social media on visiting decisions is *Instagram* where 1 promotion will affect the decision to visit tourists by 61.4%. Regarding some of these opinions, the Head of UPTD Agricultural Plant Nursery as the manager of the Kandi Efdi Fruit Garden stated that: "Promotion through social media has not been maximized but has grown every year. From reactivating existing Facebook and creating a second Instagram and Facebook account.

This is due to the lack of qualified human resources in the field of social media management.

b. Destination Communication

Besides the type of media used, the content of the message is very influential on communication because it can build knowledge, feelings, desires, and participation of people to visit the Kandi Fruit Garden tourist attraction. Agroeduwisata Kandi Fruit Garden offers educational tours in agriculture in the form of introduction to the types of fruit plants, fruit plant cultivation techniques, fruit cultivation with a hydroponic system, plant propagation techniques, and integration of fruit plants with trigona bee cultivation. Kandi Fruit Farm also offers fruit picking and honey harvesting tours directly by visitors.

The Kandi Fruit Garden Agro-tourism Manager makes education the main focus in delivering message content. Education is delivered mainly to visitors in large numbers or groups. To these visitors, the manager will accompany them to tour the Fruit Garden as well as explain in the form of education. The results showed that the educational message had been conveyed well by the manager, especially by visitors from groups of school students. From the interview results of one of the visitors, it was illustrated that the agricultural education offered by the manager was well received by visitors, especially student groups. However this is slightly different from the message conveyed by the manager through social media. The message conveyed through social media is only informative about tourist visits to the Kandi Fruit Farm so if there is no visit, the manager does not convey messages through social media. Even though managers can convey educational messages through their social media such as plant propagation techniques and others (Pradoko, 2017).

The results showed that the content of messages containing education was conveyed well to visitors in groups but educational messages were not conveyed through social media. According to (Madia et al., 2022), several principles in delivering messages are that the message must be clear, the message must contain single or double, a single message is a message delivered only on one side, for example, positive while a double message conveys two positive and negative sides or the

advantages and disadvantages of the product offered then the initial message must be as attractive as possible so that it can build audience interest.

c. Human Resources and Institutional Communication

The development of tourism today defines itself as a product of modern business. All tourism products are designed as business products ranging from destinations, recreational venues, and art attractions in attractive, awesome, challenging, and impressive tour packages. Tourism is in contact with the business sector because it becomes a product sold to outsiders. For this reason, in the development of tourism, human resources can manage tourist attractions well, especially the ability to communicate. The main thing in communicating is the impression or effect received by the recipient of the message after receiving the message/information from the communicator. In communicating there is a factor of convincing people and there is an effort to give a good impression to the interlocutor. Before delivering the message, the communicator should package the message well so that the message can be received well by the communicator. Communication within the scope of UPTD PTP has been running well and deliberations are carried out regularly. For messages delivered through social media, if there are questions and suggestions from readers, they are immediately responded to through social media while for visitors who come a suggestion box is provided but rarely filled in by visitors (Pratiwi & Prakosa, 2021).

According to (Canel & García-Gurionero, 2016), communication must be done communicatively. Communication is carried out in a pleasant atmosphere, and between communicants and communicators can blend into each other in the problems communicated. So that the two can understand each other and understand each other. To be able to communicate well, all parties involved in a communication must be close, united, and familiar. Do not let there be a limiting distance between the communicator and the communicant.

Communicators in the management of Kandi Fruit Farm are the Head of Service,

Head of UPTD, KTU, and Marketing Coordinator. Internal communication that occurred has been effective, where regarding policies and program plans the Head of the Agricultural and Fisheries Food Security Office of Sawahlunto City as the main communicator conveyed the message individually to the Head of UPTD PTP, then the message received by communicator II was conveyed to the Head of Administration of UPTD PTP, then the message received by communicator III was conveyed to communicator IV, namely the Marketing Coordinator of Agroedutourism Kandi Fruit Garden. For some activities and events that are principled in nature, the manager must indeed communicate it to the Head of Service such as special events, and write to *other stakeholders*, but information that is not principle can be uploaded by the manager himself. According to (Chatamallah, 2008), marketing communicators are in charge of designing advertising messages, promotions, sentences in packaging, brand names, sales presentations, and other communication activities. (Anggraeni, 2021) stated that communication provides a form of tourism information that is more interesting, up-to-date, and easily accepted by the community.

d. Traveller Communication

Another important factor in the development of tourist attractions is service. The higher the perceived service quality, the higher the level of user or customer satisfaction, which will have a positive impact on someone's behavior or intention in responding to the service. The services carried out by the manager of the Kandi Fruit Farm are very satisfying for official visitors such as groups of school students, and community organizations who previously coordinated with the manager. To visitors in groups, the manager prepares and distributes tasks in the service and even the manager provides doorprise in the form of vegetable seeds such as eggplant seeds, tomatoes, and others. As for individual visitors, they are not satisfied with the service because no manager guides and even absence of brochures or information received by visitors so visitors only enjoy the natural atmosphere and do not get

information in the form of education, and there are no officers to accompany during the visit (Pudianti, 2012).

e. Accessibility Communication

In tourism development, we cannot work alone but must coexist and cooperate with many parties all of which can support the creation of the success of a tourist destination (Satiani, 2020). The development of Kandi Fruit Garden Agro-tourism has not collaborated in synergy with the Tourism, Youth, and Sports Office. The relationship is limited to reports of tourist visits each month. *The stakeholders* involved are currently several schools and there have been cooperation agreements (MOU) with several schools.

According to (Sulastri & Sofyan, 2022), the role of stakeholders in tourism development is tasked with making systematic policies and planning for example the government provides and builds infrastructure supporting tourism activities, improving the quality of human resources as a workforce in the tourism sector and others. The private sector as a business party has a role in providing tourism support facilities. Tourism requires many supporting facilities such as restaurants, accommodation, travel agencies, transportation, and others. As well as the role of the community that can create an atmosphere of belonging to a place of livelihood and will ultimately encourage the community to play a role in preserving the environment, so that the development of tourism can help the welfare of the community.

f. Capital Owner Communication

The Capital Owner of Kandi Fruit Farm Agroedutourism is the Sawahlunto City Government through the Sawahlunto City Food Security, Agriculture and Fisheries Office (DKP3). Currently, DKP3 appoints UPTD Agricultural Plant Nursery as the manager. Another problem that affects managers in the development of Kandi Fruit Garden Agroedutourism is the absence of clear regulations on the main duties and functions of managers, namely UPTD Agricultural Plant Nursery as stipulated in Sawahlunto Mayor Regulation Number 57 of 2017 concerning the Establishment of

Regional Technical Implementation Units at the Agricultural and Fisheries Food Security Office. The management of the Kandi Fruit Farm is an additional task given by the Head of the Agricultural and Fisheries Food Security Office to UPTD PTP through the Decree of the Head of the Food Security, Agriculture and Fisheries Office of Sawahlunto City Number: 188.45/120/KA. DKP3-SWL/2020 dated March 4, 2020, concerning the Appointment and Determination of the Kandi Fruit Farm Agroedutourism Management Team on the Former Coal Mining Land of Sawahlunto City at the Sawahlunto City Food Security, Agriculture and Fisheries Office.

Draft Communication Strategy for Agroedutourism Development of Kandi Fruit Garden

Communication strategy becomes very important for the development of an organization or company to achieve goals, both short-term and long-term goals. Analysis in the development of communication strategies based on the dimensions of the strategy used, namely objectives, policies, and programs. Therefore, the preparation of a communication strategy is a tactical step that is systematic in achieving organizational goals.

The preparation of the communication strategy design in this study was carried out using the SWOT method. According to (Utomo & Cangara, 2013), SWOT analysis is a tool that can be used to measure S = Strengths, W = Weaknesses, O = Opportunities that may be obtained, and T = Threats that can be encountered. Four components are used in SWOT analysis, the strength and weakness components are within the internal realm of the organization. These two components are closely related to the organization's resources and management, therefore referred to as the organization's internal *assessment*. While the components of opportunities and threats are in the external realm of the organization. These opportunities and threats occur as a result of the dynamics that occur in society. These two components are largely determined by communication skills, networking, and cooperation with others.

Strengths, weaknesses, opportunities, and threats in the preparation of communication strategies for the development of Kandi Fruit Farm Agroedutourism are obtained from research results that have been analyzed through *NVivo software* and displayed in the form of a *Hierarchy Chart*. A *hierarchy chart* is a *chart* used to show a hierarchy that implies sequence, choice, or recurrence. The results of the study are as follows:

a. Strength

Strength is the first component in SWOT analysis where strength looks at how far the factors are strength in the business or project being worked on. The results showed the advantages of the Kandi Fruit Garden, namely the innovation carried out by the manager, the main message conveyed in the form of education to visitors, has advantages over other tourist attractions, namely coming from former mining land, the manager has promoted through social media and is in a strategic location and easy to reach tourists, internal communication of the manager is effective, evaluation of the implementation of activities carried out every month, services to visitors, especially groups of visitors who inform their arrival to the manager before the day of the visit and the high role of the Head of UPTD PTP in developing Agroedutourism Kandi Fruit Garden.

b. Kelemahan (*Weakness*)

The second component in SWOT analysis is *weakness*. From this component, it can be seen how far the factors that are weaknesses in the business or project being undertaken. Hierarchy Chart of weaknesses of Kandi Fruit Garden Agroedutourism shows the weaknesses of Kandi Fruit Garden Agroedutourism, namely the lack of plants that can be picked by visitors because the existing plants are seasonal, the quality of facilities and infrastructure is less supportive, especially children's games and the existing facilities have not been utilized properly by the manager, the limited budget managed by the agrotourism manager because the budget comes from the regional revenue and expenditure budget (APBD) whose value is decreasing, lack of quality human resources (HR) who are able and experienced in managing tourist attractions

and marketing, long bureaucracy in delivering messages and proposed planned event activities, management of Kandi Fruit Farm is an additional task not the main task of UPTD PTP by existing regulations, messages through social media are still informational with low intensity of message delivery (Ahda & Rozi, 2022).

c. Peluang (Opportunities)

The third component in SWOT analysis is *opportunities*. This component describes how far the factors are opportunities in the business or project being worked on. The opportunity for agro-education of Kandi Fruit Garden from the results of the research is the opening of opportunities to collaborate with *relevant stakeholders* such as the Youth and Sports Tourism Office, the Education Office, community organizations, and the surrounding community. Another opportunity that can be developed is technology that continues to develop, managers can work with experts on technology engineering so that existing fruit plants can bear fruit throughout the year. Kandi Fruit Garden agro-tourism has a different branding from agro-tourism and other fruit gardens because Kandi Fruit Garden comes from former coal mining land so the land is marginal. The next opportunity is that several schools already have MOUs with the managers of the Kandi Fruit Farm so that the location of the Kandi Fruit Garden can be used as a location for practice and learning from students. Another open opportunity is that managers can cooperate in business development by attracting *Corporate Social Responsibility (CSR)* funds from several companies around tourist attractions such as PLTU, coal mining companies, and others.

b. Ancaman (Threats)

The fourth component in SWOT analysis is *opportunities* or threats. From this threat component, factors that become threats are obtained in the business or project being worked on. The results showed that the biggest threats in the development of Kandi Fruit Garden Agroedutourism are the lack of focus of regional leaders in tourism development, monotonous tourism

objects due to budget constraints and lack of infrastructure, increasing local original income targets (PAD), the emergence of new tourist attractions around the Kandi Fruit Garden and extreme land and climate conditions (Afrizal, 2015).

Identify Strengths, Weaknesses, Opportunities and Threats

The development and demands of global competition today provide challenges for managers of tourist attractions in developing their business. This requires efforts to improve the role of managers so that they can always see the development of the strategic environment. In this effort, of course, managers must be able to improve their competence to be able to conduct strategic environmental analysis by observing and tracing the initial state so that the implementation of tasks can run steadily and make fixed decisions. Thus the performance of managers can achieve goals that can ultimately improve organizational performance (LAN, 2003b).

The achievement of goals and objectives in the development of Kandi Fruit Farm Agroedutourism requires identifying strengths, weaknesses, opportunities, and threats to establish an effective goal achievement strategy. Strengths and weaknesses incorporated in internal factors are factors sourced from the internal management of Kandi Fruit Farm Agroedutourism and are under the authority of the organization. These internal factors can be utilized to support or hinder the achievement of goals and objectives. On the other hand, external factors consisting of opportunities and threats are factors that are beyond the authority of the organization that can be used to support success or can be a threat to the achievement of goals and objectives that have been set.

From internal and external factors analyzed using the *Nvivo application*, 5 (the five) largest components were obtained which became strengths, weaknesses, opportunities, and threats in the development of Kandi Fruit Farm Agroedutourism as illustrated in Table 4.1.

Tabel 2. Identifikasi Kekuatan, Kelemahan, Peluang dan Ancaman berkaitan dengan Pengembangan Agroeduwisata Kebun Buah Kandi Kota Sawahlunto

No	Kekuatan (Strengths=S)	Kelemahan (Weaknesses=W)	Peluang (Opportunities=O)	Ancaman (Threats=T)
1	Manager innovation in attracting visitors by conducting several events	The available plants are seasonal fruit plants so they cannot be picked all the time	Open cooperation and collaboration with relevant stakeholders	Lack of leadership focus on developing tourist destinations
2	Attractions with a focus on offering education and nature tourism	The quality of supporting infrastructure, especially for children's games	Build partners with experts in engineering technology so that plants can bear fruit throughout the year	Disinterest of visitors to monotonous attractions

3	Has the characteristic of originating from marginal ex-mining land into productive fruit plants	Budget constraints and unclear regulations	Has a different branding from other attractions	The PAD target increased but the budget reduced
4	Availability of promotional media	Media has not been well managed	Vision and Mission of Sawahlunto City Government and MOU with schools	The emergence of new attractions
5	Potential Attractions	Quantity and quality of human resources	Establish capital ownership partners with several private mining companies	Extreme land and climate conditions

Table 4.1 illustrates the results of identifying strengths, weaknesses, opportunities, and threats that Kandi Fruit Farm has related to Agroedutourism development activities. The five components of strengths, weaknesses, opportunities, and threats are taken from the largest component of data analysis using NVivo and sorted as a percentage from the *hierarchy chart overview*.

a. Success Factors

The factors that have been identified as listed in Table 4.1 above are success factors to improve the performance of managers in the development of Kandi Fruit Garden Agroedutourism. The next step is to

determine which factors have a greater influence than other factors through analysis of the urgency of internal factors and external factors. The amount of Urgency Value (NU) is the basis for determining the Factor Weight (BF) of each internal factor and external factor. The BF value is obtained from the NU value of each factor divided by the overall NU value multiplied by one hundred. Analysis of the urgency of internal and external factors was obtained from the results of focus group discussions (FGDs) which were limited to being attended by management elements, the Youth and Sports Tourism Office, and researchers.

The results of the analysis of the urgency of internal factors obtained the strength component that gives the highest influence to the development of Kandi Fruit Garden Agroedutourism is that it has a characteristic of tourism uniqueness originating from marginal ex-mining land converted into productive fruit gardens, some innovations continue to be carried out by the manager in attracting visitors by carrying out various kinds of events promoted through social media owned by the manager of the Kandi Fruit Garden. For urgency, the weakness component that has the highest influence is that it does not have human resources that can manage the Kandi Fruit Garden optimally both in terms of marketing and plant cultivation technology.

This can be seen in the promotional media that has not been managed properly and plants that visitors cannot pick at any time. For the influence of external factors described in annex 14 where the results of the analysis of the urgency of external factors obtained the component of opportunities that give the highest influence to the development of Kandi Fruit Garden Agroedutourism is the existence of open opportunities for managers to collaborate and collaborate with various stakeholders both for marketing and technology development in plants by collaborating in the framework of technological engineering so that fruit plants can be harvested throughout the year. This is certainly supported by the vision and mission of the city as well as the opportunity to enter into cooperation agreements with various schools and other educational institutions. The urgency of the threat component that has the highest influence is the focus of regional leaders on developing tourism in Sawahlunto City, the number of new tourist attractions emerging, and the declining age of fruit plants.

The results of the analysis of the urgency of internal factors show that the strength of Kandi Fruit Garden Agroedutourism in its development is more dominant (55.56%) than weakness (44.44%) (Appendix 13). Furthermore, the results of the urgency analysis of external factors show that the opportunities possessed in increasing the development of

Kandi Fruit Garden Agroedutourism are greater than the threats with a ratio of 55.53% and 44.35% values

The key success factor is the most important factor among the key factors that exist, both in terms of strengths and weaknesses and in terms of opportunities and threats. To determine the key success factors, an analysis of the key success factors is carried out by calculating the Total Weight Value (TNB) of internal and external factors.

From the results of the linkage analysis, key success factors (the highest TNB value) were obtained from each factor in strengths, weaknesses, opportunities, and threats. The details are as follows:

- a. The key strength factor is "Has the characteristic of originating from marginal ex-mining land into productive fruit crops" with a TNB value of 3.42.
- b. The key weakness factor is "Quantity and quality of human resources" with a TNB value of 2.66.
- c. The key factor in terms of opportunities is "Open cooperation and collaboration with relevant stakeholders" with a TNB value of 3.22.
- d. The key factor in terms of threat is the "Emergence of New Tourist Objects" with a TNB value of 2.23.

Organizational Power Map

Based on the results of the analysis of the relationship between internal and external factors, the position of the Kandi Fruit Garden Agroedutourism strength map was obtained with detailed values: Strength (S) of 3.42; Weakness (W) of 2.66; Chance (O) of 3.22; and Threat (T) of 2.23. The organizational strength map is obtained by subtracting the Total Weight Value (TNB) from the strength factor (S) with the weakness factor (W) which is $3.42 - 2.66 = 0.76$ and the TNB from the opportunity factor (O) with the threat factor (T) which is $3.22 - 2.23 = 0.99$. The organization's power map is in quadrant I (S-O) with a greater proportion of opportunities than strengths.

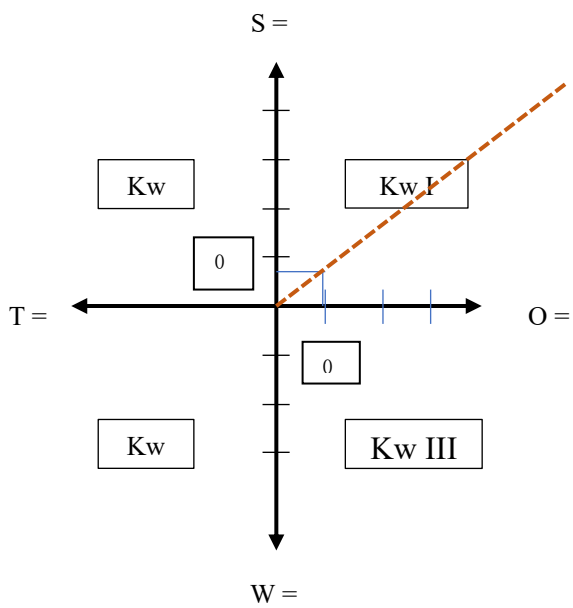


Figure 2. Map of the Power of Agroedutourism Development of Kandi Fruit Farm

Figure 4 shows that Kandi Fruit Farm Agroedutourism is on the

organizational strength map with a quadrant I position.

1. Strategic Plan Preparation

Through SWOT analysis, internal factors and external factors are integrated, so that strategic operational policies can be determined. There are 4 (four) main strategies that can be formulated in four SWOT quadrants (LAN, 2008b), namely: (a) expansion strategy (S-O strategy), which is a strategy that utilizes strengths to seize opportunities; (b) diversification strategies (S-T strategies), leveraging strengths to address or minimize threats; (c) stability or rationalization strategy (W-O strategy), i.e. a strategy of overcoming weaknesses to take advantage of opportunities; and (d) defensive or survival strategies (W-T strategies), i.e. fixing weaknesses to minimize threats. The formulation of the four SWOT strategies is presented in Table 4.2.

Tabel 3. Formulasi Strategi SWOT guna Pengembangan Agroeduwisata Kebun Buah Kandi

Internal Factors External factors	Strength (s) Has the characteristic of originating from marginal ex-mining land into productive fruit plants	Weakness (W) Quantity and quality of tourism human resources
Opportunity (O) Open cooperation and collaboration with relevant stakeholders	Strategists to Elevating the branding/characteristics of marginal ex-mining land into productive fruit crops by collaborating and collaborating with relevant stakeholders	W-O Strategy Increasing the quantity and quality of tourism human resources by collaborating and collaborating with related stakeholders
Threat (T) The Emergence of New Attractions around the Kandi Fruit Farm	S-T Strategy Packaging the branding/characteristics of marginal ex-mining land into productive fruit crops to face the emergence of new tourist attractions	W-T Strategy Improving the quality and quantity of tourism human resources to face competition with new attractions

The formulation in the table above illustrates that for the development of Kandi Fruit Garden Agroedutourism:

1. **The S-O strategy** that will be implemented is to elevate the branding/characteristics of marginal ex-mining land into productive fruit gardens by working together and collaborating with related stakeholders. Kandi Fruit Farm is the only tourist attraction in the form of agro-tourism built on former mining land in West Sumatra Province. Kandi Fruit Farm is also a motivation for other former mining areas to become productive tourism land as revealed by Mehyana (2015), Tourism development of former tin mining areas in Bangka Belitung and one example of a former mine that has been used as a tourist area is the former Kandi-Tanah Hitam coal mine in Sawahlunto-West Sumatra.

Tourism development by elevating branding as the main focus in marketing communications requires cooperation and collaboration with various stakeholders. Cooperation with the Youth and Sports Tourism Office (Disparpora) is needed to help managers promote objects in candi fruit orchards. In addition, the Tourism and Sports Office can also play a role in improving the infrastructure of tourist attractions, both through the APBD budget at Disparpora or the central and provincial Tourism DAK.

Cooperation with the Communication and Information Agency (Kominfo) of Sawahlunto City is needed to assist managers in promoting their tourist attractions by raising the branding of marginal former mining land into productive fruit crops through the official website of the Sawahlunto City Government. Collaboration with the Education Office to make the Kandi Fruit Garden a location for field practice in plant cultivation and propagation techniques, trigona bee cultivation, and direct honey harvesting that can be followed by all students in Sawahlunto City from early childhood to high school. Cooperation with the Environmental Agency to concrete evidence of environmental conservation into a cool and environmentally friendly tourist location, cooperation with mining companies in the context of land relations

that exemplify not only green but productive or "Not Just Green". Cooperation can also be done by partnering with mining companies around the Kandi Area in the form of CSR.

2. **The W-O strategy** as stated in the SWOT formula above is "Increasing the quantity and quality of tourism human resources through cooperation and collaboration with related stakeholders. For the management of tourist destinations, qualified human resources are needed so existing human resources need training to increase their competence. To improve the competence of managers, guidance from other stakeholders is also needed. According to Satiana (2020), to develop tourism, it is necessary to improve the quality of tourism destination management through strengthening good communication strategies. In tourism, we cannot work alone but must coexist and cooperate with many parties and all of them can support the creation of the success of a tourist destination.

3. **The S-T** strategy is by the SWOT formula above, the strategy is found, namely: "Packaging the branding/characteristics of ex-mining land into fruit crops that are well productive to face the emergence of new tourist attractions". As part of a marketing strategy, branding or branding is one way to show, communicate, and position the destination visually, minds, and hearts of potential tourists who want to travel. Brand can be said to be a factor attracting tourists to visit a tourist destination, or often referred to as a *pull factor*. Like tourism in general, tourism destination brands need a meeting point between two market forces, tourism stakeholders and tourists. Tourism stakeholders act as creators of the brand, while tourists are users of the brand. One of the strengths of a brand comes from the identity of the destination itself.

Brand plays an important role in marketing tourism destinations. Having a brand that can represent the values, culture, philosophy, and expectations of the community or tourism stakeholders in a destination will certainly have a positive influence on the development of tourism in the destination. One of the frightening

threats for the manager of the Kandi Fruit Garden tourist attraction is the emergence of new attractions located not far from the location of the Kandi Fruit Garden. For this reason, one of the strategies carried out is how to package the branding/characteristics of ex-mining land into well-productive fruit plants.

Brand in a tourist destination is needed to face competition. One of the competitions that occur between destinations is the unfamiliarity of a destination compared to other destinations, even though both destinations offer similar tourism products, or different but with their uniqueness. Destination Brands can make it easier for tourists to distinguish a destination from other destinations. Destination brands are used to introduce the products of a tourist destination and communicate the uniqueness of the destination visually, making it easier for destinations to sell their products to the tourism market. In addition, Ariando (2015) stated that the brand of the destination will build closeness between tourists and destinations, to increase tourist loyalty to the destination.

4. **The W-T strategy** obtained in the SWOT formula is "Increasing the quantity and quality of tourism human resources managers to face the competitiveness of new tourist attractions". Human resources (HR) is one of the factors that play an important role in advancing the tourism sector. In some industries, the human factor plays an important role and is a key success factor in achieving performance. As in the tourism industry, companies have direct intangible relationships with consumers that depend heavily on the ability of individual employees to generate interest and create pleasure and comfort for their consumers.

CONCLUSION

Based on research that has been conducted on "Analysis and Communication Strategy for the Development of Agroedutourism of Kandi Fruit Gardens in Sawahlunto City" the following conclusions can be drawn. First, communication in

tourism activities is very important because communication can build knowledge, feelings of desire, and participation of people to visit tourist attractions. Based on the tourism communication component carried out by the manager of Kandi Fruit Garden Agroedutourism, it is obtained that (a) promotion through social media is currently not optimally carried out due to the lack of qualified human resources in the field of social media management, (b) the manager of Kandi Fruit Garden Agroedutourism makes education the main focus of tourist destinations where educational messages have been conveyed well by the manager, especially to visitors from groups of students school, (c) in delivering the message depicted a fairly long bureaucracy in the managing organization so that the message conveyed is less up to date, (d) the services carried out by the manager of the kandi fruit garden are good and satisfying for tourists who come in groups or groups because the activities carried out are well planned and scheduled and there is special assistance from the manager, however, visitors who come privately or individually feel dissatisfied because they can only enjoy the scenery and atmosphere without assistance from the manager, (e) the lack of cooperation and collaboration with relevant stakeholders, (f) the need to partner with mining companies through CSR funds in the development of tourist destinations.

Second, the Communication Strategy in the development of Kandi Fruit Garden Agroedutourism by utilizing the branding of Kandi Fruit Garden Agroedutourism originating from former mining land into productive fruit plants must be carried out on several social media and other promotional media so that it is easier to build a positive image of local and foreign tourists. Agroedutourism managers need cooperation with all levels of relevant stakeholders, to succeed in the sustainable development of agro-tourism with all its benefits in the future, it is necessary to improve the quality and quantity of human resources and institutions of Kandi Fruit Garden Agroedutourism managers so that they can innovate in facing the challenges of competition between tourist attractions.

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