

Initiation of a Rural Edutourism Destination in Bali Indonesia based on SWOT Analysis

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ABSTRACT

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This study examines the potential, initiation, and subsequent development of edutourism in a rural destination located in Bali, Indonesia. It aims to combine the findings from previous studies on the area's tourism potentials with primary research conducted by the authors, then to analyze the current state of supporting components for community-based edutourism initiation and development in the village. The study utilizes SWOT analysis, Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, and IFAS-EFAS Strategy Coordinate from data collected. The analysis found that the rural destination has the potential to be further developed into an edutourism destination, with coffee plantation/production, processing of herbal plants, and unique cultural mix as the main attractions for educational tourism that involve experiential learning and participative activities. Aggressive strategy was determined to be the recommended path moving forward for the development of community-based edutourism in this rural destination

Keywords:

Edutourism, IFAS-EFAS, SWOT Analysis, Rural Tourism, Community-Based Tourism.

INTRODUCTION

Mass tourism has contributed greatly to economic and social development of Bali, as the prime island destination of Indonesia, particularly prior to the Covid-19 pandemic. However, mass tourism also poses adverse effects on societies and the environment, with the emergence of contemporary issues including land conversion, cultural over commercialization, environmental degradation, and over-tourism (Kuvan, 2010; Xing & Dangerfield, 2011), not to mention the repercussions of over-reliance on tourism during economic downturns such as during the Covid-19 pandemic (Cave & Dredge, 2020). These issues are also present in Bali. One alternative to mass tourism is the development of Community-Based Tourism. CBT involves and empowers local communities as the initiators and main actors of tourism-related activities in their localities (Susanto, 2016). CBT is managed by individuals in local communities that contributes to sustainable livelihoods while preserving local social traditions, cultural heritages, and natural resources (ASEAN Secretariat, 2016).

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With its unique blend of nature-culture-religion-society, Bali has great potential in offering the education experience in addition to being known as a beach destination. Bali offers at least three advantages as an edutourism destination: its relative global fame, well-established infrastructures, and affordability for the local and foreigner visitors. There are many parts of Bali suitable for the educational tourism market, offering a mix of cultural and spiritual insights packaged in beautiful nature, including many less popular "hidden gems" of Bali.

One such "hidden gems" is a Catur village, located in the heart of the island in Kintamani, Bangli regency. The village lies at an altitude of 1250 m above sea level with mild temperature, fertile volcanic soil and cool mountain breeze. This village is located between Penulisan, Batur, Catur, and Mangu hilltops in the triangle region of Bangli, Badung, and Buleleng (Wulandari et al., 2018).

Catur village has been developing the CBT concept since its designation as "tourism village" (*desa wisata*) in 2018 (Kabupaten Bangli, 2018). The anchor of Catur's CBT appeal is coffee agro tourism. The village produces high quality Arabica coffee, as its coffee producers are founding members of the Geographical Indication (GI) protection of "Kopi Arabika Kinta Mani Bali" since 2008 (Ardana, 2019). The specialty coffee production and processing in Catur provide the village with a potential as single origin coffee destination. Especially in the era

of third wave, coffee lovers and connoisseurs are becoming ever more interested in learning about where their coffee comes from, how it is processed, and how it is brewed (Fischer, 2017; Manzo, 2010).

Catur also possesses a uniqueness that no other coffee producing localities in the surrounding area has: cultural assimilation between Balinese Hindu and Chinese Buddhist cultures. In Catur, Balinese Hindus as the majority live harmoniously alongside assimilated Chinese-Buddhist *Peranakan*. In addition, the women of Catur has been producing herbal products in the form of healing oils and scrubs, in cooperation of Universitas Dhyana Pura. These herbal products are produced from locally grown herbal and medicinal plants.

With its tourism potentials, Catur is well-suited for educational tourism (edutourism). While previous studies have been conducted on identifying the potentials of tourism and the efforts of tourism development in this village (Arnawa et al., 2014, 2014; Saputra, 2020; Susanto et al., 2018; Waruwu et al., 2020), there is a lack for a specific study on the potential, initiation, and subsequent development of Catur village as an edutourism destination—even though the village has received many educational-related visitors (whether for day-trips or overnight stays, in small or large groups up to 50-70 visitors).

This research is part of the larger scale research and community development projects in Catur village. It aims to combine the findings from previous research on Catur and its tourism potentials with primary research conducted by the authors, then to analyze the current state of supporting components for community-based edutourism initiation and development in the village. The paper also aims to arrive at several strategic

recommendations that the local CBT managers should undertake to further develop tourism in this locale.

LITERATURE REVIEW

Since the early stages of its initiation as CBT, Catur village has cooperated with a higher education institution, namely Universitas Dhyana Pura, for development-related projects in the village. Students and lecturers have conducted various forms of research and community development activities to support CBT development in Catur village, ranging from coffee production and marketing, development of herbal products, to identification of unique societal and cultural resources (Astuti & Puspaningrum, 2019; Krisnayanthi et al., 2019; Kutschenreuter et al., 2020; Sukarsih & Erfiani, 2019; Susanto et al., 2018, 2019; Suyasa et al., 2018; Wulandari et al., 2018; Zeckel et al., 2020). The university also operates an herbal garden in the village to cultivate herbal plants to be subsequently used as herbal healing oils and scrubs produced together with local women’s groups as a part of an empowerment program (Darmawijaya et al., 2019; Waruwu et al., 2020). A significant portion of the research and projects is devoted to the identification of CBT potentials and opportunities for further development. Further study is still needed on the planning and development of edutourism in Catur village.

Previous project by Wulandari et al. (2018) have explored the potentials of Catur village using the “4A Concept” of tourism development, which identified the existing components and the components to be developed in order to attract tourists. The “4A Concept” consists of Attraction, Accessibility, Amenities and Ancillary services (Utama & Susanto, 2016). The identification of 4A in Catur village is summarized in Table 1.

Table 1. Summary of Tourism Components in Catur Village

Concept	Existing Components	Components To Be Developed
Attraction	<ul style="list-style-type: none"> – Coffee products, plantations, and production process – Coffee by-products (<i>cascara tea</i>) – Healing oils and other herbal products – Nature tourism (trekking) – Cultural assimilation – Pebini temple and its myth – Orange and marigold plantation 	<ul style="list-style-type: none"> – Sageha waterfall – Tiyang seni waterfall – Titi mamah waterfall – Chinese cemetery complex
Accessibility	<ul style="list-style-type: none"> – Catur is located at main road – Access to Pebini Temple 	<ul style="list-style-type: none"> – Access to the waterfall – Signage for tourism sites
Amenities	<ul style="list-style-type: none"> – Homestays – Café at coffee plantation 	<ul style="list-style-type: none"> – Clean toilets (rest stops) – Selfie spots
Ancillary Services	<ul style="list-style-type: none"> – Locals already organised a local tourism management office – Support from local government – Support from private sector – Support from academicians 	<ul style="list-style-type: none"> – Tourist information centre – The local tourism management office is not running effectively

Adopted from Wulandari et al. (2018)

In terms of attraction, the village’s coffee plantations and production are the main draws for visitors. Of the eight coffee farmers’ groups in Catur (*Subak*), three are already processing coffee products on their own—from cultivation, harvesting, post-harvest processing, drying, roasting, packaging, and marketing (Susanto et al., 2019). One of the groups, which sells single origin coffee under the brand “Jempolan” are even producing its own coffee by-product known as *Cascara* Tea derived from dried coffee cherries/skins (Zeckel et al., 2020). In addition, the same farmer’s group has recently opened a coffee shop in the area of their coffee plantation/production, so that visitors can enjoy single origin coffee while learning the production process and touring the plantation/processing facilities in one spot (Kutschenreuter et al., 2020; Susanto et al., 2019).

For the cultural component, Catur’s uniqueness lies in the assimilation of mainstream Balinese and minority Chinese-Buddhist cultures not found in many places. The minority Buddhists in Catur are even given a special shrine (*kongco*)

inside a Hindu temple called *Pura Penyajagan* (Susanto et al., 2018). In addition, the village also hosts the only Chinese cemetery in 30 km radius. Catur’s *Peranakan* mystique is enriched by the myth of Pebini temple. Worshipers are forbidden from wearing red colored clothes and gold jewelry there, as the temple is touted as a shrine of *Dewi Danu* (Lake Goddess)—who according to legend was extremely jealous to her husband’s (King *Jayapangus*) Chinese mistress Kang Cing We that she forbade these items closely identified with Chinese traders (Krisnayanthi et al., 2019; Sukarsih & Erfiani, 2019).

A PESTLE Analysis was also conducted by (Susanto et al., 2018) to identify macro-level challenges faced by Catur’s local tourism managers in starting and developing CBT in Catur. Components of this analytical tool include Political, Economic, Socio-cultural, Technological, Legal, and Ecological environments (Perera, 2017). These components are applied to the analysis of competitive macro environment of Catur village as a CBT destination. The summary of this analysis is presented in Table 2.

Table 2. Summary of PESTLE Analysis of Catur CBT

Political	Tourism development is receiving immense support from the village governance and the government of Bangli Regency. However, in Bali both the formal government system and the local customs governance (<i>adat</i>) must give support in order for the CBT to succeed.
Economic	Catur is largely reliant on coffee and other forms of agriculture, which are subject to harvest failure and climate disruptions. This makes tourism a potential source of complementary income, with coffee farming and processing as the anchor for the tourism development.
Socio-cultural	Many villagers still do not realize the tourism potentials that Catur has, and generally they have a <i>a priori</i> attitude. Many are still in the ‘wait-and-see’ phase.
Technological	Most local villagers still lack the capacity to promote Catur as a tourist destination using technology, including how to develop social media presence for promotion.
Legal	Catur has been recognized designated as <i>Desa Wisata</i> or Tourism Village (Kabupaten Bangli, 2018). The village tourism council that has been formed has to recruit members to run its various committees.
Ecological	The village governance is taking steps to ensure that future tourism development and investment will adhere to the local customs and will protect the environment by avoiding overusing, overbuilding, and overcrowding the environment.

Adopted from Susanto et al. (2018)

From the 4A Components and PESTLE Analyses, previous research and projects conducted have assisted Catur CBT managers to generate ideas and implementation for tourism promotions, including branding for Catur Village, tagline, development of unique selling proposition, social media accounts, printed materials, etc. However, previous studies have yet to explore the potentials and initiation of Catur village as an edutourism destination.

The definition of edutourism (often written as ‘edu-tourism’ in some publications) used in this article is any type of tourism activity with the main purpose of education, learning, and acquiring knowledge about places, people, processes, cultures, or any related niche (Alipour et al., 2020). This niche has great market opportunity, offering visitors deeper knowledge and

insights about local people, places, cultures, processes, traditions, etc. It also allows for visitor participation and immersion, including in the local’s daily activities and the arts (Clendinning, 2016). It is a more profound form of tourism activity that offer added value of not just traveling, but also with an educational to experience and learn more deeply about the sites, the people, and their ways of life. Edutourism is often organized by educational institution such as schools and universities, though not exclusively, with the aim of exposing participants to unique tourism experiences while encouraging learning and creativity. Thus, it can also support creative tourism models as developed by Tan et al. (2013).

Previous studies and projects on tourism development in Catur village have yet to categorized and quantify the various tourism

potentials and supporting components in terms of positive and negative factors, as well as the internal and external factors that support CBT development. The present study aims to bridge the gap through observing and analyzing the development of Catur Village with a particular focus towards developing Community Based Tourism using a different analytical tool, namely SWOT analysis and IFAS-EFAS matrices clarify the current conditions and potential strategies on the initiation and implementation of CBT in Catur village.

METHODS

This study was conducted in Catur, Kintamani, Bangli Regency, Bali between 2018 and 2020, i.e., prior to and during the Covid-19 pandemic. It is descriptive qualitative in nature, aiming to gain understanding of a social phenomenon in its context through deeper interaction between the researchers and the phenomenon being studied (Herdiansyah, 2019). It involves mixed data collection techniques, combining direct observation, one-on-one interviews, focus group discussions, and a survey on the supporting components of CBT in Catur. Further, the study is enriched by combining qualitative data with quantified SWOT Analysis using EFAS-IFAS technique.

The first step of the study utilized the qualitative method, namely in-depth interviews and focused group discussions. In-depth interviews were conducted with the village chief and the head of the local tourism council (*Pokdarwis*) as the initial step to explore the topic from the stakeholder's perspective, in order to assess the level of interest and preparedness for developing a special interest tourism development (i.e., edutourism) in Catur Village. The interview also became the base from which to conduct the SWOT Analysis.

Further, focused group discussions were conducted involving several informants from the village who had been closely involved with and/or supporting the development of tourism in Catur village in recent years, including with the heads of the community units (*banjar*), members of the women's empowerment groups (PKK), and heads of the village's farmers associations (*subak*). These sessions also involved project managers from Universitas Dhyana Pura who had been involved in community engagement and assistance programs in Catur village since 2017. The sessions involved brainstorming to arrive at the list of Strengths, Weaknesses, Opportunities, and Threats to the development of tourism in Catur. From the brainstorming step, the research was then able to narrow down key Strengths, Weaknesses, Opportunities, and Threats to be further processed quantitatively into EFAS-IFAS matrix.

The next step was to determine the weight of each SWOT component using inputs from five credible sources who are knowledgeable about the development of Catur village particularly tourism in Catur in the recent years, including the village chief, the head of the CBT (*Pokdarwis*), a representative of the farmer's associations (*subak*), a representative of the women's empowerment group (PKK), and a representative of project managers from Universitas Dhyana Pura. The expert

sources provided the weight values for the SWOT listed, which the authors then calculate for averages.

Further, the research employed a questionnaire to gain perspectives from people who had visited Catur Village for educational tourism purposes, particularly students, lecturers and university administrators, thus focusing the research towards educational tourism. The respondents answered quantitative (close-ended) questions as well as qualitative (open-ended) questions on how they perceive the Strengths, Weaknesses, Opportunities, and Threats of Catur village as an edutourism destination. The questionnaire was distributed with 33 respondents, 66.7% of whom were male and 33.3% female, with 57.6% of the respondents in the age range of 20-29, 27.3% in the age range of 30-39, and 15.1% in the age range of 40 and above.

From the data collection steps, the authors then analyzed the data using Microsoft Excel with EFAS-IFAS technique to arrive at a two-dimensional depiction of Strengths, Weaknesses, Opportunities, and Threats to determine a suitable strategy for educational tourism development in Catur village. The result of this analysis was then depicted in the form of tables and IFAS-EFAS strategy graph.

SWOT analysis was used to list and specify major internal and external factors affecting Catur in its initiation as an edutourism destination—consisting of Strengths, Weaknesses, Opportunities, and Threats that has either positive or negative effects (Morrison, 2016). Internal Factor Analysis Summary (IFAS) summarizes and assigns values to the major internal factors affecting an entity, consisting of internal strengths and weaknesses, while External Factor Analysis Summary (EFAS) does so for the external factors, i.e., opportunities and threats, affecting said entity (Ritonga et al., 2018). Both tools, namely SWOT analysis and IFAS-EFAS matrices, are utilized in this paper to further clarify the current conditions and potential strategies on the initiation and implementation of CBT in Catur village.

RESULTS/ DISCUSSION

SWOT Analysis

SWOT is a strategic planning method used to evaluate Strengths, Weaknesses, Opportunities, and Threats in a project, business venture, or organizational development. SWOT can be displayed in a table format so that relationship can be analyzed properly. This technique was employed in this research about edutourism development in Catur.

The SWOT keywords were gathered from the in-depth interviews and focused group discussions, as well as from the qualitative part of the questionnaire. The data gathered from both the written and verbal qualitative data was narrowed down into five variables for Strengths, Weaknesses, Opportunities, and Threats. The authors then carefully worded the list to support the specific goal of developing edutourism and to focus on the internal and external factors that really matter in such development, as depicted in Table 3.

Table 3. SWOT Analysis on the Potentials of Catur Village for Edutourism

	Positive Factors	Negative Factors
Internal Factors	STRENGTHS <ul style="list-style-type: none"> - Specialty coffee that is already well-known under the protection of Kopi Kintamani geographic indicator - Beautiful nature (waterfall, coffee plantation, marigold, mountains) - Community-developed herbal products - Adequate access to the village (from Denpasar, Singaraja, Kintamani) - The unique assimilation of Balinese and Chinese culture and religion 	WEAKNESSES <ul style="list-style-type: none"> - Not all villagers are aware or want to be involved in the tourism project - Access and signage to the tourism location are not adequate - Insufficient accommodation - Lack of facilities to host a large number of tourists - Tourism sites not yet properly arranged/integrated
External Factors	OPPORTUNITIES <ul style="list-style-type: none"> - Millennials and Gen-Z’s always looking for a new tourist sites - Educational tourism program about specialty coffee - External funding (CSR, grants) - External support from governmental agencies, universities, NGOs, and for-profit entities - Herbal educational program from the government 	THREATS <ul style="list-style-type: none"> - Many competitors (other tourism villages) with similar offerings - Continuity of external support - Tour operators expect commissions if they take visitors to tourist sites - Covid-19, climate change, natural disaster, and pest infestation - Outside investor taking over the village with little regard to the community welfare

Source: Primary data

The results of SWOT analysis was confirmed by the interview conducted with the main stakeholders (village chief, head of *Pokdarwis*, head of PKK in Catur), who highlighted the export-quality Arabica coffee under the nationally protected label of “Kopi Arabika Kintamani” as the village’s main tourism anchor, as set by the bylaws (*AD-ART*) of Catur Tourism Council (*Pokdarwis*). In addition, the friendliness of the locals and the uniqueness of the cultural assimilation is another unique selling proposition. In Catur village, visitors not only can drink and enjoy high-quality coffee, but they can explore the beauty of nature around the village that adorns the landscape of the catur village with the marigold overlay and the lined hills.

Another factor that can set Catur apart is the introduction of the herbal products made from medicinal plants found and introduced to the area with the support of Universitas Dhyana Pura. Visitors who enjoy a bit more adventure can do trekking along the hills through the coffee, marigold, and orange plantations towards the Ashram or Tying Seni Waterfall. Visitors who are interested in learning about religion and culture can visit Pura Pebini, one of the sacred temples of Catur village. To enter the temple area, visitors are highly cautioned against wearing gold jewelry and vibrant red clothes due to the legend of dewi Danu who is regarded as the goodness of fertility with her dwelling place at Batur Lake (Krisnayanthi et al., 2019; Sukarsih & Erfiani, 2019). In addition, visitors can learn how a small community of Chinese Buddhists can assimilate and live peacefully with their Hindu Dharma counterparts in Banjar Lampu—they even have a Buddhist shrine inside a Hindu Temple, as well as a specially designated Chinese cemetery.

These factors, along with the relative ease of access from Denpasar/Kuta, Singaraja, and Mount Batur make Catur a good alternative for those wanting to take an alternative route from Denpasar to Singaraja or Mount Batur (Kintamani Geopark).

Besides its strengths, however, Catur as a tourism site has several internal weaknesses as well. Some who had visited Catur noted that the distance traveled to get there as a weakness (80-90 minutes from Denpasar), as well as the lack of facilities, accommodation, promotion, and awareness of what the village has to offer. There are eight homestays available throughout the village, but several have paused operations due to the Covid-19 pandemic. Another weakness mentioned related to the tourism sites in Catur villagem, which still needs to be developed in order the young people to know about them through social media or or mass media. Some respondents noted that the tourism planning is not yet integrated or well-arranged.

Several opportunities for development were also identified from the SWOT analysis, namely developing coffee tourism, herbal tourism, nature and trekking tourism, and learning first-hand about coffee making and cultural assimilation. Some mentioned the need for a photo/selfie spot so that Millennials and Generation Z can be interested to come explore the new “happening” place to visit. Others noted the opportunity for further government, investors and NGO support. One respondent familiar with tours noted that a great opportunity lies in the willingness of tour operators to recommend and take tourists to visit Catur village, even as a brief stop destination. Additionally, some visitors noted that especially the young people have the opportunity to not just enjoy the trekking or

coffee in Catur but they can also get the experience or education about the culture and coffee.

Regarding the perception of threats, several participants highlighted several challenges particularly rivalry or competition with other tourism villages around Bali, especially those with unique spots and offerings. Some noted the uncertainty faced in the midst of Covid-19 pandemic and potential natural disasters (Catur village was affected by the Mount Agung eruption in 2017-2019) that could disturb the tourism activity and agriculture activities. Another threat mentioned was the possibility of unsustainable support from the government and other entities, as well as lack of interest from Millennials tourist groups about tourism potentials in Catur village. Seen from the potential threats, Catur village has to make a new breakthrough or develop a *niche* tourism according to their potential, cooperate with related parties, and use the existing strengths and opportunities to help them develop their tourism potential.

EFAS-IFAS Analysis

To arrive at specific strategies for edutourism development in Catur village, the identified factors through the SWOT Analysis (Table 3) was quantified using EFAS-IFAS Factor Analysis by giving weight and rating for each variable in each factor. By such, the researcher would be able to find the focused area of improvement and focused strategy for development.

The first step was to assign specific weights for the variables in each of the four factors, for which the assigned weights for each factor has to add up to 1.00. This was done through gathering quantifiable inputs from five credible sources who are knowledgeable about the development of Catur village particularly tourism in Catur in the recent years and averaging the weights they assign for each variable in each SWOT factor to the nearest .05 increment. The results from determining the Internal Factor Summary is shown in Table 4, while the External Factor Summary is shown in Table 5.

Table 4. Internal Factor Summary of Catur Village for Educational Tourism

No	Strengths	Average Weight*	Weaknesses	Average Weight*
1	Specialty coffee already well-known under the protection of ‘Kopi Kintamani’ indicator	0.30	Not all villagers are aware or want to be involved in the tourism project	0.25
2	Beautiful nature (waterfall, coffee plantation, marigold, mountains)	0.20	Access and signage to the tourism location not adequate	0.20
3	Community-developed herbal products	0.20	Insufficient accommodation	0.20
4	Adequate access to the village (Denpasar, Singaraja, Kintamani)	0.15	Lack of facilities to host a large number of tourists	0.20
5	The unique assimilation of Balinese and Chinese culture and religion	0.15	Tourism sites not yet properly arranged/integrated	0.15
Total Strengths Factor		1.00	Total Weaknesses Factor	1.00

Source: Primary data

*Weight categories: 0.01 – 0.10 = not important; 0.11 – 0.20 = important, 0.21 – 0.30 = very important

Table 5. External Factor Summary of Catur

No	Opportunities	Average Weight*	Threats	Average Weight*
1	Millennials and Gen-Z’s always looking for a new tourist sites	0.25	Many competitors (other tourism villages) with similar offerings	0.30
2	Educational tourism program about specialty coffee	0.20	Continuity of external support	0.25
3	External funding (CSR, grants)	0.20	Tour operators expect commissions if they take visitors	0.20
4	Support from governmental agencies, universities, NGOs, and for-profits	0.20	Threat of climate change, natural disaster, and pest infestation	0.15

5	Herbal educational program from the government	0.15	Outside investor taking over disregarding community welfare	0.10
Total Opportunities Factor		1.00	Total Threats Factor	1.00

Source: Primary data

The next step in the analysis was to assign values for each of the variables in each of the SWOT factors. This was done through a quantitative survey, in which respondents who had all visited Catur village to assess the importance and assign a value from 1 to 4 for each of the variables in each SWOT factor, with the assessment value of 1 signifying “low importance”, 2 signifying “moderate importance”, 3 signifying “high importance”, and 4

signifying “very high importance”. The values assigned by respondents were then treated as interval data and the median of the responses in each variable used as the end values. Then the values were multiplied by the weights (W x V), which were then summed to achieve the total score of each SWOT factors. The results are shown in Table 6 for Strengths and Weaknesses, and Table 7 for Opportunities and Threats factors respectively.

Table 6. IFAS Calculation for Strengths and Weaknesses Factors

No	Strengths	Weight	Value	W x V
1	Specialty coffee already well-known under the protection of ‘Kopi Kintamani’ indicator	0.30	3	0.90
2	Beautiful nature (waterfall, coffee plantation, marigold, mountains)	0.20	3	0.60
3	Community-developed herbal products	0.20	3	0.60
4	Adequate access to the village (Denpasar, Singaraja, Kintamani)	0.15	3	0.45
5	The unique assimilation of Balinese and Chinese culture and religion	0.15	3	0.45
Total for Strengths Factor		1.00		3.00

No	Weaknesses	Weight	Value	W x V
1	Not all villagers are aware or want to be involved in the tourism project	0.30	2	0.50
2	Access and signage to the tourism location not adequate	0.20	3	0.60
3	Insufficient accommodation	0.20	3	0.60
4	Lack of facilities to host a large number of tourists	0.15	3	0.60
5	Tourism sites not yet properly arranged/integrated	0.15	2	0.30
Total for Weaknesses Factor		1.00		2.60

Source: Primary data

Table 7. EFAS Calculation for Opportunities and Threats Factors

No	Opportunities	Weight	Value	W x V
1	Not all villagers are aware or want to be involved in the tourism project	0.30	2	0.50
2	Access and signage to the tourism location not adequate	0.20	3	0.60
3	Insufficient accommodation	0.20	3	0.60
4	Lack of facilities to host a large number of tourists	0.15	3	0.60
5	Tourism sites not yet properly arranged/integrated	0.15	2	0.30
Total for Opportunities Factor		1.00		3.00

No	Threats	Weight	Value	W x V
1	Many competitors (other tourism villages) with similar offerings	0.30	3	0.90
2	Continuity of external support	0.20	3	0.75
3	Tour operators expect commissions if they take visitors	0.20	2	0.40

4	Threat of climate change, natural disaster, and pest infestation	0.15	3	0.45
5	Outside investor taking over the village with little regard to the community welfare	0.15	2	0.20
Total for Threats Factor		1.00		2.70

Source: Primary data

SWOT Analysis Diagram

From the result of the analysis of IFAS-EFAS Matrices, the next step was to analyzed the figures using a SWOT analysis diagram to get an overview of the most suitable strategy moving forward among four possible strategies. The internal and external above produced the set of weighted value scores of 3.00 for Strengths Factor, 2.60 for Weaknesses Factor, 2.80 for Opportunities Factor, and 2.70 for Threats Factor.

The IFAS value was determined by subtracting the total weighted value of weaknesses factor from the strengths factor,

while the EFAS value was determined by subtracting the total weighted value of threats factor from the opportunities factor. Thus, the IFAS and EFAS value can be determined, as shown in Table 8. Further, by placing the IFAS value on the horizontal (x-axis) and the EFAS value along the vertical (y-axis) of a two-dimensional Cartesian diagram, it can be determined that the best strategy is in Quadrant I (i.e., Aggressive Strategy) as both x and y values are determined to be positive, as shown in Figure 1.

Table 10. Calculation IFAS and EFAS Coordinate

	Description	Calculation	Coordinate Value
IFAS	Strengths factor – Weaknesses factor	3.00 – 2.60	x = + .40
EFAS	Opportunities factor – Threats factor	2.80 – 2.70	y = + .10

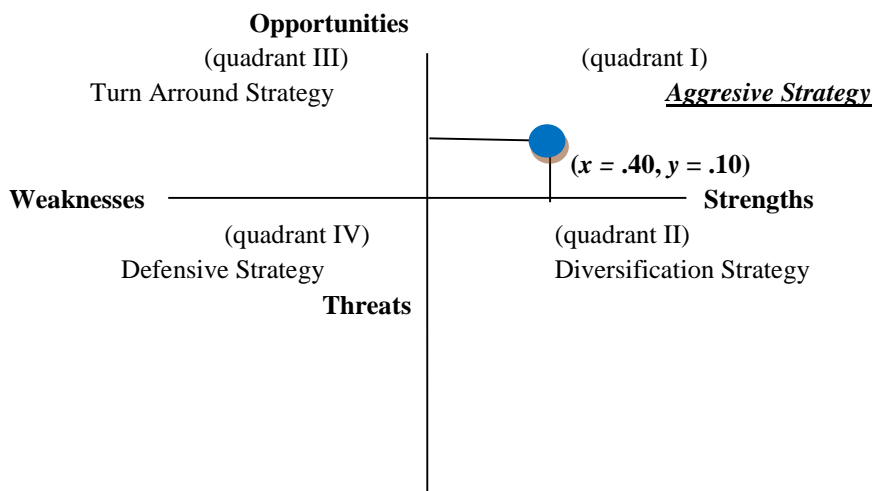


Figure 1. IFAS/EFAS Strategy Coordinate

After calculating the total of Strengths, Weaknesses, Opportunity and Threat in terms of IFAS (Strengths subtracted by Weaknesses), which is $3.00 - 2.60 = +.40$, and in terms of EFAS (Opportunities subtracted by Threats), which is $2.80 - 2.70 = +.10$, it was determined that the strategy coordinate on horizontal axis results in a positive value and also the vertical axis result in a positive value. In the SWOT Analysis Diagram, this corresponds to Quadrant I Strategy, in which (Catur’s tourism council) is prescribed to use the Aggressive Strategy to develop the village’s edutourism potential.

Aggressive Strategy involves using internal strengths to take advantage of the external opportunities. From the analysis above, Catur vilage is recommended to use the aggressive strategy to develop their edutourism potentials by taking the advantage of their market opportunities. This can be done in several ways. Firstly, the village could develop a truly unique

tourist attraction spot in Catur and engage in viral marketing, using the power of social influencer and curiosity particularly Millennial and Generation Z visitors who are likely to be attracted to viral spots. This could be done by developing the waterfalls, i.e. by opening and making a unique trekking access to waterfall through villagers huts (*rumah pondok*), through the coffee plantations on the way down, and through the river before arriving at the waterfall and being offered a nice cup of locally grown and produced coffee once getting there, add a selfie spot opening a simple coffee shop in every attraction spot, conducting the promotion through the use of video particularly travel vlogs using social influencers to discuss about the coffe experience, educational trekking experience, and assimilation between Balinese and Bhinese present in Catur. Secondly, the village youths could use the Internet especially YouTube to gain popularity among young Millennials and Gen

Z's so that they would be interested to find and explore the tourism sites around Catur, while revamping or making sign boards pointing to the tourist sites and information board at every attraction spot to give educational aspect of the visit. Next, Catur should expand their cooperation with outside investors and entities (tours and travel agencies, universities, schools) to develop packaged itinerary and tour guide script based on coffee, nature (edu-trekking) and culture (the assimilation of Balinese and Chinese culture), combined with educational aspect to explain of each attraction spot with coffee as the main attraction.

Next, the local entrepreneurs could develop coffee shops in which visitors can directly experience and learn about coffee cultivation, processing, roasting, and brewing methods. In addition, Catur could also take advantage of the new regulation from the government about herbal-based health products by create herbal tourism education by cooperate with Universitas Dhyana Pura, which includes the experience of cultivating medicinal plants, producing herbal products, and using the products health benefits—as well as having herbal products for sale in each tourist site. Lastly the village could write grant proposals to obtain fundings to build facilities for visitor such as parking lots and the place for visitor who wants to stay overnight, clean toilets, meeting/gathering areas, as well as arranging and organizing the tourism sites within the village.

CONCLUSION

From the SWOT Analysis and IFAS-EFAS calculation conducted in this study, it can be surmised that Catur village has great potentials for initiating and developing edutourism. It was determined that the strengths of Catur village outweigh its weaknesses and that the opportunities for the development of tourism particularly educational tourism narrowly outweigh the threats. As such, the recommended strategy that can be prescribed to the Catur village tourism council is Aggressive Strategy.

Noting the results of the questionnaire and interviews conducted, the potential highlights of Catur village is the cultivation and production of coffee as the anchor, supported by beautiful nature ready to be explored through edu-trekking and unique assimilation of culture that does not exist in most parts of Bali. In addition, Herbal tourism can also be complementary to educational tourism, as many people are realizing the benefits of herbal products for their health and as the government is taking active steps to promote it.

Based on the SWOT Analysis and the prescribed Aggressive Strategy, the local tourism council (*Pokdarwis*) should develop the strengths that Catur village has with the eye towards the Millennial and Generation Z markets, as they are most likely to be interested in education-related tourism activities. Another opportunity to take advantage of is the rise of *coffee connoisseurship*, in which young people are becoming more and more interested about where their coffee comes from and how it is processed. Additionally, they must seek more partnerships and funding, either through grants or direct investment, to

alleviate the weaknesses that they have, in terms of developing accommodation and other tourism-related facilities. Lastly, they must create a truly unique tourism experience in order to differentiate themselves from the competition, as well as to promote this using online platforms such as social media.

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