

Strategy for Development of Eco-Tourism Potential and Marketing Mix in Area Unit IV East Java Province

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Abstract: The research was conducted in the Regional Development IV of East Java Province (Jember Regency, Bondowoso, Situbondo). Primary data were obtained from tourists, business actors, communities around tourism sites, practitioners, and related agencies. Secondary data were obtained from various agencies, including the Jember Regency Tourism Office, the Bondowoso Regency Tourism and Youth and Sports Office, and the Situbondo Regency Tourism Office. Likewise through the Internet and books and research journals. The analytical tool used in this study is SWOT (Strengths-Weaknesses-Opportunities-Treat) which is used to develop strategic factors in developing tourist destinations in the Regional Development Unit IV of East Java Province. The results showed that in the SWOT quadrant, the position of ECO-TOURISM POTENTIAL DEVELOPMENT in SWP IV is located in quadrant I, meaning that in this quadrant the situation is very favorable. This means having opportunities and strengths that can be utilized to the fullest. The right strategy in this situation is to support an aggressive growth policy (growth-oriented strategy). Judging from the results of the IFAS and EFAS calculations and described as SWOT quadrants, the results are in the position of the Ecotourism potential development quadrant in SWP IV is in the quadrant I position. So the development of ecotourism potential is in a very profitable position, this is because it has strengths and opportunities that can be utilized economically maximum. As a result, ecotourism in SWP IV East Java Province must support an aggressive growth policy (growth-oriented strategy). Based on the results of the IE matrix, it is in quadrant I cells so the right strategy is backward integration, forward or horizontal integration, market penetration, market development, and product development. Meanwhile, based on the Quantitative Strategic Planning Matrix

(QSPM), a product development strategy was chosen so that to create the potential for ecotourism development, it was necessary to prioritize the development of existing products in ecotourism and Micro, Small, and Medium Enterprises products.

Keywords: quadrant, IFAS, SWOT quadrants, QSPM.

INTRODUCTION

SWOT analysis (Strengths-Weaknesses-Opportunities-Treat) is a tool used to develop strategic factors in developing tourist destinations in the Development Area Unit IV of East Java Province. By using the SWOT matrix, it will clearly describe how the external opportunities and threats it faces so that it can be adjusted to its strengths and weaknesses. Furthermore, this matrix is used to assist the development of four types of strategies, namely SO strategies (strengths-opportunities), WO Strategies (weaknesses-opportunities), ST Strategies (strengths of threats), and WT Strategies (weaknesses-threats).

Respondents taken in this study were all tourists who had visited the SWP IV tourism object in East Java Province. The results of descriptive analysis of the results of primary data collection are by distributing questionnaires. Respondents in this study consisted of the Government sector such as the Head of the Culture and Tourism Office, Tourism Manager, and Head of the Tourism Awareness Group, as well as the general public both local and from outside the region as tourists. Then sellers of Food and Crafts, Community Leaders, and the Community around the location of tourist destinations.

LITERATURE REVIEW:

Ecotourism Principles:

Usually community-based tourism according to the (WTO 2008) covers the fields of Social, Economic, Cultural, Environmental and Political. Indicators in the Social sector include: Involving the community in initiating all aspects of development, and community pride, as well as developing the quality of life. Several important criteria for community-based tourism in general can be defined (World Tourism Organization, 2008).

5 It was initiated by the local community who had to participate and support tourism activities. Second, the results of community-based tourism must provide economic benefits, especially for the local community. Third, activities from tourism can protect, support culture, traditions, ways of life and natural resources in the community. The business model of the organization can be applied in the context of community-based tourism. The long-term success of tourism is mainly in the vision and joint initiatives of the local community with a strong integration of the leaders, so that the local community can participate in tourism activities (Spillane. J. J. 1994). Ecotourism is an economic activity that is very vital in providing tourists with opportunities to experience nature and culture to know the importance of biodiversity conservation. Ecotourism also provides a large enough income for conservation activities so that ecotourism should be a potential tool to improve the nature and behavior of local communities (, Reisinger, Y., C. J. Steiner (Russell, P. 2000; Reisinger, Y., & Steiner, C. J. 2006; & Salazar, N. B. 2012).

Ecotourism can develop if it meets the following requirements (López-Guzmán, T. *et al.*, 2011).

1. Attractions, which means that tourist objects must be attractive and unique, for example beautiful and unique natural scenery with expanses of agricultural land, beaches and seas, hills and mountains and waterfall valleys, beauty of parks, unique local culture and arts.
2. Facilities, means the availability of the necessary facilities and infrastructure in the form of public facilities, telecommunications, hotels and restaurants.
3. Transportation, the existence of public transportation, for example the existence of a bus terminal, security system passengers regarding the travel information system, the certainty of the fare amount to the tourist attraction.
4. Infrastructure, for example the availability of road facilities and if possible also the availability of river or other facilities, irrigation, communication networks, health facilities, electricity and energy sources, waste/garbage/dung/water disposal management systems and security systems.
5. Hospitality, community hospitality both in the localization and business actors because this will be a reflection of the success of a good tourism system.

RESEARCH METHOD:

Analysis Method:

The analysis in this study aims to identify the potential of ecotourism in the Regional Development Unit IV of East Java Province. The analytical method used in this study is the analysis of ecotourism potential, qualitative descriptive analysis techniques are used as an analysis of ecotourism potential. This research technique produces descriptive data in the form of written words from the results of data obtained

during field observations, questionnaires, interviews and documentation. Field observations in this study were carried out to observe ecotourism potential in the Regional Development Unit IV of East Java Province.

RESULTS:

SWOT Analysis (Strength, Weakness, Opportunities, and Threats) Development:

SWP IV Tourism Objects in East Java Province:

SWOT analysis is one of the techniques that can support the development of SWP IV tourism objects in East Java Province. SWOT components include strength (strength), weakness (weakness), opportunity (opportunity), and threats (threats or obstacles). The four components of SWOT need attention in order to help the process of developing tourism objects.

Internal Factor Evaluation (IFE):

12 Identifying internal factors needs to be done to find out the strengths and weaknesses of the SWP IV tourism object in Java Province. Information regarding the internal conditions of SWP IV tourism objects in East Java Province was obtained through questionnaires with tourists and managers of SWP IV tourism objects in Java Province. Internal factors related to the variables of tourist attraction, facilities, and infrastructure, ticket prices are obtained from tourists, while human resources and promotions are obtained from tourism object managers.

Calculation of the Internal Matrix Strategic Factor Analysis Summary (IFAS):

Total Strength Score – Total Weakness Score = 2.236 - 1.278 = 0.958.

Matrix Calculation of External Strategic Factor Analysis Summary (EFAS):

Total Opportunity – Total Threat = 2.143 - 1.848 = 0.295

4 Based on the results of the SWOT quadrant, it shows that the position of Ecotourism POTENTIAL DEVELOPMENT in SWP IV is located in quadrant I, meaning that in this quadrant the situation is very favorable. This means having opportunities and strengths that can be utilized to the fullest. The right strategy in this situation is to support an aggressive growth policy (growth-oriented strategy). Judging from the results of the IFAS and EFAS calculations and described as SWOT quadrants, the results are in the position of the Ecotourism potential development quadrant in SWP IV in the quadrant I position. So the development of ecotourism potential is in a very profitable position, this is because it has strengths and opportunities that can be utilized economically maximum. As a result, ecotourism in SWP IV East Java Province must support an aggressive growth policy (growth-oriented strategy).

Matching Stage, at this stage there is an IE matrix and a SWOT matrix. The IE matrix is seen on two axes, especially on the X-axis describing the total IFE weight score while the Y-axis is the total EFE weight score. There are three major sections that divide the IE matrix, with different strategy categories as follows:

- Cells I, II, or IV grow and build cells, meaning to grow and build, so the strategic implications are Intensive strategy (market penetration, market development, and product development) or integrative (backward integration, forward integration, and integration horizontally).
- Cells III, V, or VII are held and maintained cells, meaning to maintain and maintain, so the implications of the strategy are: Intensive strategy (market penetration and product development)
- Cells VI, VIII, or IX is harvest or divest cells, meaning harvest or divestment, so the strategic implications are Conglomerate diversification strategy and liquidation strategy.

Based on the formulation of this strategy, several marketing strategies that can be obtained by ecotourism destinations in SWP IV East Java Province, among others:

- **Strength - Opportunity Strategy:**
 - **S-O1: Take advantage of competitive ticket prices to collaborate with application users such as Grab, Gojek, etc.:**

This strategy is the embodiment of an intensive strategy, namely product development, and an integration strategy, namely advanced integration. Good relations between ecotourism destinations in SWP IV East Java Province, with partners, consumers, social programs, and associations will facilitate the process of implementing this strategy. Ecotourism destinations in SWP IV East Java Province can develop various offers or discounts so that they have certain characteristics. This development actively involves consumers so that it can be categorized as the embodiment of co-creation in marketing 4.0.

- **S-O2: Ecotourism and ecotourism business development as marketing media:**

This strategy is a manifestation of market penetration efforts (intensive strategy) and horizontal integration efforts (integrative strategy). Ecotourism in SWP IV East Java Province can develop ecotourism and ecotourism for Micro, Small and Medium Enterprises by collaborating with Micro, Small and Medium Enterprises partners, social programs, and/or government agencies. The existence of ecotourism and ecotourism can increase public knowledge and interest in Indonesian Micro, Small and Medium Enterprises. A good relationship between Ecotourism in SWP IV East Java Province with partners, consumers, social programs, as well as associations, and the Micro, Small and Medium Enterprises community will facilitate the realization of the development of ecotourism and the ecotourism business. The development of ecotourism and ecotourism businesses as marketing media is the

application of the 4C Marketing 4.0 concept, namely activation and communal conversation.

- **S-O3: Developing the creative economy:**

Cultural diversification and regional potential in SWP IV East Java Province are very varied so that it encourages people to make efforts and produce creative products. As a result, local governments must make affordable efforts to promote the advantages, culture, and characteristics of the region. This will give birth to local entrepreneurship that contributes to regional economic growth which will further trigger regional and even national competitiveness.

- **S-O4: Promoting optimally, therefore it is necessary to increase promotion through market penetration so that it is better known by the public.**

The existence of ecotourism in SWP IV East Java Province is well known by tourists about the beauty of white sandy beaches with sunsets in the afternoon, for example.

This market share must be maintained because they are potential tourists. However, this market share needs to be penetrated by bringing in more tourists, especially from outside the region and even internationally by offering menu packages for special events (weddings, birthday celebrations, reunions) by providing special facilities.

- **S-O5: Adding trash cans and directions to bathroom facilities provide clear writing as an education for the public:**

This will result in people becoming more aware to participate in preserving and maintaining environmental cleanliness. Furthermore, ecotourism can be enjoyed by the next generation. To play a role in maintaining the sustainability even though it actually has to start from yourself, especially the house.

- **S-O6: Adding tourist attractions to attract visitors:**

As a tourist attraction to visit Ecotourism in SWP IV East Java Province, the development of tourist attractions must be carried out including natural, cultural, and artificial tourist attractions.

- **S-O7: Doing more modern promotions to be better known:**

For example: Video, the website design on the video menu from Ecotourism at SWP IV East Java Province contains some information about facilities, conservation activities, and is also more interactive so that everyone who watches is more interested and more comfortable to get information about Ecotourism.

Brochures, general media (radio advertisements, billboards, websites, brochures, merchandise, etc.)

Sales promotion: giving discounts, coupons with prizes (free stays, free tickets, direct prizes, gifts for

purchasing tour packages can be calendars or in the form of contests with prizes.

➤ **Weakness Opportunity Strategi Strategy:**

- Improving good service by providing HR training. In order to improve the quality of service to tourists, continuous training is needed. The goal is that these employees feel more confident in serving tourists, especially tourists from outside the city and even foreign countries with different characters. For example, employees are accustomed to using standard language and even English in a polite and friendly way.

▪ **Developing a creative economy:**

The strategy of the creative economy sector has a large multiplier effect on other economic sectors. For example, an increase in investment in the Film, Video, and Photography sub-sectors will increase the total output of the national economy.

As a result, the creative economy sector needs to be continuously improved and developed. Local governments must synergize with the community and other institutions to reach an agreement to make a breakthrough for creative economy actors. This is because in the process of developing the creative economy, especially in the regions, it is a systemic relationship and has a relationship of interdependence. Improving the quality of creative and innovative Human Resources. Which has a local advantage with global competitiveness. As a result, regulations/policies must be established, and law enforcement and increase the confidence in the banking world. The most important thing is the existence of market support and regulatory patterns as well as the strengthening of environmentally friendly technologies and methods. Finally, there is public awareness is realized through an appreciation of all the potential of the creative economy will increase creative economic transactions. Likewise, community interest can be grown through the creation of creative ideas based on the characteristics, advantages, and uniqueness of each region.

▪ **Promote through social media:**

With the development of technology, information, and communication, which is increasing, the number of Internet users is increasing. Social media such as: Facebook, Twitter, YouTube, Line, and WhatsApp are very well known by the people of Indonesia. The last social media that is now growing very fast is Instagram. The number of social media users is increasing, so that media is a great opportunity to carry out promotional activities.

▪ **Develop a travel guide book containing identification of tourist destinations:**

The travel guidebook will provide a complete description of the identification of tourist destinations, how the criteria for quality tourist attractions are. This aims to motivate tourists to visit tourist attractions and tourism industry players cooperate with other agencies to produce tourist guide books. Guidebooks as travel

guide media and tourist area information providers. In SWP IV, East Java Province, it is a representative information center for the Tourism Office. This is important because it contains the provision of various kinds of information that are often asked by tourists and potential tourists. This guidebook is also useful as a second purpose meaning as a medium for tourism promotion as well.

Book media with its advantages can contain information in the form of descriptive descriptions, photos, graphs, maps, and travel routes. Tourist guide books that are already held by tourists after returning home can be given to others as travel and travel recommendations, so that they can be used as tourism promotions in SWP IV East Java Province.

▪ **Improving accessibility services to tourism destinations, (free buses and tour packages):**

Collaborating with the Directorate General of Land Transportation of the Ministry of Transportation (Kemenhub) to provide free transportation fleets in national tourism strategic areas (KSPN). This free service facility must be available every day and free of charge, meaning that tourists as passengers are not charged anything. Meanwhile, the tourism package marketing strategy is a diversification of tour packages as an effort to increase sales through diversifying tour packages, either through developing new tour packages or developing existing packages.

- Empowering the surrounding community to participate in owning and indirectly promoting word of mouth among the community. Involving local communities in doing business so that they can enjoy the benefits of tourism development. There is the involvement of the local community in many things, such as the selection, design, planning, and implementation so that the program can colour the lives of the local community. This is also to create a conducive atmosphere so as to allow the potential of the community to develop and be able to play an active role in sustainable tourism development. As a result, individuals and communities will become independent in thinking, acting, and controlling what they do.

➤ **S-T Strategi Strategy:**

▪ **Fostering ecotourism based on regional arts culture:**

Here, cultural elements are prioritized in order to attract tourist arrivals. For example, language, traditional society, handicrafts, food and eating habits, music and art, and the history of a place. Religion can also include the culture and dress code of the local population as well as the activities that locals usually do in their spare time.

▪ **Human resources are improved managerially:**

The tourism human resource development strategy must be the concern of all, especially capacity building

and capability as well as competence. Human Resources are not only influenced by the level of education and knowledge, it is also influenced by the work environment, (such as institutions and individuals. The reward system must be considered because the relationship between workers and the level of welfare of the workforce will affect the willingness of individuals to actualize themselves in an effort to increase their capacity and capability.

Graduates of schools and universities are endeavored to become superior human resources who have competitiveness in expertise and skills in the tourism industry at the national and international levels. The trick is to develop talent and entrepreneurship, especially to manage Super Priority Destinations which bring in many investors from within and outside the country. Increasing the capacity, capability, and competence of tourism Human Resources, whether carried out by the government, the business world, or the community is carried out through education, both formally and non-formally. Such as training, which is held by educational institutions at the primary and secondary levels as well as higher education, training institutions, and other related parties who can organize training.

▪ **Ecotourism events must be integrated with other economic sectors:**

This strategy requires cooperation with stakeholders in the tourism sector both with stakeholders in the tourism sector such as travel agencies, and hotels, as well as with other third parties. This cooperation is needed to improve the quality of tourism. The development of this tourist object, apart from being a necessity for the tourism sector itself, requires an effort to be integrated with regional development in general which is cross-sectoral.

▪ **Ecotourism products must be competitive:**

Try to reduce maintenance and product development costs with the aim of being able to compete with similar products offered by competitors. Then improve the quality of the product in accordance with the needs and desires of tourists, in terms of price, try to match the expectations of tourists. Next, replace the marketing strategy by setting a target market so that prices can be competitive. This can be done by means of the distribution system used (promotional strategy) to support the existence of public relations. The number of existing products, if necessary, is reduced by choosing only good quality. As a result, bidding is temporarily postponed if repairs are made.

➤ **W-T Strategi Strategy:**

▪ **Human resource education is improved in terms of services:**

Improving the quality of human resources today is a challenge that must be addressed immediately. In the era of the industrial revolution 4.0, the era of digitalization, we are faced with the market because

there are changing trends. As a result, we cannot only focus on the old pattern, so each stakeholder must respond quickly to increasing human resource capacity. The existence of a tourism awareness group that has been formed by the government, for example, must be carried out intensively, including in relation to the management of tourism objects. Moreover, in the international world, there are already international guidelines, there is such a thing as a tourism code of ethics including what are the obligations and rights of tourists, what are the rights and obligations of local and central governments, and what are the rights and obligations of the community and the media. Everything is clear so that if we work together, ecotourism or sustainable tourism can be achieved.

▪ **Guidance for the community around tourism destinations as subjects and objects of tourism:**

The existence of Tourism Awareness Groups (Pokdarwis) as tourism actors in every tourism activity and is the main actor so that whether or not a tourism object is developed its role is very important. In this case, the government only acts as a facilitator. The community involvement is in the form of culinary providers or trading around tourist sites which are the livelihoods of the community. As a result, it can move the wheels of the community's economy around tourism objects. The success of a tourism industry that is supported by the local community, which functions as a community as well as a tourism object manager is involved in its development. For this reason, ecotourism development must facilitate the broad involvement of the Pokdarwis. So the government and Pokdarwis are required to cooperate in fostering and empowering the community to manage the natural potential of each tourism object, such as in processing traditional food, making souvenirs, and others.

▪ **Developing the Web and ecotourism products through self-financing programs:**

Ecotourism destinations in SWP IV East Java Province currently do not have websites. Even though the existence of a website is very important at this time because it will make it easier for consumers to see relevant information about ecotourism destination products in SWP IV East Java Province. To carry out this strategy, first of all, an admin manager and content creator for the website are needed who are responsible for creating content and updating the information presented.

The use of the internet as a marketing medium is an application of the 4C concept (co-creation, communal activation, and conversation). This means that the role and participation of consumers is an important point in the business development of ecotourism destinations in SWP IV, East Java Province. With the active role of consumers, then consumers will feel involved in the development of business and ecotourism destinations in SWP IV East Java Province and increase their loyalty. Through the web, tourists can get the best price options,

in finding information on certain ecotourism places. So tourists are greatly facilitated by a variety of content that can be accessed via the web. So it can be said that travelers in the millennial era are very easy to get more information than in previous times,

▪ **Cooperating with other parties (travel agents, bloggers, etc.):**

The success of this ecotourism promotion can be done through collaboration with travel bloggers. The existence of travel bloggers currently greatly influences netizens as tourists. This means that this strategy is very appropriate to improve the organic optimization of the travel website that has been created previously. Travel bloggers usually present quality content so that they have many fans and visitors to tourist destinations. This can be done by recommending natural links to the website to their audience. Another way that can be used is to set up a privately-owned platform to present information and inspire audiences. These personal platforms can usually attract other people with a more personal approach such as only doing word of mouth promotion.

This strategy is also an embodiment of the 4C concepts (Co-creation), Currency (currency), Communal Activation (communal activation), and Conversation (conversation) which are more relevant to the era that is being transformed into the digital era. This means that expedition services/travel agents are actively involved in the process of sending goods/people. Ecotourism destinations in SWP IV East Java Province must communicate intensively with expedition services to ensure the condition of the destination is in good and pleasant condition.

➤ **Co-creation:**

This strategy is the process of creating products by establishing partnerships.

CONCLUSION:

Based on the results of previous research and discussion, it can be concluded as follows:

1. Based on the results of the IFE, the total weight score is 3,058 and the EFE is 3,219.
2. Strategy formulation with SWOT analysis resulted in a total of 36 strategies.
3. Based on the results of the IE matrix being in quadrant I cells, the right strategy is namely backward integration, forward or horizontal integration, market penetration, market development, and product development.
4. Based on the QSPM, a product development strategy is chosen so that to create the potential for ecotourism development, it is necessary to prioritize the development of existing products on ecotourism products and Micro, Small, and Medium Enterprises.

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