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STRATEGIES FOR MARKETING DJUANDA FOREST PARK IN THE EFFORT TO INCREASE THE NUMBER OF VISITORS

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ABSTRACT

Djuanda Forest Park as a conservation forest has great potential as a tourist destination because there are a lot of attractions in one area. Nevertheless, the number of domestic and foreign visitors in several months is still low. Therefore, this study was aimed at determining and analyzing the internal and external environment of Djuanda Forest Park as well as formulating the marketing strategies to increase the number of visitors. This study first set the internal and external factors and formulated the SWOT Matrix. The analysis results based on the internal-external analysis suggested that the strategic position of the forest park lies in cell V (five) by which the applied strategies are to hold and maintain through the market penetration and product development. The SWOT analysis generates several strategies that can be grouped into market penetration and product development.

Keywords: Marketing Strategy; Nature Tourism; SWOT Analysis

INTRODUCTION

The quickest rising type of tourism is nature-based tourism to developing regions in which the world's biodiversity is rigorous (Kuenzi & McNeely, 2008). A very popular nature-based tourism destination in Bandung and its surroundings is Djuanda Forest Park. A forest park is a nature conservation area to collect natural or artificial plants or animals, native or non-native species that are used for research, science, education, supporting cultivation, culture, tourism, and recreation. A forest park in Bandung can be found in the Djuanda Forest Park area. The forest park functions as the lungs of the city of Bandung because it is rich in oxygen which is very beneficial for human life. As a tourist destination, Djuanda Forest Park has an area of 528,393 hectares, where the number of visitors can be said to be quite low but can still be increased.

The data on the number of visitors to Djuanda Forest Park in 2017 that the authors got from the forest park management shows that, from January to August 2017, the visitors amount to 274,110 people consisting of 271,850 domestic visitors and 2,260 foreign visitors. Meanwhile, from January to August 2016, the visitors amount to 389,477 people consisting of 387,315 domestic visitors and 2,162 foreign visitors. From the presented data, it can be seen that there is a decrease in the number of visitors by 14.2% from January to August 2017, while the high season happens in July and August on average. Thus, there are still opportunities to

increase tourist visits in the low season by using the existing capacity. If the management wants to increase twice to three times the number of visitors in the low seasons, then they need the appropriate marketing strategies and efforts.

Each tourist destination has different attractions so the right marketing is needed. The right promotion can lead the destination to be recognized and attract more potential visitors. The American Marketing Association (AMA) in Kotler and Keller (2016) defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

In the case of tourism marketing, Font & McCabe (2017) claimed that it is perceived as exploitative and causing hedonistic consumerism so they propose sustainability marketing which offers more sustainable products and design more persuasive marketing communication. Tzioras (2018) confirmed that environmental management plays a significant role in promoting and developing tourism destinations. To promote sustainable nature-based tourism destinations collaboration or partnerships and marketing-focused strategic approach (Sharpley & Pearce, 2009). Specifically for protected areas like national parks, Markowski, Bartos, Rzenca, & Namiecinski, (2019) An et al (2019) found a significant relationship between tourism attractiveness and the number of visitors. Therefore, these two factors must be considered in tourism marketing and management strategies.

Kotler & Keller (2016) claim that to support the success of the desired marketing strategy, it is necessary to design a marketing plan which is a central instrument for directing and coordinating marketing efforts. The marketing plan operates at two levels: strategic and tactical. A strategic marketing plan describes the target market and the value proposition that will be offered by the company, which is based on the analysis of the best market opportunities. A tactical marketing plan specifies marketing tactics, including product features, promotions, goods supply, pricing, sales channels, and services. However, in the case of Iran, online marketing was found to not upsurge the number of investors in the country's ecotourism destination (Riasi & Pourmiri, 2015). Meanwhile, Douglas (2016) recommended that nature-based tourist destinations should also take into account the customer-focused approach to their distribution channels, not relying solely on the popularity of electronic distribution channels.

According to Fandeli & Nurdin (2005), the marketing of tourism is an attempt to bring or facilitate meetings/transactions between supply and demand. The whole process leads to the achievement of objectives to increase the frequency of occurrence of tourism transactions for a particular country or different communities following the goals of national development. By using a series of marketing actions, strategies and efforts can be drawn up to create opportunities for tourist visits to the Djuanda Forest Park.

The tourism marketing strategies in a destination often use promotions and publications in introducing tourism objects. The publication and promotion aim to inform people or certain groups that there is a product to be sold. The publication is aimed at potential buyers who are not yet known, while promotions are aimed at potential buyers whose identity is known (Yoeti, 2008). One of the most effective

ways to massively promote a tourist destination is through online media (Musadad & Ibrahim, 2019).

The globally developing technology and information also contribute to a very significant impact on all aspects of people's lives in the world, including its effect on the progress of the tourism industry. As claimed by Nasrullah (2017), access to media has become one of the primary needs of everyone. This is due to the need for information, entertainment, education, and access to knowledge from different parts of the world. Based on the description, this paper aims to determine and analyze the internal and external environment of Djuanda Forest Park as well as to formulate the marketing strategies to increase the number of visitors to Djuanda Forest Park.

METHODOLOGY

The stages of the research began with the problem statements, i.e. Djuanda Forest Park is very potential to attract a great number of visitors since it has a lot of attractions in one area and the number of visitors in several months was still low. These were obtained based on the preliminary study and the results of interviews concerning efforts to maintain and increase the number of visitors in Djuanda Forest Park. The next step was to collect the primary data through observation, conducting interviews, and distributing questionnaires. The observation and interviews with the manager and the director of Djuanda Forest Park were done to collect the data about the existing marketing communication activities performed by the management of Djuanda Forest Park. Meanwhile, the secondary data in the forms of managerial data and visitor attractions were collected through the document reviews.

The collected data were then processed until the results were obtained for further analysis. The data processing included the creation of a SWOT analysis matrix to obtain alternative marketing strategies that are appropriate and up-to-date, following the strengths, weaknesses, opportunities, and threats faced by Djuanda Forest Park. According to Rangkuti (2009), the first step in creating strategies is to perform internal and external factors analysis. In determining internal and external evaluation factors, the authors coordinated with the director of the Djuanda Forest Park Office, the manager of the Djuanda Forest Park Utilization, the elders of the community around Djuanda Forest Park, as well as the summary of interviews with visitors to Djuanda Forest Park.

In the final stage, conclusions were drawn regarding the results of the analysis in this study. The objectives of the study were answered at this stage. Finally, recommendations were made for the programs in outline

RESULTS AND DISCUSSIONS

Existing Marketing Activities at Djuanda Forest Park

The marketing communication is performed by the management of the Djuanda Forest Park to promote all tourism products in the forest park area. This is to attract visitors by informing, influencing, persuading, and reminding consumers to be more familiar with and interested in nature-based tourism products and to enjoy them in line with its function as a nature conservation forest. This type of marketing activity is done with the assistance of, among others, the central government, local governments, and related partners. Marketing is done through

sales promotion, advertising, direct marketing, public relations, and other promotional tools. In the field of advertising, marketing communication is carried out through print media including bulletins, books, posters, tourist map posters, leaflets, electronic media (e-books), billboards, banners, and advertisements at the point or ticket booths. The promotional efforts routinely performed by Djuanda Forest Park to attract visitors include the following activities:

- 1) The Juanda Forest Park Festival is held once a year in November.
- 2) Organizing Arts and Culture Performances, held every two months by organizing music, dance, children's fairy tales, drawing and coloring competitions, photo competitions, and others.
- 3) Actively participating in exhibitions organized by the government, private sector, and others.
- 4) Coordinating and cooperating with the Education Office, including directly visiting schools in the Bandung City and West Java Province and making presentations to school students.
- 5) The Juanda Forest Park Festival is held once a year in November.
- 6) Organizing Arts and Culture Performances, held every two months by presenting music, dance, children's fairy tales, drawing and coloring competitions, photo competitions, and others.

In addition to these marketing communication activities, the management of the Djuanda Forest Park also creates the branding "Friends of Tahura" to further increase consumer memory of the attractions of the forest park as shown in Figure below.

Figure 1
The Branding of Djuanda Forest Park



Source: google image (2021)

Analyses of Internal and External Strategic Factors

Analysis of the situation of the Djuanda Forest Park was performed based on data on the situation of its internal and external environment as well as the results of interviews with visitors about the current situation of the forest park. This aims to determine the current strategic position of Djuanda Forest Park. Before creating

the SWOT analysis, the analyses of the Internal Factor Evaluation and the External Factor Evaluation have to be conducted first (Rangkuti, 2009).

Internal Factor Analysis

The following is the internal factor evaluation matrix of Djuanda Forest Park.

Table 1
 The Internal Factor Evaluation Matrix of Djuanda Forest Park

No	Internal Factor	Weight	Rating	Score
<i>Strength</i>				
1	Attractions that are quite diverse in one location (Japanese Cave, Dutch Cave, Cliff Palace, Curug, and others)	0.14	4	0.56
2	The location is close to the downtown Bandung	0.09	4	0.36
3	Djuanda Forest Park is a city forest that provides comfort with trees and fresh air and a beautiful scenery	0.13	4	0.52
4	Djuanda Forest Park has conservation, recreation, and education functions as well as the flora-fauna collection	0.14	3	0.42
5	Utilization of information and communication technology by the management of Djuanda Forest Park as a supporting tourism program	0.09	3	0.27
<i>Weakness</i>				
1	The road to Djuanda Forest Park is narrow and has no public transportation.	0.09	2	0.18
2	The marketing done by managers of Djuanda Forest Park as a tourist destination is still low.	0.08	2	0.16
3	Djuanda Forest Park's human resources are minimal in quality and quantity.	0.07	1	0.07
4	Facilities and infrastructure for visitors are poorly maintained and not yet sufficient in quantity.	0.09	2	0.18
5	The cleanliness of the Djuanda Forest Park area is still low.	0.08	1	0.08
Total		1		2.80

Based on the results of the analysis above, there are dominant strengths and weaknesses in Djuanda Forest Park. The list of strengths and weaknesses is then included in Table 1 which is an Internal Factor Evaluation Matrix. The weights are based on the level of importance of each of the internal and external factors, ranging from 0.0 (not important) to 1.00 (very important). The sum of all weights must be equal to 1.00. Meanwhile, the rating is based on the strengths and opportunities of these factors, ranging from 1 (low) to 4 (high). For weaknesses and threats, a rating

of 1 means high weaknesses and threats, and 4 indicates low weaknesses and threats. The weight and rating figures in this study are based on the agreement of the Head of the Djuanda Forest Park Office, the manager of the Djuanda Forest Park Utilization, the elders of the community around Djuanda Forest Park, as well as the summary of interviews with visitors to Djuanda Forest Park.

External Factor Analysis

The following is the external factor evaluation matrix of Djuanda Forest Park.

Table 2
 The External Factor Evaluation Matrix of Djuanda Forest Park

No.	External Factor	Weight	Rating	Score
Opportunity				
1	Ease of access for domestic and foreign visitors to visit the city of Bandung.	0.14	3	0.42
2	Advances in information and communication technology make it easy for potential visitors to access information about tourist destinations, transportation, and accommodation.	0.14	2	0.28
3	The increase in income per capita of the population is sourced from the main tourists, including West Java, DKI Jakarta, Central Java, and others.	0.09	3	0.27
4	There are various sports communities and nature lovers in Bandung that can increase the interest in nature tourism from the city of Bandung and its surroundings.	0.12	3	0.36
5	The population level of West Java, Jakarta, and other regions has the potential to be a major source of visitors.	0.08	2	0.16
Threat				
1	Completeness of public transportation facilities and supporting infrastructure for the tourism industry in Bandung	0.1	2	0.2
2	Local Government Policy regarding the development of regional tourism, such as taxes and user charges.	0.09	1	0.09
3	Social, political, and security conditions in Indonesia.	0.08	1	0.08
4	Traffic jams in big cities, especially in Bandung, can reduce the interest in traveling.	0.07	2	0.14

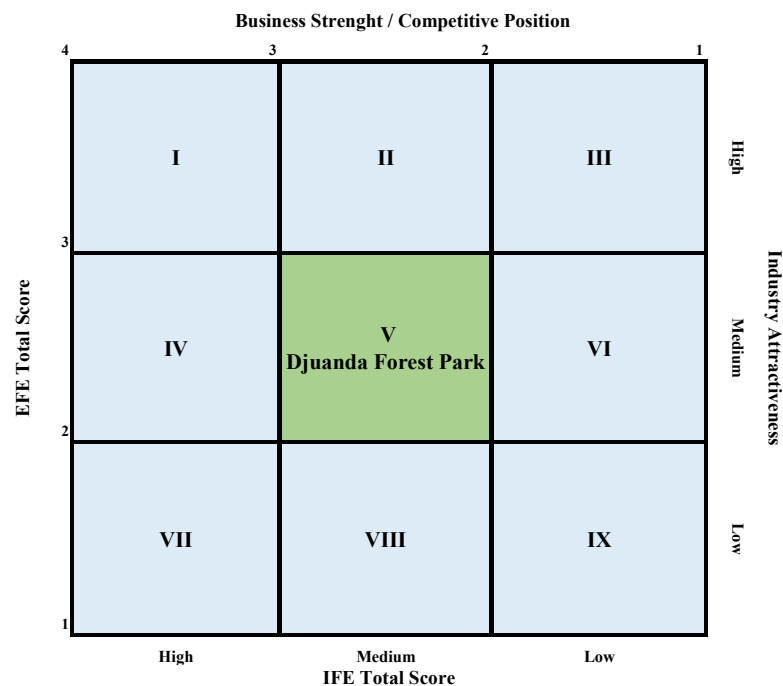
5	There are several competitors in the city of Bandung which offers more attractive tourist attractions.	0.09	3	0.27
Total		1		2.27

Based on the analysis of opportunities and threats above, a list of the main opportunities and threats is then included in the External Factor Evaluation Matrix. The weight and rating are done in the same way as the Internal Factor Evaluation Matrix.

Based on the total score obtained from the Internal and External Factor Evaluation Matrix, the strategic position of Djuanda Forest Park lies at the "portfolio matrix". With a total internal factor score of 2.80 and a total external factor score of 2.27, Djuanda Forest Park has a medium internal and external position.

The strategic position of Djuanda Forest Park lies in cell V in the Internal-External Matrix as shown in Figure 1.

Figure 2
 The Strategic Position of Djuanda Forest Park



Identification of Alternative Marketing Strategies for Djuanda Forest Park

After finding out various strengths, weaknesses, opportunities, and threats possessed by Djuanda Forest Park, the next step was to identify alternative marketing strategies that could be executed by the management of Djuanda Forest Park. The strengths, weaknesses, opportunities, and threats are formulated by referring to the results of interviews with Djuanda Forest Park's visitors and some secondary data gained from the document review.

To formulate the strategies for marketing the Djuanda Forest Park needs an instrument called the SWOT Matrix. In the matrix, the internal strengths and weaknesses are customized with the external opportunities and threats. This will result in four alternative strategies namely the Strength-Opportunity (SO) strategy, Weakness-Opportunity (WO) strategy, Strength-Threat strategy (ST), and Weakness-Threat (WT) strategy (Rangkuti, 2009).

Table 3
 The SWOT Matrix

Strengths		Weaknesses	
1	Varied attractions in one location (Jepang Cave, Belanda Cave, Keraton Cliff, Curug, Museum, and others).	1	The access road to Djuanda Forest Park is narrow and is not passed by public transportation.
2	The location is close to the city center of Bandung and easy to reach from Jakarta	2	The promotional efforts by the management of Djuanda Forest Park as a tourist destination are still monotonous.
3	Djuanda Forest Park is an urban forest that provides comfort with shady trees, fresh air, and beautiful scenery.	3	The Djuanda Forest Park's human resources are minimal in quantity and quality.
4	Djuanda Forest Park has the functions of conservation, recreation, education, and a collection of flora and fauna.	4	Facilities and infrastructure for visitors are poorly maintained and not adequate in quantity.
5	The utilization of information and communication technology by the management is one of the supporting tourism programs.	5	The level of cleanliness of the Juanda Forest Park area is still low.
S vs O		W vs O	
1	Make tour packages consisting of some tourist attractions (S1, O1, O3)	1	Use internet-based social media as the main promotional tool (W2, O2)
2	Initiate collaboration with various communities including sports lovers, nature lovers, and history lovers, and hold events with the themes of historical education, health tourism, etc (S4, O4)	2	Formulate the marketing mix of service by to increase the number of visitors (W2, W3, O1, O2, O4, O5)
3	Tourist segmentation is aimed at school students, university students, employees, retirees, and the general public who live	3	Activate the <i>ontang-anting</i> vehicles from Dago Terminal to Djuanda Forest Park for visitors who do not use private vehicles (W1, O1, O5)

	in Bandung and outside Bandung (S2, S3, O1, O3, O5)		
4	Socialize internet-based social media as a means of promotion on Facebook, Twitter, Instagram (S5, O2, O5)	4	Provide the visitors with official and professional tour guides (W3, O1, O2, O5)
5	Offer the park's uniqueness, e.g. rich in flora and fauna, conservation forest, and a collection of trees from various countries (S3, S4, O3, O4)	5	Involve various communities to be active on social media to get all information and place reservations for the convenience of visitors (W2, W3, O1, O2, O4, O5)
S vs T		W vs T	
1	Develop Djuanda Forest Park as one of the historical tours in the city of Bandung (S1, S4, T5)	1	Improve the facilities and infrastructure to make visitors more comfortable and satisfied in visiting Djuanda Forest Park (W1, W4, T1, T5)
2	Create special spots for taking pictures (selfies, wefies) with a forest background to fulfill the wishes and satisfaction of tourists (S1, S3, S4, T5)	2	Improve the cleanliness and add facilities in the Djuanda Forest Park area for the sake of visitors' satisfaction and comfort (W4, W5, T5)
3	Add various outdoor games with a forest theme (S3, S4, T2, T5)	3	Improve the management's services to visitors to win over the high competition among tourism destinations in Bandung and its surroundings (W2, W3, T5)
4	Organize special transportation (point to point) to visit various tourist objects in the Forest Park area (S1, T1, T4)	4	Involve the management in the policymaking regarding the Djuanda Forest Park to increase responsibility and a strong sense of ownership of the forest park (W3, T2, T3)
5	Collaborate with travel agents to make tour packages with some tourist destinations in Bandung City and its surroundings (S1, S2, S4, T2, T5)		

Based on the Internal-External Matrix, the strategic position of Djuanda Forest Park is in cell V. According to David (2013), this position can be handled properly through a *hold* and *maintain* strategy which means market penetration and product development. These two strategies are the most common strategies used to handle the strategic position in cell V. Therefore, the alternative strategies generated from the SWOT Matrix are grouped into two types of dominant strategies, i.e. market penetration strategy and product development strategy.

Some alternative strategies that are classified as the market penetration strategy for Djuanda Forest Park include:

- 1) Tourist segmentation is aimed at school students, university students, employees, retirees, and the general public who live in Bandung and outside the City of Bandung (SO 3).
- 2) Use of internet-based social media as the main promotional tool of Djuanda Forest Park (WO 1).
- 3) Strengthening the marketing mix by the management of Djuanda Forest Park to increase the number of visitors (WO 2).
- 4) Increasing cooperation with various sports communities, nature lovers, photo enthusiasts, and history enthusiasts to manage events with the theme of historical education, flora and fauna education, health and fitness education in Djuanda Forest Park (SO 2).
- 5) Cooperating with travel agents to make tour packages with other tourist destinations in the city of Bandung and surrounding areas (ST 5).

The product development strategy is a strategy that seeks to increase sales by improving or modifying existing products or services. The alternative product development strategy includes:

- 1) Making tour packages consisting of several tourist attractions found in Djuanda Forest Park (SO 1).
- 2) Adding a variety of outdoor games inside Djuanda Forest Park with a forest setting (ST 3).
- 3) Involving various communities to be active in Djuanda Forest Park's social media to get all information for the visitors' convenience (WO 5).
- 4) Developing Djuanda Forest Park as one of the historical and archeological tours in the City of Bandung (ST 1).
- 5) Making special spots for taking pictures (selfie, wefie) with the forest atmosphere to meet the visitors' desires and satisfaction (ST 2).

CONCLUSION

According to the Internal-External Matrix of Djuanda Forest Park, it is found that the strategic position of Djuanda Forest Park is in cell V. This position can be handled properly through a hold and maintain strategy. The market penetration and product development strategies must be implemented through a comprehensive set of programs. To generate a more optimal result, the programs should be executed by coordinated stakeholders including the local community, local government, tourism planner, marketing professional, travel agent, and tour operator (Mohanty & Sadual, 2019).

With the obstacles and difficulties encountered in implementing Djuanda Forest Park's marketing strategy, the management should first master the strategy. In addition, the employees, especially programmers, who handle the park's social media, should conduct training to master digital marketing and marketing program applications. The marketing strategies based on digital marketing are expected to increase the number of visitors in the coming years.

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