

Ecotourism Business Model Analysis in Taman Pesisir Penyu Pantai Pangumbahan, District of Sukabumi

Ermawan RW¹, Hasbullah R², Baga LM³

^{1, 2, 3} Management and Business, School of Business, Bogor Agricultural University, Jalan Raya Pajajaran, Bogor 16151, Indonesia

Abstract: *The government policy by establishing Aquatic Conservation Area is one of the way to preserve fisheries resources in Indonesia. One of the territories that have made an establishment of Aquatic Conservation Area is Sukabumi District. District Government of Sukabumi managed a locations in their jurisdiction that have a lay eggs turtle potential. Pangumbahan beach is one of location in Ciemas subdistrict, Sukabumi district that have a lay eggs potential and establish as Pangumbahan Beach Turtle Conservation Area with a "Coastal Park (Taman Pesisir)" status. Turtle center existence inside Taman Pesisir Penyu Pantai Pangumbahan targeted to utilize a various tourism business activities, science development and research, education and training, community economic empowerment, and environmental service utilization made this conservation area need a better management. The results of the research by mapping the improved business model with the IPA and SWOT method in Taman Pesisir Penyu Pantai Pangumbahan currently shows that this conservation area has several obstacles in running its business model, namely the limited human resources and limited fund becomes the main obstacle of the realization of the development plan. Business model improvement programs conducted by doing the business model prototyping which prioritize creating a value proposition with an idea to develop Taman Pesisir Penyu Pantai Pangumbahan to become the edutourtainment area.*

Keywords: Business Model Canvas, Business Prototyping, Conservation, Taman Pesisir Penyu Pantai Pangumbahan

1. Introduction

The conservation area understood as natural habitat for various endemic species and seen as last fortress of the existence of natural forest ecosystem in Indonesia. Conservation concept has three pillars, preservation, protection and sustainable use, which at this time began to be added with the idea of benefit sharing. Conservation concept in Indonesia originally came from global conservation idea triggered by IUCN (*International Union for Conservation of Nature and Natural Resources*) and other various international agreement for conservation. Many of conservation strategies determined by government of Indonesia cannot be separated from conservation strategy determined by IUCN contained within guidelines for protected area management categories.

IUCN use the term of protected area as known as conservation area in Indonesia. Protected area in this research interpreted as Conservation Area, the term that is officially used in explanation of Constitution No. 31, 2004 about fisheries. Based on the location, conservation area divided into two, conservation area located at a land, and conservation area located at waters. According to Constitution no. 31, 2004 about fisheries, the government requires capture fisheries management through protected area approach. This provision implemented in government regulation No. 60, 2007 about Fisheries resource conservation. The government introduce the term of Aquatic Conservation Area as a translation of Marine Protected Area determined by IUCN. Aquatic Conservation Area define as water area protected and managed by zonation system to realize fisheries resource management and the environment sustainability. Aquatic Conservation Area divided into three categories, Water National Park, Aquatic Reserves, and

Aquatic Tourism Park and Fisheries Sanctuary. Three years later, through Constitution No. 27, 2007 about Coastal Management and Small Islands, the government introduced a brand new term, the Conservation Area at Coastal and Small Island. One of region in Indonesia that had been done the establishment of Aquatic Conservation Area as a way of fisheries resource preservation is District of Sukabumi.

District of Sukabumi has a 117 kilometers length, spread in nine coastal sub-district. Two of sub-district (Ciracap and Ciemas) has turtle lay eggs potential in nine location of laying eggs, Pangumbahan, Hujungan, Karang Dulang, Legon Matahiang, Citirem, Batu Handap, Cibulakan, Cebek, dan Cikepuh. In the management, eight location managed by BKSDA (Conservation of Natural Resources Board) under Ministry of Forestry and one location, the Pangumbahan beach, managed by District Government of Sukabumi. The Pangumbahan beach has a strategic values related to preperation of green turtle (*Chelonia mydas*) (Harahap, 2015).

Based on the consideration of importance of turtle conservation and its habitat with continous impact of that effort for a half of coastal populations, the District Government of Sukabumi seriously undertaking a mangement and development of turtle conservation area at Pangumbahan beach. In a framework of aquatic area establishment and referring to Constitution No. 27, 2007 about Coastal Management and Small Islands, then District Government of Sukabumi issued a decree No. 523/Kep.639-Dislutkan/2008 about Turtle Reserve Area of Pangumbahan Beach as Pangumbahan Beach Turtle Conservation Area included in a part of Coastal Area and Small Island District of Sukabumi with status as "*Taman Pesisir (Coastal Park)*". The declaration of *Taman Pesisir Penyu Pantai*

Pangumbahan in the late of December 2009 is the initiation of co-management in realizing a conservation area used for turtle-based tourism that involved community participation (Harahap, 2015). Table 1 shows green turtle landing data in Pangumbahan beach.

Table 1: Green Turtle Landing Data in Pangumbahan beach years 2007-2012

Years	Numbers of Landed Turtles (tails)
2007	643
2008	3.160
2009	2.851
2010	3.270
2011	2.968
2012	1.297
Amount	14.189
Average	2.365

Table 1 shows that from 2007 to 2008 there is an escalation rate of green turtle landing. But, after 2010 amount of turtle landing until 2012 has declined over years. Amount of declining turtle landing at Pangumbahan beach caused by a lot of tourists want to see turtle laying eggs and make a beach condition became crowded. Besides, there are a tourists who did not pay attention the restriction when sightseeing to conservation area that makes turtle uncomfortable.

The declining of turtle landing also affected by amount of turtle population in the world, where every years the declining of turtle occur for about 20-30%. A number of green turtle population only 35.000 in Indonesia. The number of green turtle population which declining over years has extinction threat. According to Wicaksono *et al.* (2013), the extinction of green turtle determined by its threat factor they faced. Threat factor for green turtle consist of two types, a natural threat and human threat. Natural threat could be coastal abration, beach constraint vegetation, and natural predator; while human threat including a theft, illegal fishing, turtle egg and fin trading, bombing, potassium, habitat pollution, and loss of laying eggs area (Spotila, 2004). The declining population of green turtle cause the needs of protection and preservation. Conservation effort of green turtle has been done for the sustainability of green turtle and the balancing of ocean ecosystem.

The establishing of Taman Pesisir Penyu Pantai Pangumbahan directly or indirectly needs participation of local community and other stakeholder in managing the conservation area to prevent extinction threat of green turtle. For many years Taman Pesisir Penyu Pantai Pangumbahan has done a lot of conservation activities which involved local community. This activities emerged various opinion about the conservation activities in their area. However, local community and tourists are not yet understand the meaning and core of conservation area existence and conservation area management. The existence of Turtle Center which targeted to tourism business related activities, research and development, community economic empowerment, education and training, and environmental service utilization, makes this conservation area need a better management. Because of that, the research about business model in Taman Pesisir Penyu Pantai Pangumbahan conducted to produce a

new business prototype using business model canvas approach.

2. Research Method

This research conducted in Taman Pesisir Penyu Pantai Pangumbahan, district of Sukabumi for about four months from February to May 2016. This research using qualitative method in presentation. A number of informant/interviewee in qualitative method is not determined. On the other word, a number of informant/interviewee determined by research needs. Type of research that used is descriptive qualitative which study a problems that occur and work order that obtained.

Type and data source used in this research is qualitative data. The types of data in this research divided into two, a primer source and secondary source data. Table 2 names the type and data source used int this research.

Table 2: Type and data source

Type of Data	Variable	Variable Indicator	Source
Primary data	Tourist demography	1. Aged 2. Sex 3. Education 4. Work 5. Salary per month 6. Domicile 7. Arrival intency 8. Visit reason 9. Key activities 10. Money spent 11. Payment Method	Respondent
	Tourist importance and satisfaction rate	12. Accesibility 13. Parking lot 14. Toilet, trash can 15. Communicatio n tools 16. Bench 17. Cafeteria 18. Home Stay 19. Merchandise shop 20. Tourism package 21. Water sport equipment rental 22. Transportation for get around the area 23. Information building for tourist 24. Watch tower for tourist 25. Family camping ground 26. Tour guide 27. Beach and coral reef 28. Undersea panorama, sunset, and	

Secondary data	sunrise 29. Coast guard 30. Medical facility 31. Pangumbahan village map 32. Tourist attraction characteristic, like zoning, utilization map, location, area 33. Biological condition 34. Tourism potential 35. Facility 36. Number of visits per year 37. Number of green turtle (<i>Chelonia mydas</i>) 38. Spatial Plan of District of Sukabumi Kabupaten Sukabumi; and other information source.	BBKSDA West Java DKP District of Sukabumi Disparbudpora District of Sukabumi Bappeda District of Sukabumi BLH District Sukabumi UPTD Turtle Conservation of Pangumbahan and other related agency
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(Badan Perencanaan Pembangunan Daerah (BAPPEDA)) District of Sukabumi; Environmental Agency (*Badan Lingkungan Hidup(BLH)*) District of Sukabumi; Local Technical Implementation Unit (*Unit Pelaksana Teknis Daerah (UPTD)*) of Turtle Conservation Pangumbahan; other related agency.

This research used few method for collect valid data and can be accounted for, that is interview, observation and documentation. Collect data method summary shown in Table 4

Table 4: Data collecting Method

Step	Explanation	Method
I	Identified Taman Pesisir Penyu Pantai Pangumbahan business model	– Interview (informant/ expert and tourist) – Observation – Dokumentation
II	SWOT Analysis	– Interview informant/ Expert – Questionnaire – Observation
III	Importance-Performance Analysis	– Questionnaire
IV	Result analysis evaluation of SWOT and IPA with adding secondary data	– Observation – Documentation
V	New business model prototyping	– Interview (informant/ Expert and tourist) – Questionnaire – Observation – Documentation

Primary data collect in determining informant / expert using non probability sampling with purposive sampling and snowball sampling. Informant/expert in this research explained in Table 3.

Table 3: Informant/ Expert

Data	Position	Organization
Internal	Head	BBKSDA West Java
	Head	DKP District of Sukabumi
	Head	Disparbudpora District Sukabumi
	Head	Bappeda District of Sukabumi
	Head	BLH District of Sukabumi
	Head	UPTD Turtle Conservation of Pangumbahan
External	Head of Region Security	Sector Police of Ciracap Sub-District
	Head of Region Security	Water Police
	village regent and local community	Pangumbahan Village
	village regent and local community	Ujung Genteng Village
	village regent and local community	Gunung Batu Village
	Group Head	Community Watchdog Group
	Organization Head	Youth Tourist Taxibike Community
	Chief of Shop	Tourism facility businessmen
Chief of Shop	Other businessmen	

Secondary data collect from Great Hall of Conservation and Natural Resources West Java (*Balai Besar Konservasi dan Sumber Daya Alam (BBKSDA)*); Fisheries and Marine Affairs Services (*Dinas Kelautan dan Perikanan (DKP)*) District of Sukabumi; Tourism, Culture, Youth, and Sport Services (*Dinas Pariwisata, Kebudayaan, Kepemudaan dan Olahraga (Disparbudpora)*) District of Sukabumi; Development Planning Agency at Sub-National Level

3. Research Result

Tourism activities that occur in Taman Pesisir Penyu Pantai Pangumbahan continue to increase. There has been a significant change in the number of tourists from 2009 to 2013. However, at the same time from 2010 to 2012, the number of green turtle landing also continues to decline. As a result, in last three years, number of tourists also continue to decline follow by number of turtle landing. Result of that research shows that the declining is due to existence of Turtle Center not yet optimized as a utilization target. Besides, detail study about grouping factors still need to be improved or no need for attention in Taman Pesisir Penyu Pantai Pangumbahan using Importance-Performance Analysis (IPA) graphic that used average result of importance and performance level measurement from tourist who came to the location. Table 5 shows few service attribute that use as level of conformity to determined priority scale of tourists.

Table 5: Service Attributes Level of Conformity

No	Service Attributes	Conformity level (%)
1	Tourist easily accessing a road to location with personal vehicle or public transport.	63,59
2	Large parking lot available to accommodate the large number of tourists	81,76
3	Clean toilets and bins are available and easy to reach by tourists	63,30
4	complete tools of communication	66,06
5	Clean and comfortable seat available for	73,41

	tourists to rest	
6	Affordable Cafeteria available for tourists to relax.	67,23
7	Clean and comfortable lodging facilities	62,23
8	Provide souvenir shop offer interesting stuff for tourists	69,00
9	Provide unique tour package variation for tourists	63,79
10	Provide a water sport equipment rental shop	70,27
11	Provide public transportation as vehicle to get around a location	64,46
12	Provide information building to facilitate tourists in finding information within the area	67,43
13	Watch tower available for tourists to look around the area	67,09
14	Provide <i>camping ground</i> as family tours	67,09
15	The tour guides dressed casually but neatly to attract tourists	73,68
16	Clean beach from garbage and noise	75,40
17	Beautiful and authentic coral reefs	71,20
18	Clean and beautiful panorama for snorkling or diving	70,72
19	Beautiful <i>sunset</i> and <i>sunrise</i> panorama	87,17
20	Security guards available at every facility provided, and provide security guarantee for vehicle and other goods owned by tourists	65,24
21	Affordable medical facility or physician by tourists.	65,73

Based on data in Table 5, IPA cartesius diagram created by drawing a boundary of expectation and satisfaction level of visiting tourists. The mapping on the conformity level result graph is shown in Figure 1.

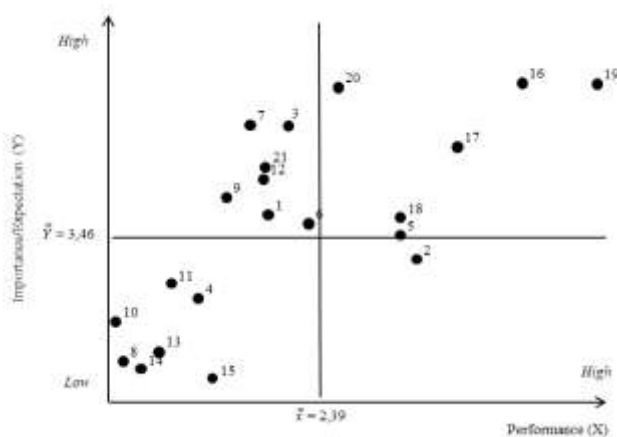


Figure 1: Mapping result of *Importance-Performance Analysis*

Based on IPA graphic in Figure 1, so the factors related to service attributes for tourists can be group into a quadrant as follows:

- Quadrant I (Main Priority) in service attribute number 1, 3, 6, 7, 9, 12, and 21
- Quadrant II (Maintain Performance) in service attribute number 5, 16, 17, 18, 19, dan 20
- Quadrant III (Low Priority) in service attribute number 4, 8, 10, 11, 13, 14, dan 15
- Quadrant IV (Excessive) in service attribute number 2.

Business Model Canvas (BMC) Analysis

Next step is mapping actual business model using nine building blocks business model canvas (BMC) towards actual conditions by conducting interviews (expert respondent), observation and documentation study. Identification result of business model elements shown in Figure 2.

1) Customer Segment

Customer segment shows market share in Taman Pesisir Penyau Pantai Pangumbahan are middle-high class with age range 21-30. Tourists visit to Taman Pesisir Penyau Pantai Pangumbahan included into segmented type.

2) Value Proposition

Value proposition offered in Taman Pesisir Penyau Pantai Pangumbahan is the beauty of Pangumbahan beach with white sand and green turtle landed in coastal area. Turtle center establishment helping almost all activities related both conservation and tourism and adding tourism attractiveness in Pangumbahan beach. This thing is match to turtle center target that used for many tourism activities, science research and development, education and training, people's economic empowerment, and environmental service advantage.

3) Channels

Channels that used in Taman Pesisir Penyau Pantai Pangumbahan is zero-level channel or direct marketing channel which directly sell to customer because tourists who visit the area served directly by management. Channel type used in Taman Pesisir Penyau Pantai Pangumbahan is direct (sales force and web sales) and indirect (partner stores).

4) Customer Relationship

Customer relationship owned by Taman Pesisir Penyau Pantai Pangumbahan is personal assistance. This personal assistance relation is relationship between management (UPTD) and tourists. Direct communication occur in this relation. Management served tourists need according to their respective fields began from ticketing to attraction service like hatling release, touch pool, green turtle screening, turtle laying eggs sightseeing. The service only focus on purpose of visit without other innovation. There is no tour guide explained whole thing about Turtle Center, green turtle existence, of standby guard around coastal area. Those thing is because the human resource is limited so unable to meet the tourists needs.

5) Revenue Stream

Revenue stream obtained from usage fee. The more service then the tourists would pay more expensive. The revenue earned by Taman Pesisir Penyau Pantai Pangumbahan came from individual ticketing. Besides, there are another type of income that is state budget (APBN) funding from Fisheries and Marine Affair Agency District of Sukabumi, local budget (APBD) funding from the District Government of Sukabumi. The APBN and APBD earned per year used for build up a region. This is a main income from Taman Pesisir Penyau Pantai Pangumbahan to build and funding operational activities, exlude from individual ticketing. The CSR (Corporate Social Responsibility) from private company and green turtle adopting program made another source of income.

- 6) **Key Resource**
 Main resource in Taman Pesisir Penyu Pantai Pangumbahan is a physical form (physical asset) and labour (human). For the management board in the field of ecotourism, physical resources in the form of nature (natural resources) offered to tourists is the most important asset. Main natural resources offered by management that is sea with white sand and the green turtle (*Chelonia mydas*). Besides, the facility and infrastructure in conservation area include as other key resource. Human is main resource in Taman Pesisir Penyu Pantai Pangumbahan. For organization engaged in tourism service, human resource hold a key role in many organization activities.
- 7) **Key Activities**
 Commonly, key activities in Taman Pesisir Penyu Pantai Pangumbahan is green turtle conservation, tourists services, that is tourist who seek information about Taman Pesisir Penyu Pantai Pangumbahan, construction and protection of natural resource. Besides, there are activities that exclude from service activities, but helped for tourism activities like community counseling, cooperate with external side around tourism object, and maintenance facility. Until then, the management conduct a partnership with Sukabumi Turtle Conservation Group (*Kelompok Konservasi Penyu Sukabumi* (KKPS)). Those partnership is form of controlling the turtle adopting program. Maintenance and build a facility conducted by management purpose to provide a tourists comfortability when visit a tourist attraction.
- 8) **Key Partnership**
 Based on interview and questionnaire result, it shows that Taman Pesisir Penyu Pantai Pangumbahan has not yet partnered, only the cooperation today is unwritten cooperation limited to empowerment of local community, information and security around these attraction. Local community empowerment intend is socialization in form of appeal and prohibition for not catch a fish, turtle or any activities that destroy a resource.
- 9) **Cost Structure**
 Cost spent by Taman Pesisir Penyu Pantai Pangumbahan allocated in its actual business model is a value-driven (hatchling release and laying eggs) and fixed cost (salary other daily operational cost).

Key Partners 1. Unofficial partnership with Turtle Conservation Group of Sukabumi (KKPS (<i>Kelompok Konservasi Penyu Sukabumi</i>))	Key Activities 1. Natural preservation 2. Local community socialization and education for conservation Key Resources 1. Natural resources 2. Facility and infrastructure of Turtle Center 3. Human resources	Value Propositions 1. Natural sea ecosystem 2. Green turtle landing area in West Java Province 3. Turtle Center availability	Customer Relationships 1. Personal Assistance (relation between management and tourists directly) Channels 1. Direct marketing channels (direct service to tourists)	Customer Segments 1. Segmented type of tourists (common and student/ researcher)
Cost Structure 1. Operational cost of management 2. Tourism attraction cost (hatchling release and turtle laying eggs sightseeing)		Revenue Streams 1. Entry fee 2. APBN funding 3. APBD funding 4. Turtle adopted program		

Figure 2: Business Model Canvas in Taman Pesisir Penyu Pantai Pangumbahan

SWOT Analysis

1) Customer Segment

- a) Strength: Different segment that is family, student, private employee, entrepreneur, civil servant. Tourist aged 21-30 are 60%
- b) Weakness: Limited facility associated with infrastructure at unoptimal condition can reduce conservation area exoticism and can be a constraint when provide a tourists in large number.
- c) Opportunity: Still a lot other service idea that can conducted by management to worked in other potential segment like group of student or corporate segment.
- d) Threat: The existence of other attraction around the conservation area that has a better facility and service. In addition, the absence of new program offered by conservation area and poor service quality could make tourists reluctant to visit again.

2) Value Proposition

- a) Strength: oceanographic condition and coastal ecosystem in the conservation area is very supportive to be used as habitat for turtles, both turtle laying eggs, as well as hatchling release to the sea. The fee charged at the entrance are quite affordable.
- b) Weakness: Accessibility is very poor, does not offer lodging or places to rest that can be used freely, the condition of public facilities that are still not adequate, do not have their own health facilities, lack of landfills, and limitations of existing human resources.
- c) Opportunity: There are still many aspects of the physical environment that can be developed and optimized to provide more choices of activities from existing resources. Moreover, this region also has a local culture that can be explored.
- d) Threat: Another area that became a turtle landing area begin to develop their own area and providing a better and interesting offer despite its remote location.

3) Channels

- a) Strength: Information distribution related to Taman Pesisir Penyu Pantai Pangumbahan is done by word of mouth (sales force). This make the tourists become more confident with the credibility of Taman Pesisir Penyu Pantai Pangumbahan.
- b) Weakness: This business has no conventional media (banner, poster, and phamplets) and modenr commuication media (social network, website, e-mail, and phone). Business owner help to market without any official cooperation with the management and without any knowledge of ecotourism basic principle about environment carrying capacity.
- c) Opportunity: The management can formulate official information media development plan and self-managed by the management, so the information is accurate, faster and the latest only from one source.
- d) Threat: Difficult communication with the management and the many perceptions of tourists who have visited the conservation area can risk losing the opportunity to add new tourists.

4) Customer Relationship

- a) Kekuatan: The management has good relationship with tourists.
- b) Weakness: Visited tourists data archiving is not yet available in Taman Pesisir Penyu Pantai Pangumbahan. Therefore, there are some difficulty to maintain relationship with the tourists.
- c) Opportunity: The use of modern communication media such as social networking will be one effective way to build customer relationship.
- d) Threat: The management still does not have a good information technology management system.

5) Revenue Stream

- a) Strength: the income earned by Taman Pesisir Penyu Pantai Pangumbahan is directly from the entrance ticket per individuals. Moreover, there are another type of income that is state budget (APBN) funding from Fisheries and Marine Affair Agency (DKP) District of Sukabumi, local budget (APBD) funding from the District Government of Sukabumi, and area entry fee.
- b) Kelemahan: *Revenue stream* contained in Taman Pesisir Penyu Pantai Pangumbahan only a transactional type, that is only once. Generally, financial transaction with government agencies are process slowly.
- c) Opportunity: Cooperation programs with multinational companies can also be improved.
- d) Threat: Delays in disbursement of funds from APBN and APBD can be a barrier for the management in carrying out operational activities.

6) Key Resources

- a) Strength: Pangumbahan Beach became one of the important locations for laying eggs and landing of green turtles (*Chelonia mydas*) in Indonesia.
- b) Weakness: Resource that owned have not been used optimally, lack of human resource, excellent and high competitiveness of tourism, unclear government regulation related to the limits of utilization of Taman Pesisir Penyu Pantai Pangumbahan.

- c) Opportunity: The village around this conservation area also has the potential to be the object of Agro-Edu-Ecotourism (AEE). Moreover, the rapidly increasing information technology, possibly make the management has many options to adopt it, especially for managerial purposes.
- d) Threat: The occurrence of environmental damage due to existing tourism activities and less competent human resources quality can also hinder the development of tourism in the future.

7) Key Activities

- a) Strength: Natural ecotourism activities that exist in line with operational activities in preservation, so that the ecosystem environment conditions are maintained in good conditions.
- b) Weakness: Limitations of funds and resources, both human resources and existing physical resources owned by the management have an instant impact on operational activities.
- c) Peluang: Many local and foreign researchers come to conduct research. The addition choice of activities from existing resources and exploration of local culture can be an alternative to other programs offered by Taman Pesisir Penyu Pantai Pangumbahan.
- d) Threat: Less competent human resource plus the surrounding community who do not have knowledge of the basic principles of ecotourism on the environment carrying capacity could potentially damage the ecosystem.

8) Key Partnership

- a) Strength: there is no strength
- b) Weakness: Have no distinctive partners in dong their activities.
- c) Opportunity: Partnerships with communities have been written, understood, and agreed upon both parties so that the management can develop and manage the conservation area optimally.
- d) Ancaman: The absence of partnerships with any party make UPTD faced difficulty because they only rely on existing employees in the management to control and manage Taman Pesisir Penyu Pantai Pangumbahan.

9) Cost Structure

- a) Strength: APBN funds from the Fisheries and Marine Agency and APBD funds from the District Government of Sukabumi which until now is still routinely obtained by management are enough to help operational activities in Taman Pesisir Penyu Pantai Pangumbahan.
- b) Weakness: The increase in fixed cost each year that is influenced by the employee salary increase, the increase of hatchling and turtle maintenance cost, along with the increasing of maintenance cost and the improvement of the asset in the form of operational vehicle, building and other asset make the management need additional income outside of current income.
- c) Opportunity: The management can formulate an official information media development plan and self-managed by the management, so the information is accurate, faster, and the latest only from one source.
- d) Threat: Delays in disbursement of funds from APBN and APBD can be a barrier for the management in carrying out

operational activities, as well as less efficient fund management make some programs can not run maximally.

Design of Business Model Prototype

Based on current business model identification and brainstorming process when interviewed (expert respondent), IPA and SWOT analysis, then business model canvas improvement, it can be made the strategy development of Taman Pesisir Penyu Pantai Pangumbahan by arranging new business prototype. The prototype business model is designed based on the need to create a new value proposition for tourists. The establishment of development idea of Taman Pesisir Penyu Pantai Pangumbahan into edutourainment area can be conducted considering the resources are very appropriate to be utilized optimally. The first step in improving the value proposition on the concept is to make improvements and adding facilities to provide comfort and optimize the existence of Turtle Center. Based on IPA quadrant analysis that has been done, the results can be seen in Figure 1. Attributes located in Quadrant I is the main priority for improved performance. The attributes included in the Quadrant I are:

1) Access road to location

2) Toilet availability

Improvement to be applied are as follows:

- a) Supplying clean water by treating brine or brackish water with reverse osmosis system
- b) toilet renovation

3) Trash can

The programs that will be applied are as follows:

- a) Buy 4 in 1 trash cans
- b) Routine waste transport activities
- c) Segregation and waste processing activities
- d) Environmental and landscape cleaning activities

4) Cafeteria

5) Accommodation facilities

6) Information building availability

7) Affordable medical facility

There are many other things that must be improved in terms of facilities in Taman Pesisir Penyu Pantai Pangumbahan. According to Fisheries and Marine Agency of Sukabumi, Menurut Dinas Kelautan dan Perikanan Sukabumi, Department of Spatial Planning and Sanitation, serta Department of Tourism, Culture, Youth and Sports District of Sukabumi, the development planning of Pangirahan Coastal Coastal Park of Pangumbahan has been arranged to increase the interest of tourists to the conservation area especially and District of Sukabumi generally. However, less competent human resource and limited cost are a major obstacle to the realization of the development plan. This is the reason why the condition of Taman Pesisir Penyu Pantai Pangumbahan become like nowadays. Conservation area development based on attraction such as Taman Pesisir Penyu Pantai Pangumbahan can not release the components of attraction products, accessibility, or facilities because these three components can be made as regional attraction. The good management of three components of tourism products will have positive implications for the image of these attractions. If tourists feel a high satisfaction, it will push the positive image so that tourists will recommend to

other potential tourists. That is what Taman Pesisir Penyu Pantai Pangumbahan urgently needed.

In addition, the management can make several approaches to create a new value proposition by managing market segmentation. A possible approach by the management is a demographic approach, so that the management can map priority services based on the segmentation that has been grouped. Segment divided into four priority:

- 1) The first priority is the general segment that can consist of families and students with the purpose of traveling to enjoy the beach and see the turtles.
- 2) The second priority is the segment of academics (students and researchers) who come with permission from the relevant offices or agencies for educational and research purposes.
- 3) The third priority is the segment of foreign tourists with the aim of water sports, research, and sightseeing to see the turtles.
- 4) The fourth priority is the corporate segment (company or agency).

The next step is to build key activities in the form of a tour around the conservation area and conduct activities that can increase knowledge in the field of conservation packed through educational activities. The creation of a new value proposition is made with the re-use of touch pools that can be utilized as a medium for photographs, exhibiting green turtle species and other biota while listening to explanations of mature turtles and hatchling.

Moreover, can be held a painting activities and coloring of hatchlings in a canvas provided. The event will continue by watching interactive video documentaries about nature conservation, turtle conservation, and details of the introduction of Taman Pesisir Penyu Pantai Pangumbahan itself. Common tourists can participate in turtle conservation by joining the existing turtle lovers community and working with the local community. This can improve the customer relationship in the category of community formation.

This business prototype will require a better key resource than the current one. Therefore, the management is expected to be able to recruit new human resources to fill out new activity posts and some facilities improvements that have been described above. Knowledge of conservation and green turtles is a must for the human resources. Foreign language skills will be another major plus as the planned expansion of this conservation area will be in international scale in the future.

Plan to partnership with entrepreneurs or other business partners in the development of edutourainment area is expected to assist the development of this conservation area into an area with facilities, infrastructure, types of activities and tour packages, as well as increasing completed and varied accommodation. The availability of facilities can be utilized by entrepreneurs or investors to invest by promoting products or services offered through agreed advertisements listed on the types of facilities and infrastructure which offered or funded. In addition, large billboards are provided benefit for partners as they will get better promotions. The

management may also get promotions using the partner's media or websites. Another advantage that can be gained if partnering with companies is that these companies can conduct their corporate business in Taman Pesisir Penyu Pantai Pangumbahan. The activities can be monthly meetings or work meetings, company outing, and so forth. Such programs can be implemented or promoted during low season from January to April. With this corporate tour package, it can be used as alternative revenue when the tourists is quiet low.

The concept of edutourainment in this conservation area requires an attractive type of marketing. For that, the marketing concept that can be applied is Guerilla Marketing. This marketing strategy aims to create an interactive concept, communicative, unique and attract people to think. This will encourage prospective tourists to discuss more offers that exist in Taman Pesisir Penyu Pantai Pangumbahan. Things that can be done as a first step from Guerilla Marketing for Coastal Park Turtle Coastal Pangumbahan is to make a poster of Taman Pesisir Penyu Pantai Pangumbahan among the chairs in Sukabumi Station or in Sukabumi Bus Terminal, or cooperation with public transportation owner around the Sukabumi can also be done by displaying images of Taman Pesisir Penyu Pantai Pangumbahan in their armada. This required a time, energy, and creative imagination. The effective and low cost alternative of Guerilla Marketing is to use digital technology in mobile devices such as mobile phones and laptops which means doing unique promotion on Taman Pesisir Penyu Pantai Pangumbahan own website or doing promotional cooperation contract with investor through their respective website.

4. Conclusion

The results of the research by mapping the improved business model with the IPA and SWOT method in Taman Pesisir Penyu Pantai Pangumbahan currently shows that this conservation area has several obstacles in running its business model, namely the limited human resources and cost becomes the main obstacle of the realization of the development plan. This is the reason why the condition of Taman Pesisir Penyu Pantai Pangumbahan become like nowadays. The development of conservation area based on attractions such as Taman Pesisir Penyu Pantai Pangumbahan can't leave the attraction product components, accessibility, or facilities because these three components can be made as regional attraction. Business model improvement program can be implemented by designing a business prototype that prioritizes creating new value proposition with the development idea of Taman Pesisir Penyu Pantai Pangumbahan into edutourainment area, considering the resources owned is very good. Steps that can conduct is to make improvements and adding facilities to provide comfort and optimize the existence of the Turtle Center.

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Author Profile



Rifian Wilyadrin Ermawan The author take a Bachelor Degree (S1) at the Bogor Agricultural University, Faculty of Fisheries and Marine Sciences, Department of Aquatic Resource Management in Indonesia through the New Student Admission Selection (SPMB) in 2004, and graduated as a Fishery Scholar in 2008. In 2014, enrolled as a Graduate Student in Business Management (MB) Bogor Agricultural University which is now named School of Business (SB) IPB in Indonesia and graduated in 2017, with the title of thesis "Ecotourism Business Model Analysis in Taman Pesisir Penyu Pantai Pangumbahan, District of Sukabumi".