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Strategy for Developing a Rice-Fish Farming Business based on Agrotourism in Panembangan Village, Cilongok District, Banyumas Regency

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ABSTRACT: Mina padi, as a form of integrated agriculture that combines rice and fish farming, has dual potential as a food source and an educational tourism object. Although the Mina Padi Panembangan Tourism is the only rice-fish agrotourism in Banyumas and is conceptually a Smart Fisheries Village, its area has shrunk from 25 Ha to 11 Ha, indicating a decline. This research aims to formulate a development strategy for rice-fish integrated agrotourism in Panembangan Village, Cilongok District, Banyumas Regency. This study uses a descriptive qualitative and quantitative approach, with data obtained from 4 internal respondents (managers and farmers) and 50 external respondents (visitors). Data analysis was conducted through three stages: internal (IFE) and external (EFE) environmental analysis, SWOT analysis, and the Analytical Hierarchy Process (AHP) to determine priority strategies. The results of the IFE and EFE analyses indicate that the business position is in Quadrant I, suggesting a highly favorable situation for aggressive growth. Based on the AHP analysis, the main priority strategy is to submit a grant proposal to support the sustainability of activities in the rice-fish farming area for the rice-fish tourism series as an initial step in the growth and development of the rice-fish farming business, with a weight result of 0.192. This strategy is expected to support the sustainable growth and development of the rice paddy-based agrotourism business in Panembangan Village.

Keywords: Rice fields, Development Strategy, SWOT, AHP

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INTRODUCTION

The productivity of agricultural land is currently measured not only by the yield per hectare but also by the various products that can be produced. The government hopes to generate revenue by producing staple products as well. The government is trying to promote the mina padi cultivation method to farmers who have land with sufficient water availability as one of its efforts. According to the 2018 government guidelines for the implementation of Mina Paddy cultivation, the land used for Mina Paddy cultivation must meet three requirements: good water quality for fish maintenance; technical irrigation areas that can be regulated and provide water at any time; and superior varieties that are flood-resistant and healthy fish seeds (Kriska et al., 2022).

Mina padi is a form of integrated agriculture that utilizes the flooded rice fields being cultivated as ponds to raise fish, which can maximize rice harvests. Mina padi is considered more advantageous than conventional rice farming because it can produce two outputs simultaneously, thereby increasing land productivity (Dang, 2020). In the process, rice-fish farming is not only beneficial for producing two outputs (agriculture and fisheries), but it can also be utilized as a tourist attraction. Mina padi tourism can serve as an educational tool to take the first step in getting to know the agricultural sector. Visitors can see the beauty of the rice fields and also feed the cultivated fish. Of course, with this rice-fish tourism, it can generate a third output to increase farmers' income.

Currently, human needs are not limited to clothing, food, and shelter; they also have various needs, such as the need for security, the need for entertainment, and others. Because the numerous activities done every day make one feel bored, the only way to alleviate that boredom is by finding something to do. Tourism is usually a way to find entertainment. Nowadays, distance is not a problem in fulfilling human entertainment needs. With the development of facilities and infrastructure, everyone can enjoy entertainment more easily. The tourism sector is developing along with the advancement of facilities and infrastructure (Fauzan et al., 2018).

The tourism sector has quite promising opportunities because, besides being one of the contributors to economic growth, tourism is also expected to drive growth in other sectors such as agriculture, plantations, trade, industry, and others. Nevertheless, agrotourism, also known as agrotourism, is one of the components of the agricultural sector that has not yet reached an optimal level of success. Agrotourism is a type of tourism that utilizes agricultural land as a tourist attraction, both in terms of natural scenery, the diversity of agricultural technology and production processes, and the culture of agricultural communities (Palit et al., 2017).

Mina Padi Panembangan Tourism is one of the agrotourism destinations in Banyumas that combines the concepts of agriculture and aquaculture in a single cultivation area. Mina Padi Panembangan Tourism is also the only rice paddy aquaculture agrotourism in Banyumas Regency. Mina Padi Panembangan Tourism is located in Panembangan Village, Cilongok District, Banyumas Regency. Mina Padi Panembangan Tourism, which is based on the Smart Fisheries Villages (SFV) concept, develops fishing villages that combine

technology and smart solutions to enhance efficiency, sustainability, and welfare in the agriculture and fisheries sectors. However, Wisata Mina Padi Panembangan is currently experiencing a decline, which initially had an area of 25 Ha, now only about 11 Ha remains for the mina padi area. Therefore, it is necessary to develop a strategy for the agrotourism-based Mina Padi in Panembangan Village to ensure its sustainability. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and Analytic Hierarchy Process (AHP) can help determine which development strategy will be used for Mina Padi Tourism in Panembangan.

THEORETICAL REVIEW

Agrotourism

Agrotourism is a combination of education and tourism related to agriculture, such as agricultural potential, rural community life, and natural beauty. It can easily attract tourists if organized and managed well (Carvalho et al., 2022). Agrotourism aims to enhance knowledge, recreational experiences, and business collaboration in the agricultural sector, which includes fisheries, livestock, food crops, plantations, and horticulture. Agrotourism also provides information and experiences to visitors in the field of agriculture and offers opportunities for farmers to utilize agricultural resources, thereby improving the livelihoods of farmers (Nurani et al., 2020).

Agrotourism is expected to enhance the sustainability of natural resources, increase farmers' income, preserve local agricultural technology, and boost the market value of agricultural products. Additionally, agrotourism can increase additional income streams that can be utilized by the local community (Palit et al., 2017). One of the best ways to promote agricultural products and local culture is through agritourism (Ulya et al., 2023).

Mina Padi

The increasing population has led to a reduction in the area of land that can be used for agriculture and fisheries. Due to the shrinking production area, there is a need for alternative processing methods to increase the production of rice and fish as staple foods for the community (Sujaya et al., 2018). Field test results show that incorporating fish into the production process can increase farmers' profit levels. By determining the ideal fish population per unit area, it is expected that rice growth and production will not be disrupted, thereby increasing farmers' income from both rice and fish (Sudiarta et al., 2016).

To increase land productivity, rice-fish farming allows the cultivation of fish and rice in one rice field. This innovation will enhance agricultural land productivity, and farmers will obtain more yields from these two types of crops, namely rice and fish. Rice-fish farming supports the organic farming movement, which offers healthy food and protects the environment from excessive chemicals (Hazra et al., 2016). Innovation in rice-fish farming increases the productivity of its members. Rice-fish farming can also reduce the use of chemical pesticides, which means more organic harvests, lower production costs, and a lower environmental impact (Dey et al., 2018).

Business Development Strategy

Strategy can consist of strategic steps to achieve the company's mission, goals, and objectives. Business owners create a roadmap consisting of strategic steps that must be taken to achieve what they want to accomplish, whereas strategy is a collection of steps or a breakdown of a process used to achieve those goals. Strategy is a priority plan that encompasses all the important elements of a company or organization and integrates them into a cohesive whole. The plan must focus on actions and can influence the overall planning process (Hery, 2018).

In the context of business development, the company takes strategic steps to improve performance with the aim of ensuring that business benefits can be realized and delivered. Essentially, business development is an idea or innovation to establish strategic steps aimed at enhancing business quality over time. This can be achieved by considering various aspects and leveraging existing opportunities, such as implementing strategic partnerships, optimizing market share, and building the company's reputation (Amang et al., 2023).

Business development is very important for the sustainability of a business to be able to adapt to current trends and developments; otherwise, the business will not survive. Businesses must pay attention to trends and developments occurring in society, which will enhance the company's competitive advantage (Triyawan & Fitria, 2019). This analysis is based on the assumption that an effective strategy will maximize existing strengths and opportunities while minimizing weaknesses and threats. This simple assumption has a significant impact on the design of strategies and successful business environment analysis, as it provides the necessary information to identify opportunities and threats in an endeavor (Astuti & Ratnawati, 2020).

METHODOLOGY

A descriptive approach is used in this research to describe, identify, and interpret the research subjects. To determine the development strategy for Wisata Mina Padi Panembangan, the data and information obtained were processed both quantitatively and qualitatively. Because there is no equal probability for each component of the selected population, this study uses a non-probability sample. The critical case and accidental sampling techniques were used for internal and external respondents in this study (Kholil & Mutiara, 2018). The sources in this research were taken from the internal side, consisting of 4 people, including tourism managers and farmers, and from the external side, consisting of 50 visitors.

In this study, the data is analyzed in three stages to determine alternative strategies. To begin, the Internal Factor Evaluation (IFE) matrix and the External Factor Evaluation (EFE) matrix are used to analyze the internal and external environments that will be evaluated. The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is the second stage. Then, the third stage involves determining the priority strategies to be chosen using the Analytical Hierarchy Process (AHP) decision model based on the results of the first stage analysis (IFE and EFE matrices) and the second stage analysis (SWOT matrix).

RESULTS AND DISCUSSION

Overview of Rice Field-Based Agrotourism

Mina Padi Panembangan Tourism was established in early 2019, initially run by farmers in Panembangan Village, until in 2020, Panembangan Village received assistance from the Fisheries Department with an area of 25 hectares. This is because Panembangan Village has high potential. Mina Padi Panembangan Tourism began with the idea of seeing tourist potential during the harvest season in 2019, and in 2020, Panembangan Village established a rice fishery tourism called Svarga Minapadi Panembangan.

This rice paddy tourism is located in Panembangan Village, Cilongok District, Banyumas Regency. The strategic location can be reached by private vehicles, both two-wheeled and four-wheeled, and it is not uncommon for large vehicles such as buses for school field trips. Mina Padi Panembangan Tourism is one of the agrotourisms in Banyumas that combines the concepts of agriculture and fisheries in a single cultivation area. Mina Padi Panembangan Tourism is also the only rice paddy mina agrotourism in Banyumas Regency. Mina Padi Panembangan Tourism is located in Panembangan Village, Cilongok District, Banyumas Regency. Mina Padi Panembangan Tourism, which is based on the Smart Fisheries Villages (SFV) concept, develops fishing villages that combine technology and smart solutions to enhance efficiency, sustainability, and welfare in the agriculture and fisheries sectors. The area of the mina padi is 11 hectares, developed for mina padi. The rice varieties developed include two types: Inpari 32 and IR 64, and the fish species developed is tilapia.

The Mina Padi Panembangan Tour offers several activities that can be enjoyed by visitors. Wherein the rice paddy area, there are many gazebos that visitors can use to enjoy the lush expanse of rice fields. Additionally, visitors can feed the fish cultivated in the rice paddy area. There are tour packages offered for students who will learn about the agricultural sector, where they can directly access how to plant rice and catch fish.

Identification of Internal and External Factors

In this study, environmental analysis is used to evaluate the strengths, weaknesses, opportunities, and threats faced by the Mina Padi Agrotourism Business in Panembangan Village, Cilongok District, Banyumas Regency. Internal and external analysis are included in the analysis, which impacts how a business formulates its strategy. External environmental factors consist of opportunity factors that can be utilized and threat factors that must be anticipated by managers and farmers. Internal factors consist of strength factors that can be utilized and weakness factors that must be anticipated. The results of the analysis are presented in Table 1 below.

Table 1. Internal and External Factors

Strength	Weakness
1. Interesting and unique natural potential	1. Training or education for farmers
2. Participation from the local community	2. Workforce in the tourism sector

3.	Support from the local community	3.	Waste management
4.	Supporting infrastructure	4	Disability access limitations
5.	Diversity of tourist activities	5.	Harvest time and tourism activities
6.	Fishery products		
7.	The promotion that was carried out		
8.	Tourist attraction		
9.	Natural tourist scenery		
10.	Tourism education activities		
	Opportunity		**Threats**
1.	Tourist interest	1.	Extreme weather changes
2.	Support from the government	2.	Competition with other tourist destinations
3.	Development of the local market	3.	Pest and disease attacks
4.	Collaboration with the education sector	4.	Dependence on the harvest season
5.	The use of digital technology	5.	Price fluctuations
6.	Tour package	6.	Risk of natural disasters
7.	Public awareness of organic farming	7.	Tourists' awareness of the tourism environment
8.	Competition or grant for the development of mina padi tourism	8.	Pandemic or outbreak of disease

IFE and EFE Matrices

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) are conducted after identifying the existing environment in the agrotourism-based rice-fish farming business, which consists of strengths, weaknesses, opportunities, and threats. IFE will be presented in a strength and weakness matrix, and EFE will be presented in an opportunity and threat matrix.

1. Internal Factor Evaluation (IFE)

Internal company factors are factors that exist within the company and make it easier to manage, predict, and anticipate risks. Analyzing these internal factors is very important because it can help the organization grow and become an added value among many competitors. Knowing the strengths and weaknesses of the organization will help the organization grow (Lestari & Vikaliana, 2021). Here are the results of the IFE matrix analysis presented in Table 2.

Table 2. IFE Matrix Analysis

No	Internal Strategy Factor	Bobot	Rating	Skor
	Strength			
1.	Interesting and unique natural potential	0.073	4.68	0.342
2.	Participation from the local community	0.069	4.38	0.302

3.	Support from the local community	0.067	4.26	0.285
4.	Supporting infrastructure	0.067	4.3	0.288
5.	Diversity of tourist activities	0.072	4.58	0.330
6.	Aquaculture products	0.055	3.52	0.194
7.	The promotion that was carried out	0.067	4.28	0.287
8.	Tourist attraction	0.074	4.72	0.349
9.	Natural tourist scenery	0.075	4.76	0.357
10.	Educational tourism activities	0.069	4.42	0.305
Total Strength		**0.688**	**43.9**	**3.039**
	Weakness			
1.	Training or education for farmers	0.061	3.92	0.239
2.	Workforce in the tourism sector	0.059	3.78	0.223
3.	Waste management	0.072	4.58	0.330
4	Disability access limitations	0.055	3.48	0.191
5.	Harvest time and tourism activities	0.065	4.16	0.270
Total Weaknesses		**0.312**	**19.92**	**1.253**
Total Internal Strategy Factor		**1.00**	**63.82**	**4.292**
Difference in Strengths - Weaknesses				**1.786**

The results of the IFE matrix analysis show that the main strength is the natural scenery of the tourist destination, which is a unique attraction with a score of 0.357, and its weakness is the limited access for people with disabilities with a score of 0.191.

2. *Eksternal Factor Evaluation (EFE)*

External factors do not originate from the company or organization, but they can influence its processes. Their potential, which can become a threat if not predicted, but can also become an advantage if faced correctly, is one of the factors of company failure. To control this factor, the best management and strategy will be very important (Lestari & Vikaliana, 2021). Here are the results of the EFE matrix analysis presented in Table 3.

Table 3. EFE Matrix Analysis

No	External Strategy Factor	Bobot	Rating	Skor
	Opportunity			
1.	Tourist interest	0.069	4.42	0.305
2.	Support from the government	0.064	4.12	0.264
3.	Development of the local market	0.059	3.76	0.222
4.	Collaboration with the education sector	0.07	4.5	0.315
5.	The use of digital technology	0.066	4.2	0.277
6.	Tour package	0.062	4	0.248
7.	Public awareness of organic farming	0.072	4.64	0.334
8.	Competition or grant for the development of mina padi tourism	0.063	4.02	0.253
Total Opportunities		**0.525**	**33.66**	**2.218**
	Threats			
1.	Extreme weather changes	0.067	4.32	0.289

2.	Competition with other tourist destinations	0.054	3.44	0.186
3.	Pest and disease attacks	0.062	3.98	0.247
4	Dependence on the harvest season	0.045	2.86	0.129
5.	Price fluctuations	0.051	3.28	0.167
6.	Risk of natural disasters	0.065	4.14	0.269
7.	Tourists' awareness of the tourism environment	0.07	4.48	0.314
8.	Pandemic or outbreak of disease	0.061	3.92	0.239
Total Threats		**0.475**	**30.42**	**1.84**
Total External Strategy Factor		**1.00**	**64.08**	**4.058**
Difference in Opportunity - Threats				**0.378**

The results of the IFE matrix analysis show that the main opportunity is the public's awareness of organic agricultural products with a weight of 0.072, and the main threat is the minimal awareness of tourists in preserving the tourism environment with a weight of 0.07.

SWOT Analysis

After obtaining the IFE and EFE values, we can determine the strategic position using the quadrants on the grand strategy matrix. Based on the IFE matrix, the difference between internal factors of strengths and weaknesses is 1.786, and the difference between external factors of opportunities and threats is 0.378. From these two values, it can be concluded that the business position is in quadrant 1, and the position of the quadrant can be seen in figure 1.

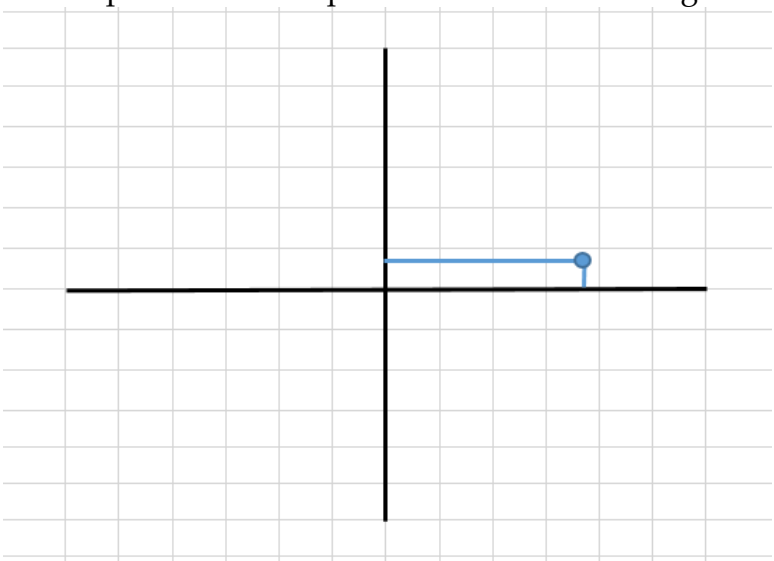

Figure 1. Position of the Mina Padi business

Mina Padi's position is in Quadrant I, which is a very advantageous position because the business has the ability to capitalize on existing opportunities by leveraging its strengths. The appropriate strategy for a highly favorable situation in Quadrant I is a growth-focused strategy.

Matrik SWOT

The SWOT matrix analysis model has many advantages, namely making it easy to determine strategies by combining internal and external factors. Based on this model, various alternative strategies can be developed (Rangkuti, 2017). After identifying strengths, weaknesses, opportunities, and threats, a SWOT analysis was conducted, which will result in four alternative strategy options for rice-based agrotourism in Panembangan Village. The results of the analysis are presented in the SWOT matrix found in Table 4.

Table 4. Results of the SWOT Matrix analysis

	Strength	**Weakness**
	1. Attractive and unique natural potential 2. Participation from the local community 3. Support from the local community 4. Supporting infrastructure 5. Diversity of tourist activities 6. Aquaculture products 7. Promotion conducted 8. Tourist locations 9. Natural tourist scenery 10. Educational tourist activities	1. Training or education for farmers 2. Workforce in the tourism sector 3. Waste management 4. Accessibility limitations for disabilities 5. Harvest time and tourism activities
Opportunity	**Strategy SO**	**Strategy WO**
1. Tourist interest 2. Government support 3. Development of local markets 4. Collaboration with the education sector 5. Use of digital technology 6. Tour packages 7. Community awareness of organic farming 8. Competitions or grants for tourism development	1. Maintaining and expanding the rice paddy area for the rice paddy tourism series 2. Developing general tourist packages to attract a wide range of visitors 3. Mina products are sold to visitors and included in tour packages 4. Submitting a proposal for a competition or	1. Conduct proper waste management and raise awareness of the importance of waste management for a clean and comfortable environment

	grant to support the development of rice-fish farming	
Threats	**Strategy ST**	**Strategy WT**
1. Extreme weather changes 2. Competition with other tourist destinations 3. Pest and disease outbreaks 4. Dependence on harvest seasons 5. Price fluctuations 6. Natural disaster risks 7. Tourist awareness of the tourism environment 8. Pandemic or disease outbreak	Collaborating with the local community to create a unique experience for visitors	Conducting training and guidance for farmers in both mina padi cultivation, pest control, and facing climate change.

Analytical Hierarchy Process (AHP)

AHP is a decision support model developed by Thomas L. Saaty, as a decision support model to solve complex problems consisting of various systems or criteria in a hierarchy. The basic principles of the Analytical Hierarchy Process (AHP) are principles that help human logic analyze and solve problems (Irawan & Winiarti, 2015). The results of the AHP analysis using the Super Decision software can be seen in Table 5.

Table 5. AHP Analysis Results

Strategy Priority	Bobot
Submitting a proposal for a competition or grant to support the development of rice-fish farming	0.192
Collaborating with the local community to create a unique experience for visitors	0.190
Conducting training and guidance for farmers in both rice-fish farming, pest control, and facing climate change.	0.169
Developing general tourism packages to attract a wide range of visitors.	0.134
Implementing good waste management and raising awareness of the importance of waste management for a clean and comfortable environment.	0.112
Maintaining and expanding the rice paddy area for the rice paddy tourism series	0.107
Mina products are sold to visitors and included in tour packages	0.092

The results of the AHP method analysis using Super Decision software indicate the need to collaborate with a third party, namely by submitting a grant proposal to maintain and expand the rice-fish farming area for a series of rice-fish tourism as an initial step in the growth and development of the rice-fish farming business, with a weight of 0.192, followed by several prioritized strategies that have been determined.

CONCLUSIONS AND RECOMMENDATIONS

Based on the internal factor analysis results on the IFE matrix, a value of 1.786 was obtained, and the external factor analysis on the EFE matrix yielded a value of 0.378. These values indicate that the position of the mina padi business in Panembangan Village is in Quadrant I, supporting growth. Furthermore, based on the comparative analysis results on the SWOT matrix, 7 alternative strategies can be implemented to support the growth and development of the mina padi business. The priority strategy identified is to collaborate with a third party, specifically by proposing a grant fund to maintain and expand the mina padi area for a series of mina padi tourism as an initial step in the growth and development of the mina padi business, with a weight of 0.192.

FURTHER STUDY

Further studies can be expanded in terms of discussion, covering the concept of rice paddy tourism as a whole. This research can discuss everything included in rice paddy tourism and what attractions exist besides the rice paddies themselves. It can be focused on the discussion of tourism to make it more popular among the community, not only in the vicinity of the location but also broadly outside the sub-district or district.

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