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ENTREPRENEURSHIP DEVELOPMENT STRATEGY MODEL BASED ON LOCAL POTENTIAL IN ECO-TOURISM AREA (STUDY ON WONOREJO MANGROVE ECOTOURISM, SURABAYA CITY)

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ABSTRACT

A big challenge in entrepreneurship is to ensure the sustainability of entrepreneurship. So far, the interest in doing business has not been followed by adequate capacity in running a business, including in the tourism sector and the marine sector. In this context, ecotourism in coastal areas has the potential to encourage the growth of entrepreneurship as an economic activity for the local community. This research was conducted on the Wonorejo Mangrove Ecotourism which is a tourist destination in Surabaya. This research was conducted using Force Field Analysis. The purpose of this study is to examine and explain forms of entrepreneurship based on the local economy. The results of this study indicate that the local potential-based entrepreneurship development model is supported by two approaches, namely intensification and extensification

strategies. The main orientation of the objectives is the appropriateness of the target group and the effective sustainability of the program.

Keywords: Entrepreneurship, Ecotourism, Entrepreneurship Development Model.

INTRODUCTION

The government in developing entrepreneurship, including SMEs and cooperatives, is directed according to regional potential and to support development which includes tourism areas. The direction of policies and strategies implemented in the context of managing economic resources is carried out through a strategy to improve maritime, fisheries and marine management which includes the development of fisheries entrepreneurship (RPJMN 2020-2024). This confirms that entrepreneurship development can occur in all sectors, including tourism and the marine sector. In this context, ecotourism in coastal areas has the potential to encourage the growth of entrepreneurship as an economic activity for the local community.

Ecotourism according to Permendagri 33 of 2009 is a responsible natural tourism activity in the area by taking into account elements of education, understanding, and support for natural resource conservation efforts, as well as increasing local community income. In connection with the development of the ecotourism concept, the city of Surabaya has mangrove ecotourism as a marine tourism destination. Wonorejo Mangrove Ecotourism is a tourist destination in the city of Surabaya. This area has the potential for natural beauty and cultural wealth that is of high value in the ecotourism industry market. The purpose of ecotourism is to restore the function of mangrove forests, reduce illegal logging and preserve the environment. The Mangrove Information Center (MIC) and the mangrove ecotourism area which is now accessible to the public are part of the mangrove botanical garden. These two places have now become an alternative tourist attraction for not only the people of Surabaya but also people outside the city. This confirms that the efforts that have been made by the government not only contribute to the preservation of the mangrove ecosystem but also to the condition of the community because there are alternative new tourist attractions and contribute to the economic sector in the city of Surabaya (Source: Regional Environmental Management Performance Information (IKPLHD). Surabaya City, 2018).

From the problems above, the problem in this research can be formulated. How is the entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area, Surabaya City? Based on the formulation of the problem above, the objectives of this study are: To describe and explain how the entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area, Surabaya City. Describe and explain the supporting factors (strengths and opportunities) and obstacles (weaknesses and challenges) that are faced in entrepreneurship based on local economic potential in the Wonorejo Mangrove Ecotourism Area, Surabaya City?

Entrepreneurship is a mental attitude and mental nature that is always active in trying to advance its work of service in an effort to increase income in its business activities. Rusdiana (2013), classifies two categories of entrepreneurial activity. First, entrepreneurship because they see

business opportunities (entrepreneur activity by opportunity). Second, entrepreneurship because there is no other alternative for the future except by carrying out certain business activities, so that entrepreneurship can be viewed from (1) the purpose of entrepreneurship, and (2) the business process. In the business process whether the decision to do business is slow or fast, and at the time of entering the business whether he is the founder, or gets business from the buying process or through franchising or, (3) the industry context

RESEARCH METHODS

This research is a type of descriptive research that combines a qualitative research approach and a quantitative approach. Based on the formulation of the problem and research objectives, the approach that is considered appropriate is a qualitative approach that prioritizes the meaning and actions of a group of people's experiences and social behavior. The use of a quantitative descriptive approach in this study is to assess the model of entrepreneurship development strategy based on local economic potential in the Wonorejo Mangrove Ecotourism area, Surabaya City covering property rights (ownership rights), competency (competence), incentives (incentives) and external environment (external environment).

Several things are the focus of the research, which describes how the entrepreneurship development strategy is based on local economic potential in the Wonorejo Mangrove Ecotourism area, Surabaya City with aspects including property rights (ownership rights), competency (competence), incentives (incentives) and external environment (environment). external). This research uses Force Field Analysis. Power field analysis is an analytical tool used to identify various obstacles in achieving a goal in change and identify various possible causes and solutions to a problem.

RESULTS AND DISCUSSION

Entrepreneurial Model Based on Local Economic Potential in Wonorejo Mangrove Ecotourism Area

The entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area is carried out using the "Force Field Analysis" method. The results of the study based on the opinions of 10 respondents to the MIC Culinary Center and MSMEs and 10 respondents at the Pier Culinary Center, based on aspects including property rights (ownership rights), competency (competence), incentives (incentives) and external environment (external environment) obtained several information points that can be considered in the variables in the FFA. The results of the analysis based on the stages in the Force Field Analysis, some information can be identified as follows.

1) Identification of Driver and Inhibitor Variables

The results of the identification of several aspects that can be categorized as driving factors can be conveyed as follows.

Table 1
Findings and Categorization of Driving Factors

No.	Aspect	Finding and Categorization
1	Aspects of property rights are private	As a driving factor. Private ownership rights support loyalty to the business being carried out considering that business progress and benefits can be enjoyed by business actors.
2	Good knowledge of the work done	As a driving factor. Good knowledge of the business being carried out is a component in the competence of business actors. This component has the potential to encourage the existence of businesses, production processes and potential products that can be developed.
3	Basic knowledge of business management	As a driving factor and a component in the competence of business actors. The training support received adds insight for business actors in managing the business they run.
4	There is an optimal attitude towards business	As a driving factor and a component in the competence of business actors. Sincerity is commitment, loyalty is the capital of resilience in running a business.
5	The amount of financial capital and human resources is not too large	As a driving factor and a component in the competence of business actors. Adequacy of financial capital and human resources ensures the existence of the business being run
6	Restricting access to business actors from outsiders	As a driving factor and a component in the competence of business actors. Restricting access to business actors from outsiders can minimize competition between business actors
7	Strategic location, as a tourist destination	As a driving factor and a component in the competence of business actors. Strategic location, as a tourist destination is a potential in terms of consumer certainty and consumer continuity

Source: Survey Results, June 2021

Furthermore, several other aspects identified as inhibiting variables can be presented as follows.

Table 2
Findings and Categorization of Inhibiting Factors

No.	Aspect	Findings and Categorization
1	Aspects of ownership rights of business actors are individuals and are not legal entities	As a limiting factor. ownership rights of business actors who are not legal entities, often complicate the administration of loans
2	There are restrictions on operating hours	As a limiting factor. Restrictions on operating hours can limit the potential for business transactions
3	Aggressive competitors, namely street vendors outside the Stand	As a limiting factor. The existence of street vendors outside the stand, has the potential to be a competitor
4	Most are still not able to connect the marketing network	As a limiting factor. The limited ability to increase the marketing network affects business turnover
5	Most are still unable to predict developments	As a limiting factor. Conditions that are very dependent on the operation of ecotourism, it is very difficult to predict developments
6	Most are still weak in terms of business administration	As a limiting factor. Weak administration often becomes a problem in terms of assistance/CSR for venture capital

No.	Aspect	Findings and Categorization
7	During the pandemic, the number of visitors has decreased	As a limiting factor. The situation experienced in all business sectors

Source: Survey Results, June 2021

As for the driving and inhibiting variables, they can be presented in the following table.

Table 3
Pushing Factors and Inhibiting Factors

No.	Driver Variable	Inhibitory Variable
1	Aspects of property rights are private	Aspects of ownership rights of business actors are individuals and are not legal entities
2	Good knowledge of the work done	There are restrictions on operating hours
3	Basic knowledge of business management	Aggressive competitors, namely street vendors outside the Stand
4	There is an optimal attitude towards business	Most are still not able to connect the marketing network
5	The amount of financial capital and human resources is not too large	Most are still unable to predict developments
6	Restricting access to business actors from outsiders	Most are still weak in terms of business administration
7	Strategic location, as a tourist destination	During the pandemic, the number of visitors has decreased

Source: Processed from Survey Results, 2021

1) Strength Analysis and Selection of Key Strengths

The determination of the relative strength of the inhibitor can be presented as in the following table.

Table 4
Relative Strength of Inhibitor

No	Inhibitory Variable (H)	Impact Strength	Level of ease of completion	Relative strength	Assumption of power out of control
1	Aspects of ownership rights of business actors are individuals and are not legal entities	4	3	3,5	During the pandemic, the number of visitors has decreased
2	There are restrictions on operating hours	4	1	2,5	Operational regulations/regulations
3	Aggressive competitors, namely street vendors outside the Stand	5	3	4,0	PKL arrangement
4	Most are still not able to connect the marketing network	4	2	3,0	Existence of marketing network facilitation
5	Most are still unable to predict developments	4	2	3,0	The existence of a business management training program
6	Most are still weak in terms of business administration	3	3	3,0	The existence of a business management training program
7	During the pandemic, the number of visitors has decreased	5	1	3,0	PPKM policy changes

Source: Processed from Survey Results, 2021

Determination of the relative driving force can be presented as in the following table.

Table 5
Relative Strength of Push

No	Driver Variable (D)	Strength	Control Level	Relative Strength	Assumption of Power Out of Control
1	Aspects of property rights are private	5	5	5,0	Business commitment
2	Good knowledge of the work done	5	4	4,5	Willingness to innovation
3	Basic knowledge of business management	4	4	4,0	Willingness to apply
4	There is an optimal attitude towards business	5	5	5,0	Business commitment
5	The amount of financial capital and human resources is not too large	4	4	4,0	Internal conditions of business actors
6	Restricting access to business actors from outsiders	4	3	3,5	Regulatory enforcement/management
7	Strategic location, as a tourist destination	4	4	4,0	Visitors' interest

Source: Processed from Survey Results, 2021

1) Estimating the Relative Strengths of Pushers and Barriers

In terms of the estimation of the relative forces of driving and inhibiting, it can be determined the Cross Impact Matrix in the assessment presented in the following table.

Table 6
Cross Impact Matrix

		Variable													
		D1	D2	D3	D4	D5	D6	D7	H1	H2	H3	H4	H5	H6	H7
Variables	D1	5	5	5	5	3	5	3	5	3	3	3	3	3	5
	D2	5	3	5	5	3	5	3	3	3	3	5	3	3	3
	D3	5	3	5	5	3	5	3	3	3	3	5	3	3	3
	D4	5	5	5	5	5	5	5	5	5	5	5	3	3	5
	D5	5	5	5	5	3	3	3	3	3	3	3	3	3	5
	D6	3	3	3	5	3	5	5	5	5	5	5	5	5	5
	D7	5	5	5	5	3	5	3	3	3	3	1	1	1	5
	H1	3	3	3	5	5	5	3	1	1	3	3	3	3	5
	H2	5	3	3	5	3	5	3	1	5	1	1	1	1	5
	H3	3	3	3	5	3	5	3	1	5	1	1	1	1	5
	H4	3	5	5	5	3	5	1	3	1	1	3	3	3	5
	H5	3	3	3	3	3	5	1	3	1	1	3	3	3	3
	H6	3	3	3	3	3	5	1	3	1	1	3	3	3	3
	H7	5	3	3	5	5	5	5	5	5	5	5	3	3	5
TOTAL		53	49	49	61	51	57	45	41	41	39	43	35	35	57

Source: Processed from Survey Results, 2021

Furthermore, in calculating the key success factors, calculations are carried out as shown in the following table.

Table 7
Key Success Factors

A	b	c	d	E	f	g	h	i
1	D1	5		53		5	1325	1
2	D2	4,5		49		4	882	1
3	D3	4		49		4	784	3
4	D4	5		61		5	1525	2
5	D5	4		51		4	816	2
6	D6	3,5		57		3	598,5	3
7	D7	4		45		4	720	
8	H1		3,5	41	3		430,5	
9	H2		2,5	41	1		102,5	
10	H3		4	39	3		468	
11	H4		3	43	2		258	
12	H5		3	35	2		210	
13	H6		3	35	3		315	
14	H7		3	57	1		171	

Information :

- a Number
- b driving (D) and inhibiting (H) factors
- c relative driving force
- d the relative strength of the inhibitor
- e Linkage
- f power of ease of completion'strength of level of control
- g power level control
- h final strength level
- i Priority

The results of the calculation can be seen that the value of the driving force in total reaches 3,732 while the value of the strength of the inhibiting factor reaches 1,213.5. This means that the value of the driving force is greater than the total value of the inhibiting factor. The results of this calculation can be visualized in the following diagram

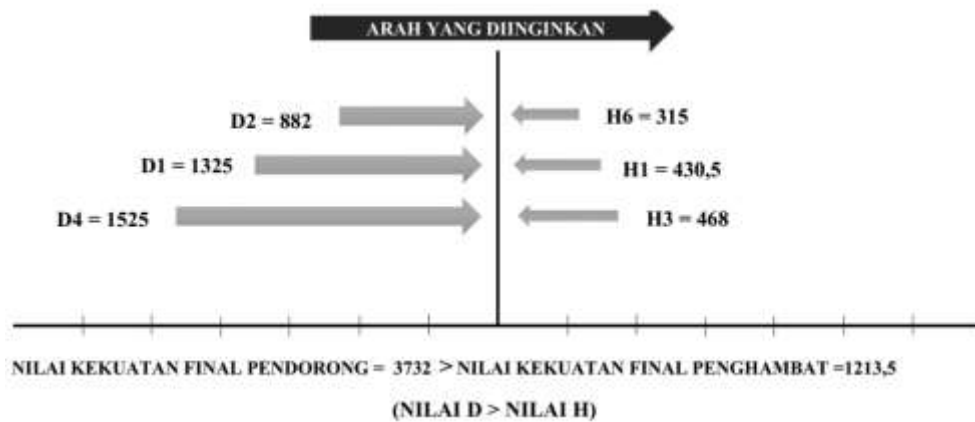


Figure 2. Assessment Results in the FFA Diagram

Furthermore, the key driving factors identified were:

1. Optimal attitude towards business
2. Ownership rights are private
3. Good knowledge of the business being run

While the inhibiting factors or variables that have been identified are:

1. Aggressive competitors, namely street vendors outside the stand
2. Aspects of ownership rights of business actors are individuals and are not legal entities
3. Most of them are weak in terms of business administration

Furthermore, in terms of targeting according to the FFA stages of this study as follows.

Table 8
Targeting

Key Driving Factors	Destination	Target
1. Optimal attitude towards business	Preparation of an entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area	1. Strengthening existing business actors in the Wonorejo Mangrove Ecotourism area
2. Ownership rights are private		2. Development of new business activities by business actors based on local potential
3. Good knowledge of the business being run		

Source: Processed from Survey Results, 2021

Strengthening existing business actors in the Wonorejo Mangrove Ecotourism area and developing new business activities by business actors based on local potential are the targets set.

1) Strategic Idea

The key success factors as a supporter of strategic formulation in an entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area can be presented in the following table.

Table 9
Key Success Factors

Key Pusher	Lock Inhibitor	Target	Strategy Formulation
1. Optimal attitude towards business	1. Aggressive competitors, namely street vendors outside the stand 2. Ownership rights of business actors are individuals and are not legal entities 3. Most are still weak in terms of business administration	1. Strengthening existing business actors in the Wonorejo Mangrove Ecotourism area	1. Intensification strategy
2. Ownership rights are private		2. Development of new business activities by business actors based on local potential	2. Extensification strategy
3. Good knowledge of the business being run			

Source: Processed from Survey Results, 2021

The strategies and program plans in the model in developing entrepreneurship based on local potential in the Wonorejo Mangrove Ecotourism area are as follows.

Table 10
Program Plan

Tujuan	Sasaran	Strategi	Program
Preparation of an entrepreneurial model based on local economic potential in the Wonorejo Mangrove Ecotourism area	1.Strengthening existing business actors in the Wonorejo Mangrove Ecotourism area 2. Development of new business activities by business actors based on local potential	1.Intensification strategy 2.Extensification strategy	<ul style="list-style-type: none"> • IT related training on tourism • Marketing training • Financial training • Revolving capital/grants • Intensive assistance for business actors in the surrounding home industry, • Training activities in the production of diversified mangrove products and souvenirs Marketing management training activities on products.

Source: Processed from Survey Results, 2021

CONCLUSION

The results of research activities on the Entrepreneurial Development Strategy Model Based on Local Potential in Ecotourism Areas (Study on Mangrove Ecotourism Wonorejo Surabaya City) can be concluded as follows:

1. The model for developing entrepreneurship based on local potential in the Wonorejo Mangrove Ecotourism, Surabaya City is supported by 2 approaches, namely the intensification strategy and the extensification strategy.
2. The key driving factors that have been identified in the entrepreneurship development model based on local economic potential in the Wonorejo Mangrove Ecotourism in Surabaya City include an optimal attitude towards business, ownership rights are personal and good knowledge of the business being run. Meanwhile, the inhibiting factors or variables that have been identified are competitors. aggressive, namely street vendors outside the booth, the ownership rights of business actors are individuals and are not legal entities and most MSMEs are still weak in terms of business administration.

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