



## Karacak Valley Tourism Development Strategy, Garut District, West Java

### ABSTRACT

#### Ilham Adhya<sup>1\*</sup>

Faculty of Forestry and Environment  
Kuningan University,  
West Java, Indonesia  
E-mail: [ilham.adhya@uniku.ac.id](mailto:ilham.adhya@uniku.ac.id)

#### Bayu Anggayuda Pratama<sup>2</sup>

Faculty of Forestry and Environment  
Kuningan University,  
West Java, Indonesia  
E-mail: [20190710036@uniku.ac.id](mailto:20190710036@uniku.ac.id)

#### Yayan Hendrayana<sup>3</sup>

Faculty of Forestry and Environment  
Kuningan University,  
West Java, Indonesia  
E-mail: [yayan.hendrayana@uniku.ac.id](mailto:yayan.hendrayana@uniku.ac.id)

Garut Regency has great potential for tourism development thanks to its wealth of natural resources. However, many tourist destinations in this region are unsustainable due to a lack of adequate understanding and capacity in their management. Wana Wisata Karacak Valley, is one of the destinations managed by BKPH Cibatu KPH Garut Perum Perhutani Divre West Java and Banten. Even though it has attractive natural beauty, the number of visitors to Karacak Valley has decreased drastically during the COVID-19 pandemic. Observations show that Karacak Valley has attractions in the form of natural beauty, dense vegetation and waterfalls, but there has been no in-depth study of its development strategy. This research aims to develop a management strategy for the Karacak Valley Tourism Area using a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach. The results of the study show that the potential of the Karacak Valley includes the beauty of pine vegetation, diversity of animals, accessibility supported by local transportation, and adequate accommodation. The proposed development strategy includes collaboration with regional and village governments, increasing promotion through educational tourism programs and social media, as well as improving security facilities in the waterfall tourist area. With this strategy, it is hoped that the Karacak Valley can be developed optimally and sustainably, providing economic benefits for local communities, as well as preserving its natural environment. Good management will ensure that Karacak Valley remains an attractive and competitive tourist destination in the future.

**Keywords:** Sustainable tourism, Wana Wisata, SWOT analysis, Tourism strategy, Community empowerment



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## **INTRODUCTION**

Garut Regency, an area rich in natural resources, has great potential for tourism development. However, even though this potential exists, many tourist destinations in Garut Regency are not sustainable. This is caused by the ambition of many regions to make tourism one of the most important sectors without a clear understanding and adequate capacity to develop it. Questions about the type of tourism being developed, the reasons behind this development, and the method of development, are still a mystery that must be solved in almost all tourist destinations in this region (Utarsih & Lestari, 2017).

One of the tourist destinations in Garut Regency is the Karacak Valley Tourism Wana which is located in Sukanegla Village, Garut Kota District. Karacak Valley is managed by KPH Garut BKPH Cibatu RPH Karangpawitan. Based on Regional Regulation No. 2 of 2019 concerning the Regional Tourism Development Master Plan for 2019-2025, Karacak Valley is designated as a Regency Tourism Development Area (KPPK) which includes natural and artificial tourism components. In general, Karacak Valley offers natural beauty as its main attraction, as well as providing various tourist activities such as camping with views of rice terraces and the "City Light" of Garut city.

Perum Perhutani, as the owner of the Karacak Valley tourist area, provides support for the existence of this tourism by forming the Jaya Mandiri Forest Village Community Institution (LMDH) and a tourism cooperative that empowers LMDH members. LMDH Jaya Mandiri Karacak Valley was founded on November 12 2015 and continues to exist today. However, the COVID-19 pandemic has had a significant impact on the number of visitors to Karacak Valley, which has dropped drastically from an average of 70 people per day to only 10 people per day. Observations show that Karacak Valley has attractions in the form of natural beauty, dense vegetation, and waterfalls (curug) which are magnets for tourists. However, there has been no in-depth study of this tourism development strategy, resulting in a lack of accurate information for its development.

Tourism development requires attention to various factors, including tourist objects and attractions, tourist infrastructure, tourist facilities, management or infrastructure, as well as community or environmental conditions. These factors are the basis for determining internal and external factors that need to be considered in formulating tourism development strategies (Suarto, 2017). Therefore, a strategic study is needed regarding the development of the Karacak Valley Tourism Area using a SWOT analysis approach (Strengths, Weaknesses, Opportunities, Threats) so that the right strategy can be identified to achieve sustainable tourism management and have high competitiveness. This study hopes that the Karacak Valley Tourism Wana can be developed optimally and sustainably, providing economic benefits for local communities and preserving the natural environment. Good management will also ensure that Wana Wisata Karacak Valley remains an attractive and competitive tourist destination in the future.

## **LITERATURE REVIEW**

The term "tourism" only became known to the public around the 18th century, especially after the Industrial Revolution in England. Tourism comes from the activity of "tour" or travel, which means an activity where someone stays temporarily away from their place of residence for reasons other than working or earning wages (Oktaviani, 2020). The word tourism itself has roots from Sanskrit, which consists of two words: "pari" which means "many" or "around", and "wisata" which means "go" or "journey". Thus, tourism can be defined as repeated travel activities from one place to another (Suwena & Widyatmaja, 2017). Tourist attractions include various God's creations, ways of life, art, culture,

history and natural conditions that are attractive to tourists (Purnama et al., 2018). According to Supriadi & Roendjinandri (2017) tourist attractions are guidelines for a particular area and all its contents, including utilization aspects which include maintenance and monitoring of tourist areas. A good tourist attraction has physical elements such as fauna, geomorphology, soil, air and other environmental attributes that are considered to have beauty, uniqueness, rarity and diversity by the community. The tourism sector requires a tourism development strategy to increase local revenue in the Regency (Masruroh & Nurhayati, 2016). Strong advertising can shape positive perceptions of the destination (Wachjuni et al., 2024).

Agrawal and Redford (2006) added that ecotourism plays an important role in four conservation indicators, namely conservation financing, conservation education, conservation ethics, and resource conservation. Apart from that, ecotourism also makes an economic contribution through increasing local community income, increasing the number of jobs, improving infrastructure, and local participation. Pratiwi (2008) also stated that ecotourism development could be one way to resolve conflicts related to access to areas.

According to Sudaryana & Octavia (2015), tourism can be divided into two types, namely:

1. Wana Wisata which includes:
  - a. Beach Tourism (Marine Tourism): Tourism activities supported by water sports facilities and infrastructure such as swimming, fishing, diving, as well as accommodation facilities.
  - b. Ethnic Tourism: Travel that aims to see cultural manifestations and lifestyles of people that are considered interesting.
  - c. Nature Reserve Tourism (Ecotourism): A type of tourism related to natural beauty, fresh mountain air, and rare flora and fauna that are rarely found in other places.
  - d. Hunting Tourism: Tourism that takes place in countries with forest areas where hunting is permitted and promoted by governments and travel agencies.
  - e. Agro Tourism: Tourism that involves visits to agricultural projects, plantations, and fields, and allows visitors to learn about and enjoy the agricultural environment.
2. Social and Cultural Tourism which includes:
  - a. Historical Heritage and Monuments: Tours involving cultural organizations, national heritage sites, historic buildings, cities, villages, religious buildings, and former battlefields, which are major tourist attractions in many countries.
  - b. Museums and Other Cultural Institutions: Tourism related to natural and cultural aspects in a particular area. Museums can be developed based on themes such as archaeology, history, ethnology, natural history, crafts, science and technology, industry, or other special themes.

## RESEARCH METHOD

This research was carried out in January - June 2023 at the Karacak Valley Tourism Wana with an area of 35 ha located in Sukanegla Village, Sukanegla District, Garut Regency, West Java. The sampling method for the management of the Karacak Valley Tourism Area uses a saturated sampling or census method. Saturated sampling or census is a sample determination technique when all members of the population are used as samples (Fitria & Ariva, 2019). The managers referred to are all members of LMDH Jaya Mandiri and Perhutani who are represented by members of RPH Karangpawitan.

The sampling method for the community uses the Purposive Sampling method, namely a deliberate sampling technique by determining criteria in accordance with the research objectives (Sugiyono, 2008). The criteria determined are people involved in management or Sukanegla Village people aged between 18 – 60 years.

Determining the visitor sample uses the Slovin formula (Supriyanto & Iswandari, 2017).

$$n = \frac{N}{1 + N(e)^2}$$

Note: n = Sample Size N = Respondent Population Size e = Standard Deviation 10% determined by the researcher.

It is known that the population with an age range between 18-60 is 2,831 people with a margin of error of 10%. The sample size was 97 respondents. Meanwhile, there were 37 visitor respondents.

Data analysis was carried out using the SWOT analysis method. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which is a method used to determine development strategies based on strengths, weaknesses, opportunities and threats to existing conditions at the Karacak Valley Tourism Area. The tool used in the SWOT analysis method is the SWOT matrix. Winning the competition is not only limited to compiling the marketing mix as a strategy but also developing a comprehensive strategy (Maulana et al., 2023). This analysis aims to maximize strengths and opportunities and minimize weaknesses and threats, so that alternative strategies can be identified that can be used for tourism development (Atmoko, 2010). This matrix provides a clear picture of how external opportunities and threats are faced by adjusting the internal strengths and weaknesses. Which can be seen in the SWOT analysis strategy formulation matrix in.

Table 1. SWOT Matrix

Internal factors	Strengths Determine the factors that constitute internal strength	Weakness Determine the factors that constitute internal weaknesses
External factors		
Opportunities Determine the factors that constitute external opportunities	S-O Strategy Create strategies that use strengths to take advantage of opportunities	W-O Strategy Create a strategy that minimizes weaknesses to take advantage of opportunities
Threat (Threath) Determine the factors that constitute external threats	S-T Strategy Create strategies that use strengths to overcome threats	T-W Strategy Create a strategy that minimizes weaknesses and avoids threats

Determining the SWOT value is done by weighting the results of distributing questionnaires given to visitors, managers and the surrounding community. The weighting is: the results of the questionnaire given to visitors which are qualitative in nature are quantified on a scale ranging from 4 is very important, to 1 is not important. After all the questionnaire results were calculated, it was continued by identifying internal and external strategic factors in the Wana Wisata Karcak Valley area using a weighting (scoring) method.

#### Internal and External Factor Matrix

After the weighting calculations have been completed, the next step is to create internal and external strategy factors using the following steps:

- Determine the factors that are the strengths and weaknesses in the Wana Wisata Karcak Valley area in column 1
- Give each factor a weight on a scale from 1.0 (most important) to 0.0 (not important). Based on the influence of factors on the strategic position in Wana Wisata Karcak Valley, all weights add up to no more than 1 based on the influence and conditions of the Wana Wisata Karcak Valley area.
- Determining the rating, variables that are positive (all those that fall into the strength and opportunity categories) are given a value ranging from 1 to 3 for variables that are negative and vice versa.
- Multiply the weight in column 2 by the rating in column 3
- Add up the weighted scores to obtain a total score



Figure 1. Grand Strategy Matrix

## RESEARCH RESULTS

### Vegetation Potential

Karacak Valley is one of the tourist attractions in Garut Regency with superior tourism potential as natural panorama tourism and waterfall tourism. The existence of Wana Wisata Karacak Valley is in a mountainous area which provides a beautiful panorama for tourists apart from the natural panorama provided by nature. The Karacak Valley management took part in planting several ornamental plants which made the Karacak Valley Tourist Area beautiful. Managers plant ornamental plants to increase aesthetic value without destroying nature. This plant is located between the path that connects the camping ground area to the Gebul waterfall area. This plant has tourism potential in the future because several tourists always capture moments among ornamental plants with a natural background so that the presence of ornamental plants can improve the mood of visitors when traveling at Wana Wisata Karacak Valley.

Karacak Valey Nature Tourism, which is managed under the management of the Garut KPH, was previously an area that underwent changes from year to year, initially the area was a protected area which turned into a pine resin production area and finally was used as a tourist area so that as a whole it is a Nature Tourism area. Karacak Valley is dominated by pine stands.

## Animal Potential

Karacak Valley, which is in a mountainous area, is a place for several animals. This tour is supported by a fairly complete natural landscape, starting from homogeneous pine forests to forestry plants that line the waterfall valley. So that several animals, such as birds, inhabit the Karacak Valley Tourism Area, which provides opportunities for several types of educational tourism activities.

Table 2. Types of Animals Found

No	Local Name	Scientific name	Conservation Status
1	Monyet Ekor Panjang	<i>Macaca fascicularis</i>	Endangered
2	Cucak Kutilang	<i>Pycnonotus aurigaster</i>	Low Risk
3	Madu Sriganti	<i>Cinnyris jugularis</i>	Low Risk
4	Cekakak Jawa	<i>Halcyon cyanoventris</i>	Low Risk
5	Sepah Tulin	<i>Pericrocotus igneus</i>	Near Threatened
6	Cucak Gunung	<i>Pycnonotus bimaculatus</i>	Near Threatened
7	Srigunti Kelabu	<i>Dicrurus leucophaeus</i>	Low Risk
8	Bondol Jawa	<i>Lonchura leucogastroides</i>	Low Risk
9	Caladi Batu	<i>Meiglyptes tristis</i>	Endangered
10	Cinenen Kelabu	<i>Orthotomus ruficeps</i>	Low Risk
11	Cipoh	<i>Aegithina tiphia</i>	Low Risk
12	Wiwik Kelabu	<i>Cacomantis merulinus</i>	Low Risk

Source: *own compilation*

## Accessibility Potential

The Karacak Valley Tourist Wana is one of the Tourist Wana located in the Garut City sub-district so this tourist attraction is quite close to the city center of Garut Regency. Apart from being close to the city center of Garut Regency, this tourist attraction is near the connecting road between Tasikmalaya Regency and Garut Regency. The existence of the Karacak Valley Tourism Village indirectly has a good impact on the surrounding community in the economic sector. This can be seen from the economic business activities of the people who run several types of businesses that support travel to tourism, such as tire repair service providers, retail fuel sellers and several food stalls along the road to the Karacak Valley Tourism Area. The following is the distribution of business activities along the way. The road to Wana Wisata Karacak Valley

## Accommodation Potential

Karacak Valley Tourism Village, which is located in the Garut Regency District, does not provide permanent buildings for tourism activities in forest areas, but this tourist attraction offers camping activities which are treated to beautiful panoramic views of the city lights of Garut Regency for tourists who will carry out tourist activities for more than 1 day. Apart from that, the Karacak Valley Tourism Wana which is located in Garut City District is quite close to several hotels in Garut Regency which can be seen in the attachment.

## Potential Facilities and Infrastructure

The facilities and infrastructure at Wana Wisata Karacak Valley have great potential in supporting tourism activities. The facilities and infrastructure at Wana Wisata Karacak Valley are as follows:

Table 3. Facilities of the Karacak Valley Tourism Area

No	Facility	Amount
1	Prayer room	3
2	Gazebo	4
3	Roadside stall	5
4	Toilet	15
5	Management Office	1
6	Parking area	1
7	Photo Spot	3

## DISCUSSION

### Tourism Development Strategy

#### 1. Internal Factors

Karacak Valley Tourism Wana, Garut Regency The internal factors referred to are factors in the management of the Wana Wisata Karacak Valley which are divided into 2, namely strength factors and weakness factors. The explanation of each internal factor is as follows:

##### A. Strength

##### Interesting views

Wana Wisata Karacak Valley is one of the Wana Wisata in Garut Regency which has a natural scenic attraction close to the city center of Garut Regency. This can be seen from the attraction offered by Wana Wisata Karacak Valley regarding the view of the city lights of Garut Regency at night. This is in line with the opinion of Pamungkas et al (2020) who state that the city light view is a tourist attraction that offers views of the city atmosphere seen from a height. The attractive scenic aspect received a weight of 0.112 and a rating of 2 which resulted in a score of 0.224.

##### Adequate Parking Facilities

Parking facilities are one of the riskiest facilities for a tourist attraction, this is because Karacak Valley tourists can only access this tourist attraction using private vehicles, so in order to create a sense of security and facilitate security for tourists' personal belongings, the facilities that must be supported are parking facilities. This is in line with the opinion of Sulistiani & Munawar (2018) who state that parking facilities are one of the key facilities in the development of tourism, this is because parking facilities are directly related to tourist mobility in accessing tourism. This aspect gets a weight of around 0.107 and gets a rating of 1, resulting in a score of 0.107.

##### Cleanliness is maintained

Wana Wisata Karacak Valley has good management services, this has an impact on several aspects of strength within Wana Wisata Karacak Valley, such as maintaining cleanliness. The management of the Wana Wisata Karacak Valley not only takes care of the counter, but also several aspects such as cleanliness which is supported by adequate cleaning tools so that cleanliness in the Wana Wisata Karacak Valley environment is maintained. Cleanliness is an important aspect in tourism development. This is confirmed by the opinion of Violina & Suryawan (2016) who stated that the quality of cleanliness has an important role in creating a comfortable tourist attraction atmosphere for tourists,

thus increasing repeat tourist visits. This aspect gets a weight of around 0.113 and a rating of 2, resulting in a score of 0.225

## B. Weakness

### Lack of Mass Transportation

Wana Wisata Karacak Valley is administratively located in Sukanegla Village and does not have mass transportation provided by the Garut Regency government. The means of transportation provided are very limited, such as public transportation which can only access Bratayudha Road, while from Bratayudha Road to Sukanegla Village there is only an ojeg base as public transportation to Wana Wisata Karacak Valley. This is in contrast to several well-known tourist attractions in Garut Regency, such as Situ Bagendit, which has good accessibility and is on mass transportation routes such as public transportation. Apart from that, other tourist attractions in Garut Regency such as the Cipanas baths have good accessibility and are on mass transportation routes. The lack of mass transportation to Wana Karacak Valley Tourism is a fundamental weakness for this tourism because transportation is related to tourist accessibility. This is confirmed by research by Ristianti (2016) which states that the mass transportation system is important in tourism development because it is a demand element that must be available. In tourism development, it can be seen that the lack of integration of the transportation system with existing tourist objects can hinder the development of tourism. This aspect received a weight of 0.110 and a rating of 4, resulting in a score of 0.441.

### Promotional activities are not yet optimal

Promotional activities for Wana Wisata Karacak Valley have not been carried out optimally, this is attributed to the lack of promotional activities carried out by the management. Even though the management service is felt to be good, the management has not been carried out optimally, such as the absence of advertising boards in Margawati Village, which is the main road to the Karacak Valley Tourism Area. Apart from that, several intersection points do not yet have directions to the Wana Wisata Karacak Valley, so this indirectly gives an idea that the promotions carried out have not been felt optimally and massively. This is confirmed by research by Apriyanti et al. (2023) which states that directions are print media that can be a promotional medium because they can be seen repeatedly in conveying information. This aspect gets a weight of around 0.113 and gets a rating of 3, resulting in a score of 0.340.

### Lack of synergy between the management of LMDH Sukanegla and LMDH Margawati

The management of the Karacak Valley Tourism Area is under the management of LMDH Sukanegla, but for some members of LMDH Margawati this is quite contradictory because the management of LMDH Margawati has not experienced optimal benefits so that on several occasions LMDH Margawati feels that they have not had the opportunity to manage the Karacak Valley Tourism Area. This lack of synergy started because of the expansion of the village from Margawati Village to Sukanegla Village, which also had an impact on the Forest Village Community Institution which was also split into 2, causing differences in perception regarding the boundaries of the Karacak Valley Tourism Area which influenced the management of the Karacak Valley Tourism Area. This aspect received a weight of around 0.111 and received a rating of 4, resulting in a score of 0.443.



### Lack of Security at Waterfall Tourism

The attraction of the Gebul waterfall is part of the Karacak Valley Tourism Area, this object is within the Karacak Valley Tourism Area. The management of this attraction is equally managed by the management of the Karacak Valley Tourism Area. However, this attraction seems to be neglected and not paid enough attention because it does not attract the interest of tourists. This is because this waterfall is relatively small compared to other waterfalls. Apart from that, this waterfall requires quite a lot of time to access, resulting in some tourists rarely accessing this waterfall. However, some tourists access this waterfall even though there are no security facilities. This can increase the risk of accidents for tourists because there are no safety facilities in the waterfall area. This aspect gets a weight of around 0.109 and gets a rating of around 4, resulting in a score of 0.436. The following is a picture of the Ngebul Waterfall Tour.

### Lack of Interpretation Board

The interpretation board is an important element in Wana Wisata activities, it is related to the first orientation for tourists in exploring tourism optimally. However, the lack of interpretation boards means that some tourists have to interpret independently and can increase the potential for some tourists to get lost. This is in line with research which states that location plan maps provide a solution as an information medium for visitors who blend in with the visual appearance of the area which provides information in the form of visitor locations, activities and unique products offered by each tourism manager. This aspect gets a weight of around 0.112 and a rating of 2, resulting in a score of 0.224.

## **2. External Factors**

### A. Opportunity

#### Cooperation between Regional Government, Village Government and Perhutani

Wana Wisata Karacak Valley is one of the tourist attractions within the management of the Perum Perhutani KPH Garut forest area, however this Tourism Wana is administratively within the scope of the government of Sukanegla Village, Garut City District, Garut City Regency. This means that this area can not only develop by collaborating with forestry, but there needs to be comprehensive cooperation with the regional government, especially the Garut Regency Tourism Office. This is reflected in the plan to create a new road that can access the Karacak Valley Tourism Area, Garut Regency between Perhutani and the local government. Apart from that, there is a plan to create a tourism cooperative for tourism managers, which is a good collaboration between the community, government and Perhutani. Therefore, opportunities for collaboration with regional governments must be realized because the government has a risky role as an institution that helps a region to develop. Wana Wisata Karacak Valley has on several occasions always received awards from the local government, but in several funding applications it has never been successful, even though financial support regarding the renewal of facilities and infrastructure is much needed compared to an award. This aspect gets a weight of around 0.143 and gets a rating of around 4, resulting in a score of 0.572.

### Educational tourist attractions

Wana Wisata Karacak Valley is a tourist area which has a beautiful atmosphere and attractive natural beauty and is home to several animal habitats. This is an important capital in future activity opportunities, especially seen from the potential of the Wana

Wisata Karacak Valley which has collaborated with SMKN 4 Garut in terms of tourism development, especially natural sports activities. This is the reason there is an opportunity for this Tourism Wana to become a good educational tourist spot. carried out by formal and informal education such as environmental observer communities. This aspect received a weight of around 0.147 and received a rating of 3, resulting in a score of 0.441. The following is a picture of bird watching that can be done at Wana Wisata Karacak Valley.

#### Natural Sports Activities at the Waterfall

Wana Wisata Karacak Valley is only Wana Wisata which offers interesting natural views and camping activities in the open while at the waterfall attraction there are not many activities that can be done apart from swimming and photo activities. Therefore, to overcome the disadvantage that this waterfall is classified as a small waterfall, in order to attract activities, it is necessary to carry out a variety of activities such as natural sports tourism. This is in line with research by Hadi & Yulianto (2021) which states that natural sports activities can attract tourists to travel while doing sports activities physically and spiritually so that they will get an optimal level of health because they can enjoy the natural beauty of nature because it is managed professionally. Natural sports activities were once carried out at Wana Wisata Karacak Valley, but they did not take place and were only on a trial basis. This aspect gets a weight of around 0.142 with a rating of 3 resulting in a score of 0.426

#### B. Threat

##### Tourism Competition in Garut Regency

Garut Regency is one of the regencies in West Java which has quite a variety of tourism, including Wana Tourism, artificial tourism and beach tourism. This is because of the diverse topography that Garut Regency has from beaches to mountains, the Karacak Valley Tourism Area, which is a Tourism Area in Garut Regency, indirectly has to compete with several tourist attractions such as Mount Papandayan, Papandayan Camping Ground and various other tourist attractions. There are around 234 tourist attractions in Garut Regency with 4 tourist criteria. Meanwhile, in Garut Kota sub-district there are 11 types of tourism. This shows that the Karacak Valley Tourism Area in the Regency has very tight competition. Apart from that, there is quite tight competition in the Karangpawitan RPH area which has similarities with the Wana Wisata Karacak Valley, such as: Lamping Cirerek Tourism Wana and Kolong Langit Tourism Wana. This aspect gets a weight of around 0.150 with a rating of 4 and produces a score of 0.601.

### 3. Internal and External Factor Analysis Matrix

The internal and external factor analysis matrix is a combination of every aspect of both internal and external factors to obtain the X and Y coordinates in determining the strategic direction in developing the Karacak Valley Tourism Area, Garut Regency. The calculations for the analysis of internal factors and external factors are as follows:

#### Internal Factor Analysis Summary (IFAS)

Internal Factor Analysis Summary is a calculation of each aspect, both strengths and weaknesses, as a calculation to determine the y point on the SWOT Analysis Grand Matrix. The complete explanation regarding the Internal Factor Analysis Summary is as follows:

#### Strength

Based on observations, there are 3 aspects of strength, namely attractive views, adequate parking facilities and maintained cleanliness. The following is the calculation of weights, ratings and scores:

Table 4. Strength Aspects

No	Strength	Weight	Rating	Score
1	Interesting View	0,126	2	0,253
2	Adequate Parking Facilities	0,121	1	0,121
3	Maintained Cleanliness	0,127	2	0,254
	Total Power	0,374		0,627

Source: *own compilation*

### Weakness

Weakness aspects based on the results of observations consist of 5 aspects which include lack of mass transportation, promotional activities that are not yet optimal, lack of synergy between the managers of LMDH Sukanegla and LMDH Margawati, lack of security at waterfall tourism and lack of interpretation boards. The following is a calculation of weights, ratings and scores.

Table 5. Weakness Aspects

No	Weakness	Weight	Rating	Score
1	Lack of Mass Transportation	0,124	4	0,497
2	Promotional Activities Not Yet Optimal	0,128	3	0,383
3	Lack of Synergy Between LMDH Sukanegla and LMDH Margawati Management	0,125	4	0,500
4	Lack of Security at Waterfall Tourism	0,123	4	0,491
5	Lack of Interpretation Board	0,126	2	0,253
	Total Weakness	0,626		2,123

Source: *own compilation*

Total Scoring Strength (Strength) - Weakness (Weakness) = 0.627 – 2.123= -1.496

#### a. External Factor Analysis Summary (EFAS)

External Factor Analysis Summary is a calculation of each aspect of external factors which includes opportunities and threats as a basis for calculating point X on the SWOT Analysis Gran Matrix. The explanation of the External Factor Analysis Summary is as follows:

#### Opportunity

The opportunity aspect based on the results of observations consists of 3 aspects which include cooperation between local governments, educational tourist attractions and natural sports activities at waterfalls. The following is an explanation of the calculation of weights, ratings and scores:

Table 6. Opportunity Aspects

No	Opportunity	Weight	Rating	Score
1	Cooperation Between Regional Governments	0,245	4	0,982
2	Educational Tourist Attractions	0,252	3	0,757
3	Natural Sports Activities at the Waterfall	0,244	3	0,732
	Total Opportunities	0,742		2,472

Source: *own compilation*

- Threat

The threat aspect based on the results of observations consists of 1 aspect which includes: damaged environment due to mass tourism, production activities in tourist zones, accidents at the Karacak Valley tourism area and tourism competition in Garut Regency.

Table 7. Threat Aspects

No	Threat	Weight	Rating	Score
1	Tourism Competition in Garut Regency	0,258	4	1,032
	Total Threat	0,258		1,032

Source: *own compilation*

Based on the results of calculating the analysis matrix on internal factors and external factors, it can be seen that the x value which is a reduction in strengths against weaknesses has a value of -1.496, while the y value which is a reduction in opportunities against threats has a value of 1.440. So indirectly it has a negative value on the x-axis and a positive value on the y-axis which makes determining the strategy in quadrant 3 which is WO, namely minimizing weaknesses to take advantage of opportunities.

#### 4. Formulation of Alternative Strategies

After calculating the matrix of internal factors and external factors, it is known that determining policy direction based on the internal value of analysis factor summary (IFAS) and the value of external factor analysis summary (EFAS) found that determining strategic direction in quadrant 3 has the characteristics of determining policy direction that minimizes weaknesses and takes advantage of opportunities. The formulation of alternative strategies based on the 4 sides of the quadrant can be seen in the following table:

Table 8. Alternative Strategies Based on 4 Sides of the Quadrant

EFAS	IFAS	Strength	Weakness
		<ol style="list-style-type: none"> <li>Interesting views</li> <li>Adequate Parking Facilities</li> <li>Cleanliness is maintained</li> </ol>	<ol style="list-style-type: none"> <li>Lack of Mass Transportation</li> <li>Promotional activities are not yet optimal</li> <li>Lack of synergy between the management of LMDH Sukanegla and LMDH Margawati</li> <li>Lack of Security at Waterfall Tourism</li> <li>Lack of Interpretation Board</li> </ol>
	<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>Cooperation between Regional Governments</li> <li>Educational tourist attractions</li> <li>Natural Sports Activities at the Waterfall</li> </ol>	<p><b>Strength Strategy Opportunities (SO)</b></p> <ol style="list-style-type: none"> <li>Make regulations regarding the preservation of the Wana Wisata area in maintaining the scenery at Wana Wisata Karacak Valley</li> <li>Increase management knowledge in electronic parking activities</li> <li>Increase managers' knowledge regarding conservation education and bird observation and conservation activities</li> <li>Improve hygiene facilities and natural sports activity facilities at the waterfall</li> </ol>	<p><b>Weakness-Opportunities (WO) Strategy</b></p> <ol style="list-style-type: none"> <li>Create collaborations with local governments and village governments that empower the community to help transport tourists to the location</li> <li>Increase promotion with educational tourism programs and create social media managed by the local community</li> <li>Improve security facilities at Waterfall Tourism</li> </ol>

Threats	Strength Strategy Threat (ST)	Weakness-Threat Strategy (WT)
1. Tourism Competition in Garut Regency	<ol style="list-style-type: none"> <li>1. Create warning boards to protect the environment and place management officers to maintain the cleanliness and beauty of tourism</li> <li>2. Stop production activities in tourist areas</li> <li>3. Placing managers to monitor tourist activities and notice boards regarding the law regarding immoral acts in public</li> <li>4. Increasing the potential for beauty and waterfalls as the identity of the Karacak Valley Tourism Area, Garut Regency</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a program that optimizes local residents as a means of transportation that can be ordered by tourists</li> <li>2. Create a Tourism Cooperative regarding typical souvenirs in the Wana Wisata Karacak Valley environment</li> <li>3. Increase security and the number of managers in areas prone to accidents</li> <li>4. Create an information map of the area and safety signs in the waterfall area and camping ground as the identity of the Karacak Valley Tourism Area</li> </ol>

Source: *own compilation*

## CONCLUSIONS

The potential of the Karacak Valley Tourism Area includes: a. The vegetation potential can be seen with the stretch of pine that forms a beautiful row and has aesthetic value; b. Potential animals consist of 12 types of animals with conservation categories which include: low risk, near threatened and endangered. Types of animals that have high tourism potential are long-tailed monkeys; c. The potential for regional accessibility is only available by motorbike taxis as mass transportation, but many people are making economic efforts to support regional accessibility; d. The potential for accommodation is quite good, supported by several hotels in the Garut area with the closest distance being only 8 km, potential facilities that really support worship activities as well as several basic needs for tourists such as the availability of ideal parking spaces.

The Karacak Valley Tourism Area development strategy is in the weaknesses and threats category in quadrant 3 which has the characteristics of a development strategy that minimizes weaknesses and avoids threats. So there are 3 problem formulations which include: creating collaboration with regional governments and village governments that empower the community to help transport tourists to the location, increasing promotion with educational tourism programs and creating social media managed by the surrounding community and improving security facilities at waterfall tourist locations.

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