

Ecotourism Marketing Mix Strategy in Malagufuk Village, Sorong Regency, Southwest Papua Province

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Abstract:- This study aimed to analyze the strengths and weaknesses of internal factors in the marketing mix (7P), the opportunities and threats of external factors in PESTLE, and to formulate an ecotourism marketing mix strategy and the implementation of the resulting strategy program. This research used a descriptive qualitative approach. Data in this study were collected through interviews, observations, documentation, and questionnaires. The informants in this study were the government and the community, while the respondents filling out the 7P questionnaire were tourists, totaling 70 people, and the respondents filling out the PESTLE questionnaire were government officials and community managers, totaling 10 people. Data analysis used IFE and EFE analysis, SWOT, and SOSTAC. The results of this study indicated that the aspects of product, people, and physical evidence were strengths in the internal factors, while the aspects of price, promotion, place, and process were weaknesses in the internal factors of the marketing mix. In the external aspect, the opportunities in marketing identified in this study were in the social, economic, and technological aspects, while the threats were in the political, legal, and environmental aspects. Based on the results of IFE, EFE, and SWOT analysis, the resulting strategy was in quadrant I. This indicated that the SO strategy was an alternative strategy that used strengths to take advantage of opportunities in ecotourism marketing in Malagufuk Village.

Keywords:- Marketing, Kampung Malagufuk, Birdwatching, Ecotourism.

I. INTRODUCTION

Ecotourism marketing is a marketing mix approach for ecotourism products intended to attract tourists' interest. Its presence is crucial in this disruptive era to respond to market demand. Eco-tourists rely on media as their primary source of information when planning their trips. This has become a habit and culture among contemporary eco-tourists. Therefore, creating a good marketing strategy opens the possibility of attracting effective and efficient eco-tourist visits to ecotourism destinations. The development of contemporary ecotourism destinations always serves as a platform to communicate the ecotourism products they offer. Through media, current market movements can be targeted. This aspect is essential in this disruptive era. Tourism is an information service system that analyses networks,

technology, and databases (Adeola and Evans, 2019; Wu, 2020). It forms complex projects, ranging from surveys and evaluations of tourism resources to planning (Ziyadin et al., 2018).

Theoretically, ecotourism has become a subcategory within sustainable tourism development. Ecotourism is used as a tactic and strategy in developing sustainable tourism. This is because ecotourism focuses on the conservation of local resources that have high market value. Simultaneously, this conservation aims to improve the living standards of local communities around the tourism destinations. Ecotourism and nature conservation are inevitably linked (Bluwstein, 2017; Cobbinah et al., 2015; Ghoddousi et al., 2018; Hausmann et al., 2016), although the connection between these concepts is dynamic and can be debated in theory and practice (Fletcher, 2019; Ghoddousi et al., 2018; Sabuhoro et al., 2017). Ecotourism offers great hope for stakeholders to develop sustainable tourism in the future. The sustainability value of ecotourism is expected to be a passport to prosperity for local communities amid constant change.

One destination with significant tourism potential is Papua Island. Its natural resources and rich flora and fauna present prospective tourism opportunities. Raja Ampat is one of the favorite destinations that has now developed and become widely known worldwide. Raja Ampat, located in Southwest Papua Province, has significantly impacted the regional economic growth through the increasing number of tourist visits (Fofit, 2023; Kusmayadi, 2017).

The administrative region of Sorong Regency boasts substantial tourism potential, including pristine marine tourism and protected forests. The flora and fauna remain highly authentic, serving as invaluable natural heritage. However, this tourism potential is rarely touched by the local government. Consequently, there is minimal growth in new tourism destinations. Theoretically, there is significant potential to enhance regional prosperity through the tourism sector. The current situation indicates that tourism in Sorong Regency lacks targeted development policies and shows minimal innovation for regional tourism development.

The ecotourism concept implemented in Malagufuk Village is part of an effort to change the community's awareness of gaining economic benefits from their natural resources. Initially, the community exploited the presence of rare birds in the Klasow Forest Area in Malagufuk Village by selling them illegally, which endangered the endemic birds of Papua. With ecotourism, the community shifted their mindset to gain economic benefits in a non-exploitative manner. This aligns with the objectives of the ecotourism concept, which plays a role in achieving conservation goals (Buckley et al., 2016; Koroy et al., 2017).

The tourist attractions offered include exploring the primary forest and birdwatching, with a focus on the bird-of-paradise as the main attraction. These attractions provide a unique experience for tourists because the concept involves living alongside the local community while exploring Malagufuk Village. The local community has a service system that integrates local cultural values. Tourists who visit will be welcomed with traditional ceremonies. Payments are made voluntarily, and the local community accepts them in a familial manner.

However, a significant issue in the development of ecotourism in Malagufuk Village is the low number of tourists visiting the Malagufuk Ecotourism Village. As recorded in the visitor book for 2023, the total number of tourists visiting the Malagufuk Ecotourism Village was only about 229 people, mostly foreign tourists totaling 175, with only a small number of 54 local tourists. Based on this, the presence of ecotourism in Malagufuk Village is still not well known on a regional, national, or international scale.

This lack of recognition results in infrequent tourist visits because the promotion of this tourist attraction is rarely carried out contextually. Therefore, the researchers believe that a marketing strategy is needed to broadly communicate the ecotourism products. The hope is to increase tourist visits, thereby positively impacting the local community amid the development of ecotourism. Naturally, ecotourism is a complex activity to implement and manage because it often involves competing goals between environmental conservation and local development, as well as various stakeholders (Courvisanos and Jain, 2006; Ezaki and Bricker, 2012; Weaver, 2001).

II. LITERATURE REVIEW

A. Marketing Strategy

Strategy is a comprehensive and integrated plan aimed at achieving company goals. It is a method to gain competitive advantage while adhering to ethics that prohibit any form of dishonest, unethical, or harmful actions to others (Maulana, 2020). Ilham (2019) defines strategy as a method or process used to achieve a goal. This involves a series of step-by-step and continuous actions, considering the objectives to be achieved.

Marketing is about identifying and fulfilling human and social needs. One of the simplest definitions of marketing is "meeting needs profitably" (Kotler and Keller, 2021). According to Kotler and Keller (2016), "marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Marketing is an organizational activity involving processes of creating, communicating, delivering, and exchanging offerings that provide value to customers, clients, and society as a whole.

B. Marketing Mix

In the context of marketing, there is a theory known as the 4P's used to design marketing strategies. Kotler and Armstrong (2006:62) explain that the marketing mix is a collection of tactical tools in marketing controlled by companies to achieve desired responses from the target market. The 4P marketing mix consists of Product, Price, Place, and Promotion, and serves as instruments used to design marketing strategies for product-based goods. However, in the tourism context where the product is a service, this approach is expanded to include: 1) product; 2) price; 3) place; 4) promotion; 5) people; 6) process; and 7) Physical evidence.

C. PESTEL

In general, the internal environment subsystem and external environment form the structure of the destination tourism marketing system. This model of system structure can be explained in the context of tourism destination marketing. Many models typically used in marketing literature to analyze the macro environment are utilized, such as PESTLE; each letter denotes slightly different settings for the following macro factors: 1) Political Forces: In the future, the adoption and regulation of the Internet will be determined by governments and transnational organizations; 2) Economic Forces: Changes in economic conditions affect trade opportunities, business performance, and consumer spending. These also significantly impact marketing planning; 3) Social Forces: The cultural diversity within communities affects Internet usage and the services offered by companies; 4) Technological Forces: Technological advancements influence marketing opportunities, new product development, channel integration, and access to new platforms and applications; 5) Legal Forces: Regulations determine how products can be promoted and sold online. Guidelines and ethical laws aim to protect individuals' privacy rights and companies' rights to free trade; 6) Environmental Forces: Social cultures, particularly pop culture, tend to change rapidly. The introduction of new technologies and changes in their popularity typically occur regularly and at an accelerated pace from idea to business. Legal changes and government actions usually occur over longer periods. As a result, to ensure their competitiveness, marketers must be aware of significant forces in their own trading environment.

D. Ecotourism

Ecotourism is a concept that prioritizes environmental ethics as its foundational paradigm. Arida (2017) reveals that ecotourism can be viewed through three basic perspectives: 1) as a product, ecotourism is an attraction based on the richness of natural resources; 2) as a market, ecotourism endeavors to promote environmental conservation or nature conservation-oriented travel; and 3) as a development approach, it serves as a method for utilizing and managing environmentally friendly resources. In ecotourism, there is a strong emphasis on responsibility towards the welfare of local communities and environmental conservation, which are distinctive features of this type of tourism. Besides tourists, other tourism stakeholders such as tour operators also play a crucial role in facilitating these responsibilities (Damanik and Weber, 2006).

E. Sustainable Tourism

Sustainable tourism is a development concept aimed at providing long-term positive impacts on the environment, society, culture, and economy, both for the present and the future, benefiting local communities and visiting tourists (Tourism and Creative Economic Ministry of Indonesia, 2021). Sustainable tourism is a rapidly growing sector, involving increased accommodation capacity, local population, and environmental impacts, where new developments and investments in tourism should synergize with the environment to maximize positive impacts and minimize negative ones. Public authorities are taking steps to better manage tourism growth and prioritize sustainable tourism. This is because sustainable business practices can maintain the sustainability of vital tourism resources or assets, not only for the present but also for the future (Arida and Sunarta, 2017).

F. Theory of Green Marketing

Marketing is a continuous process based on integrated systems within a group aimed at fulfilling their needs (Utama, 2017; Kotler and Armstrong, 2003). This process involves creating value exchanges with others (Kotler and Armstrong, 2003). Kotler (1993) argues that marketing aims to identify customer needs and satisfy them effectively. Thus, theoretically, marketing acts as a communicator of a product to customers.

In the context of the current research, the evolving field of marketing has produced a theory known as green marketing. Theoretically, this theory explains that planning marketing strategies accommodating changing consumer awareness towards environmentally friendly products and services involves adjusting products, manufacturing processes, and packaging to meet consumer needs while

reducing negative environmental impacts. It also aims to educate and inspire consumers to be more environmentally conscious (Widodo et al., 2016).

Polonsky (2015) explains that green marketing goes beyond promoting products with environmental-friendly aspects; it emphasizes the need for environmental orientation and responsibility across all areas, activities, and departments within an organization. Therefore, green marketing is a concept aimed at meeting consumer needs while reducing negative environmental impacts. The marketing mix is used as a strategy by companies to achieve competitive advantage.

III. RESEARCH METHODOLOGY

This research employs a qualitative descriptive approach, utilizing quantitative data. It aims to identify and analyze the current conditions of the ecotourism product marketing mix in Kampung Malagufuk, as well as identifying internal and external factors affecting ecotourism marketing in Kampung Malagufuk. By integrating both qualitative and quantitative data, quantitative data is utilized to obtain weights, ratings, and scores for IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) analyses in ecotourism marketing analysis in Kampung Malagufuk. This study aims to formulate ecotourism marketing strategies using a hierarchical analysis approach from IFE and EFE analyses, subsequently analyzed into a SWOT matrix.

This research was conducted in Kampung Malagufuk, Makbon District, Sorong Regency, South West Papua Province. The village is located within the Klasow Forest area. To reach Kampung Malagufuk, a 4WD vehicle is required due to the less-than-optimal road access. It is located 55 km from Sorong city, and the journey takes approximately 2-3 hours to reach the tourist destination of Kampung Malagufuk. The Klasow Forest is considered crucial for the local community surrounding the forest area, especially for the people of Kampung Malagufuk. The community utilizes the natural and cultural resources of Kampung Malagufuk, making it an ecotourism destination. However, practically, Kampung Malagufuk faces challenges in attracting both local and international tourists. Therefore, the researchers aim to formulate relevant ecotourism marketing strategies based on the findings and data analysis of the issues they have identified.

IV. RESEARCH FINDINGS

G. *Strengths and Weaknesses of Ecotourism Marketing from Internal Factors (7P) in Kampung Malagufuk, Makbon District, Sorong Regency*

Table 1 Marketing Mix Questionnaire (7P)

Variable	Description	Total Score	Liker Mean (Score/70)
Product	The experience in Kampung Malagufuk is truly unique and memorable, and cannot be found elsewhere	218	3.11
Price	Satisfied with the cost of the wildlife monitoring package and accommodation based on the experience and service you received	204	2.91
Place	The distribution of Kampung Malagufuk's ecotourism products easily accessible online, and is the service overall very good	188	2.69
Promotion	The promotion of Kampung Malagufuk easily found through online and print media	186	2.66
People	The local people show good hospitality to tourists, are they able to provide clear and complete information, and do the staff demonstrate quality service	219	3.13
Process	The service procedures provided for accommodation services in Kampung Malagufuk satisfactory	217	3.10
Physical Evidence	The physical appearance of Kampung Malagufuk have a serene and clean atmosphere free of litter, and are the supporting tourism facilities well-maintained	235	3.36

Source: Authors, 2024

Based on the scores obtained from the assessment of respondents regarding the internal factors of the marketing mix of ecotourism in Kampung Malagufuk, the researcher outlines its strengths and weaknesses as follows:

➤ *Strengths*

• *Product*

In the context of tourist destinations, the product refers to several elements that form a cohesive unit. These elements can be simplified into several aspects: attractions, amenities, and accessibility. Attractions refer to the appeal or value that attracts tourists to visit, amenities are facilities that support tourists' needs during their visit, and accessibility relates to the ease of reaching the destination and its facilities.

Since 2014, Malagufuk has been visited by tourists. Initially, tourism development in Kampung Malagufuk was driven by specific interests, particularly from adventurers seeking to explore and observe rare endemic wildlife in the area. At that time, the community had not yet recognized ecotourism as a prospective sector. With subsequent developments, the community began accommodating ecotourism activities as a means to derive economic benefits. Local government involvement started in 2019.

The ecotourism attraction in Kampung Malagufuk primarily focuses on the natural resources of Klasow Forest. The richness of this forest's natural environment attracts tourists who visit. One of the activities available to tourists is bird watching, which has been a tourist attraction since 2014. Some rare bird species frequently observed include the King Bird of Paradise, Cockatoos, Paradise Riflebird, and Cassowary. Through these excursions, tourists have the opportunity to observe and learn about these birds firsthand in their natural habitat.

In recent years, the local community has utilized ecotourism activities as an economic sector. This can be seen through their involvement as tour guides and porters. Economic income serves as a motivation driving the community, while also fostering a new understanding that

the richness of rare wildlife in the forest can provide sustained income without resorting to illegal hunting and smuggling.

To meet the needs of tourists, amenities available in Kampung Malagufuk are designed to provide an optimal tourism experience. Researchers have observed supporting facilities such as homestays and gazebos. The gazebos were constructed with assistance from non-governmental organizations (NGOs), while the homestays are managed by the local community of Kampung Malagufuk.

In building these amenities, the government has helped provide homestays in Malagufuk Village. Field observations reveal that amenities such as homestays and gazebos in Malagufuk Village are well-maintained. This reflects a positive development in ecotourism context. The community plays a significant role in the thriving ecotourism in Malagufuk Village.

To reach Malagufuk Village, tourists need to travel approximately 4 hours by land from downtown Sorong, Southwest Papua. There is no public transportation directly to the village, so tourists typically rent cars from locals in Sorong City and Sorong District. For tourists coming from outside Papua Island, they can reach Sorong City by sea or air transportation.

• *People*

In marketing mix where service is the product, "people" refers to the human resources providing services to customers. In the context of tourism, quality human resources are expected to deliver services to tourists to fulfill their needs and desires during their stay at the destination.

Operationally, ecotourism management is directly handled by the local community in Kampung Malagufuk. Some of them serve as tour guides and homestay managers. The community exhibits an open and friendly attitude towards visiting tourists. This hospitality isn't just because they are guests; it stems from the local culture of openness and mutual assistance. Hospitality is an integral part of the

local community in Kampung Malagufuk. However, since tourism is a relatively new sector, adaptation is still necessary for the community to fully benefit from ecotourism management. Therefore, improving ecotourism capabilities is crucial.

The local community in Kampung Malagufuk has been supported by the local government to enhance human resources who will manage the destination and tourist attractions. The community has also formed an institution officially empowered and responsible under the auspices of the Sorong District Diaspora, South Papua Barat Province.

Through the ongoing capacity development of the local community and their increasing adaptation, it is expected that ecotourism activities in Kampung Malagufuk can thrive. The local government has undertaken various initiatives to support human resource needs. This enhancement of human resources aims to enable the community to maximize the ecotourism resources available in Kampung Malagufuk.

- *Physical Evidence*

Kampung Malagufuk, nestled within a natural forest area, indeed holds its own charm. Therefore, the natural physical appearance must be well-maintained. An unkept natural environment would detract from its appeal. In relation to this, the physical structures such as supporting facilities in Kampung Malagufuk are sufficiently well-maintained. As previously explained, amenities in Kampung Malagufuk are managed and maintained by the local community.

- *Weaknesses*

- *Price*

Price refers to the cost that tourists must incur when visiting the ecotourism destination of Kampung Malagufuk. In terms of marketing aspects, price is a crucial factor. This is because products in the tourism sector generally cannot be owned or taken home. Instead, they are only enjoyed or consumed during the visit to Kampung Malagufuk. Tourist products in the tourism sector cannot be tested beforehand. Therefore, price is a fundamental consideration of whether a product provides satisfactory value for the amount of money spent. In other words, consumers should feel that the cost incurred is worth the satisfaction gained from the tourism experience. In this context, the researcher does not assume a linear relationship between the amount of money (cost) spent and the perceived quality of the experience.

Overall, tourists are not charged a specific amount upon entering the area of Kampung Malagufuk. This means tourists contribute on a voluntary basis to the management. However, the Diaspora Kabupaten has mentioned plans to introduce a fee for tourists visiting Kampung Malagufuk, which will be established in the Governor's Regulation and Regional Regulation. However, it is different when tourists request arrangements from the management. In such cases,

the management will incur specific costs calculated based on the tourists' needs. All costs incurred in the tour package include various activities and cater to tourists' needs such as accommodation, as well as meals and drinks. During their visit, tourists will be accompanied by a local tour guide appointed by the management.

- *Place*

In marketing, "place" in the distribution process is a crucial aspect. This refers to the ease of transactions and the reach of product distribution. In the context of tourism, "place" in the marketing mix is interpreted as ensuring that tourists can engage in transactional activities to visit a destination. Generally, respondents have not yet perceived that the accessibility aspect of product distribution and related service distribution has provided a good and memorable perception for them. Regarding Kampung Malagufuk, tourists can engage in transactional activities either online or by visiting directly to enjoy tourism activities in Kampung Malagufuk.

- *Promotion*

In the marketing mix, promotion is an effort to build the product's image. Its goal is to introduce and raise awareness among potential consumers about the product. Through promotion, the product can become widely recognized. Various strategies can be employed, such as creating advertisements, brochures, or pamphlets that can be distributed through print, electronic, and digital media.

Promotion in tourism destinations aims to provide information to prospective tourists so that they can consider what they can gain from the destination's promotion when planning their travels. Therefore, destination managers need to maximize promotion efforts to increase tourists' interest in visiting.

Kampung Malagufuk has been promoted through various platforms on social media and promotional materials such as brochures. The promotions highlight how tourists can reach Kampung Malagufuk, what activities they can engage in there, the facilities available, and how to contact relevant authorities for inquiries or bookings.

With the presence of social media, information about Kampung Malagufuk can be easily accessed online. Additionally, many tourists interested in bird watching learn about Kampung Malagufuk through word of mouth from others who have visited. Local youth in Kampung Malagufuk contribute to promotion efforts by creating content on platforms like TikTok. Furthermore, Kampung Malagufuk utilizes promotional channels through a youth organization called Malaumkarta, which serves as a valuable medium for promotional activities.

H. Opportunities and Threats of Ecotourism Marketing from External Factors (PESTLE) in Kampung Malagufuk, Makbon District, Sorong Regency

Table 2 PESTLE Questionnaire

Variable	Description	Total Score	Liker Mean (Score/10)
Politic	The political situation can influence the opportunities for developing ecotourism products in Kampung Malagufuk within the tourism strategy of Sorong Regency	29	2.9
Economic	The potential growth of the local economy is a key factor that can strengthen the appeal of ecotourism products	37	3.7
Social	Marketing strategies can effectively communicate the contribution of ecotourism to social aspects such as supporting education or preserving cultural heritage	35	3.5
Technology	Technology can enhance education and environmental awareness in the context of ecotourism	37	3.7
Legal	Legal aspects can influence the image and trust in specific ecotourism products	33	3.3
Environment	Marketing strategies can better communicate the efforts and positive impacts of ecotourism products on the environment	36	3.6

Source: Authors, 2024

Based on the scores obtained from the assessment of respondents regarding the external factors of the marketing mix of ecotourism in Kampung Malagufuk, the researcher outlines its strengths and weaknesses as follows:

➤ *Opportunities*

• *Social*

In general, respondents believe that ecotourism marketing can be more effective in communicating ecotourism contributions to social aspects, such as supporting education or preserving cultural heritage. In the context of ecotourism in Kampung Malagufuk, ecotourism journeys can significantly influence changes in values and societal environmental awareness.

• *Technology*

The assessment results indicate that respondents strongly agree that technology can enhance environmental education and awareness in the context of ecotourism. Technological interventions are considered essential and viewed as crucial for improving awareness and providing environmental education through ecotourism journeys. Therefore, in this context, technology can ensure the inclusion of environmental education activities in the ecotourism context in Kampung Malagufuk.

• *Economic*

From the assessment of respondents, it is depicted that generally, the growing local economy will spur the development of ecotourism in Kampung Malagufuk. This is indeed a common occurrence in the context of ecotourism destinations. Economic growth will be seen as something positive for the community, thus becoming a catalyst for the development of ecotourism in Kampung Malagufuk.

➤ *Threats*

• *Politic*

Respondents disagree that the political situation in Sorong Regency provides opportunities for the development of ecotourism products in Kampung Malagufuk. This position indicates that, in a broader context, the political situation perceived as unable to drive positive development opportunities is viewed as a threat to be faced.

• *Legal*

Respondents perceive that the legal aspect can influence the image and credibility of ecotourism products. In relation to this, legal aspects provide certainty regarding trust in existing ecotourism products, as certainty without clear legality means a destination may not have the capacity to meet ecotourism travel needs maximally. Therefore, legal certainty allows ecotourism products to be developed effectively.

• *Environmental*

Respondents believe that ecotourism can provide knowledge and awareness of environmental conservation. Therefore, this study provides an understanding that ecotourism products are part of adaptive efforts through travel experiences supported by environmental awareness.

I. *Ecotourism Marketing Mix Strategy in Kampung Malagufuk, Makbon District, Sorong Regency*

➤ *Internal Factor Evaluation*

Table 3 Internal Factor Evaluation

Internal Strategic Factors	Weight	Rating	Score (Weight x Rating)
Strengths			
The experience in Kampung Malagufuk is truly unique and memorable, and cannot be found elsewhere	0.22	3.10	0.68
The local people show good hospitality to tourists, are they able to provide clear and complete information, and do the staff demonstrate quality service	0.19	3.13	0.59
The physical appearance of Kampung Malagufuk have a serene and clean atmosphere free of litter, and are the supporting tourism facilities well-maintained	0.18	3.36	0.60
Strengths Total Score	0.59		1.88
Weakness			
Satisfied with the cost of the wildlife monitoring package and accommodation based on the experience and service you received	0.15	2.60	0.39
The distribution of Kampung Malagufuk's ecotourism products easily accessible online, and is the service overall very good	0.14	2.91	0.41
The promotion of Kampung Malagufuk easily found through online and print media	0.11	2.69	0.30
Weakness Total Score	0.40		1.09
Difference in Strengths and Weaknesses Scores			0.79
Internal Total Scores	1	17.79	2.97

Source: Authors, 2024

The total score from the IFE matrix is 3.04, indicating the level of success of Kampung Malagufuk in managing internal factors affecting the marketing of ecotourism products. A higher score reflects better preparedness of Kampung Malagufuk in addressing these internal factors. By evaluating these factors, ecotourism destinations can identify their internal strengths and weaknesses and formulate more effective marketing strategies.

➤ *External Factor Evaluation*

Table 4 Internal Factor Evaluation

External Strategic Factors	Weight	Rating	Score (Weight x Rating)
Opportunities			
Marketing strategies can effectively communicate the contribution of ecotourism to social aspects such as supporting education or preserving cultural heritage	0.17	3.60	0.61
The potential growth of the local economy is a key factor that can strengthen the appeal of ecotourism products	0.17	3.70	0.63
Technology can enhance education and environmental awareness in the context of ecotourism	0.17	3.70	0.63
Opportunities Total Score	0.51		1.87
Threats			
The political situation can influence the opportunities for developing ecotourism products in Kampung Malagufuk within the tourism strategy of Sorong Regency	0.13	2.90	0.38
Legal aspects can influence the image and trust in specific ecotourism products	0.17	3.30	0.56
Marketing strategies can better communicate the efforts and positive impacts of ecotourism products on the environment	0.21	3.50	0.74
Threats Total Score	0.51		1.67
Difference in Opportunities and Threats Scores			0.20
External Total Scores	1	20.70	3.54

Source: Authors, 2024

The total score of the EFE matrix is 3.45. A higher score indicates that Kampung Malagufuk is better equipped to deal with external factors affecting the marketing of ecotourism products.

➤ *IE Matrix*

The processed data shows that the total weighted score in the Internal Factor Evaluation (IFE) matrix is 2.97, while the total weighted score in the External Factor Evaluation

(EFE) matrix is 3.54. This indicates that Kampung Malagufuk has been assessed quite positively in managing internal and external factors influencing the marketing of ecotourism products. Consequently, Kampung Malagufuk can optimize its internal strengths, mitigate external threats, and effectively capitalize on external opportunities. These results form the basis for Kampung Malagufuk to formulate more effective and efficient marketing strategies for developing ecotourism in its area.

Table 5 IE Matrix

		IFE (X)			
		High 3,0-4,00	Moderate 2,0-2,99	Low 1,0-1,99	
		4,0	3,0	2,0	1,0
EFE (Y)	High 3,0-4,00	I	II	III	
	3,0				
	Moderate 2,0-2,99	IV	V	VI	
	2,0				
	Low 1,0-1,99	VII	VIII	IX	
1,0					

Source: Authors, 2024

Based on the analysis of the matrix above, the weighted total score of IFE and EFE falls into Cell I. This position is defined as growth and development. Suitable strategies to apply in this position include intensive strategies (market penetration, forward integration, and horizontal integration) or integrative strategies (forward integration, backward integration, and horizontal integration).

➤ *SWOT Analysis*

Table 6 SWOT Analysis

<p>INTERNAL</p> <p>EXTERNAL</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. Unique experiences that are considered unparalleled and cannot be found elsewhere by travelers. 2. The hospitality of the local community towards tourists enhances the tourist experience and creates a welcoming climate for tourism. 3. The lush physical environment and well-maintained facilities enhance the attractiveness of Kampung Malagufuk for ecotourism. 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Promotions that are not easily found online and through print media provide advantages in reaching a wider audience. 2. Dissatisfaction with the cost of tour packages and accommodation services can affect the image and satisfaction of tourists. 3. Difficulties in online accessibility of ecotourism products can hinder the potential growth of the business.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Effective marketing strategies can promote ecotourism's contributions to social and environmental aspects, enhancing the destination's image and public interest. 2. Local economic growth can provide opportunities to strengthen the appeal of ecotourism products and increase local community participation in tourism development. 3. Technology can play a role in enhancing environmental education and awareness among tourists, as well as improving operational efficiency and distribution of ecotourism products. 	<p>SO Strategy:</p> <ol style="list-style-type: none"> 1. Utilizing online promotions and print media to enhance public awareness of ecotourism's contributions to social and environmental aspects. (S1, O1, O3) 2. Optimizing local hospitality and the lush physical environment as key attractions in marketing strategies. (S2, O2, S3) 	<p>WO Strategy:</p> <ol style="list-style-type: none"> 1. Enhancing tourists' experiences by offering unique and innovative tour packages. (W2, O2) 2. Improving the distribution system of ecotourism products by leveraging technology to enhance online accessibility. (W1, O1, W3, O3)
<p>Threats</p> <ol style="list-style-type: none"> 1. Unstable political situations can disrupt ecotourism development plans and create uncertainty for the future. 2. Difficulty in reaching ecotourism products online can reduce Kampung Malagufuk's competitiveness in an increasingly digitally connected tourism market. 3. Negative perceptions about costs and service quality can lead to decreased interest and trust among tourists in the destination. 	<p>ST Strategy:</p> <ol style="list-style-type: none"> 1. Building partnerships with local government to enhance political stability and support ecotourism development. (S1, T1, T2) 2. Improving service quality and offering competitive tour packages to address negative perceptions about costs and service quality. (S2, T3, S3) 	<p>WT Strategy:</p> <ol style="list-style-type: none"> 1. Building networks with online platforms and utilizing technology to overcome barriers in distributing ecotourism products. (W2, T2, W3) 2. Strengthening cooperation with local tourism industry stakeholders to address threats in the increasingly digitally connected tourism market. (W1, T1, T3)

Source: Authors, 2024

Based on this SWOT analysis, Kampung Malagufuk can identify appropriate strategies to leverage its internal strengths, address existing weaknesses, capitalize on external opportunities, and mitigate potential threats. This can aid in formulating an effective action plan to develop and promote ecotourism in the area.

Based on the comparison of internal analysis (strengths and weaknesses) with external analysis in Tables 4.3 and 4.4 above, the differences are as follows: the difference between Strengths (S) and Weaknesses (W) is $1.88 - 1.09 = 0.79$, and between Opportunities (O) and Threats (T) is $1.87 - 1.67 = 0.20$. Therefore, a point on the quadrant (x, y) is (0.79, 0.20). Hence, the quadrant (x, y) can be observed on the Cartesian diagram in Figure 1 as follows.

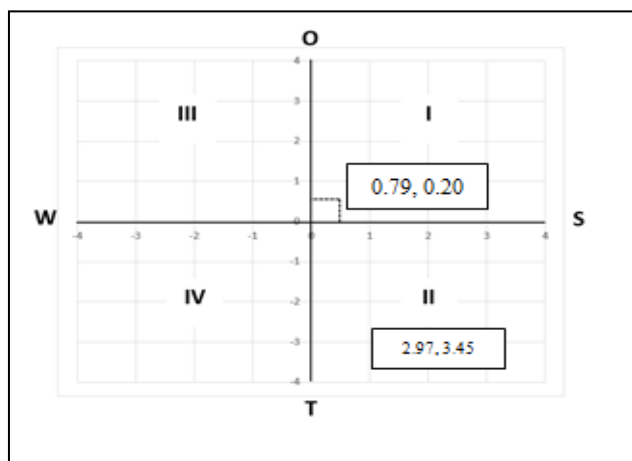


Fig 1 Cartesian Diagram

The result above indicates that the intersection point on the (x, y) axis falls into Quadrant I. This means that the alternative strategy based on this quadrant is the S-O strategy. According to Table 4.18 previously mentioned, the researcher formulated an SO strategy that can be implemented as follows:

- Utilize online and print media promotions to increase public awareness of ecotourism's contributions to social and environmental aspects.
- Optimize local hospitality and the lush physical environment as primary attractions in marketing strategies.

Strategies identified in this study aim to enhance promotion through social media and marketing campaigns focusing on ecotourism's contributions to social and environmental aspects, corroborating findings by Nisco and Massci (2018) and Er and Simon (2015) emphasizing supply-driven ecotourism marketing initiatives. Leveraging Kampung Malagufuk's ecotourism product strengths and effective social media marketing aims to attract environmentally-conscious tourists with broader reach.

The community's hospitality in Kampung Malagufuk provides positive tourist experiences and supports economic benefits from ecotourism activities, aligning with Er and Simon's (2015) conclusion that community involvement

enhances economic growth through ecotourism. Introducing ecotourism's importance in fostering environmentally-friendly behaviors in Kampung Malagufuk through internet platforms reflects the use of social media by ecotourism operators to reach wider markets and build environmental awareness, as highlighted by Higgins-Desbiolles (2008) emphasizing ecotourism's educational attributes.

Yanti (2019) underscores the use of promotional opportunities to boost tourist visits as a destination marketing strategy, effective in capturing target markets interested in wildlife and natural environments. Despite challenges highlighted by Nurmawati (2023) regarding limited technological knowledge among local resources, youth groups in Kampung Malagufuk engage in social media promotions, involving youth in attracting tourists and raising environmental awareness through ecotourism.

Recognizing ecotourism's transformative value as identified by previous studies (Bluwstein, 2017; Ghoddsi et al., 2018) reinforces its strength in Kampung Malagufuk's ecotourism marketing. The theoretical framework of green marketing (Bukharim, 2011) prioritizes environmental concerns over quantitative economic gains, emphasizing the inseparable link between green marketing and ecological concerns (Astini, 2016). Green marketing strategies facilitate connections between environmentally-conscious consumers and Kampung Malagufuk's ecotourism products. Therefore, achieving environmental responsibility is crucial (Polonsky, 2015), aligning with green marketing's goal to satisfy consumer needs without harming the environment. The strategies developed in this Kampung Malagufuk study meet these criteria, emphasizing local economic growth and environmental conservation in the Klasow Forest. Community awareness regarding threats to endangered species due to illegal hunting and trade in Klasow Forest has driven ecotourism activities as a solution for conservation while benefiting local economies.

V. CONCLUSION

- Internal strengths in Kampung Malagufuk's ecotourism marketing include unique wildlife monitoring and well-regulated forest exploration activities not found elsewhere, friendly local hospitality, and well-maintained natural environments and physical facilities featuring distinctive Moi tribe architecture. However, weaknesses in Malagufuk's ecotourism include pricing perceived as unsatisfactory for domestic tourists, challenges in online distribution, ineffective online promotions, and service procedures needing improvement according to respondents.
- External opportunities in Kampung Malagufuk's ecotourism marketing environment include social contributions to education and cultural preservation, economic growth through ecotourism activities, and leveraging technology to enhance environmental awareness. However, threats include political factors that do not support positive development, legal uncertainties affecting the ecotourism product image, and the need to increase awareness of environmental preservation.

- Positioned in Quadrant I (Grow and Build) of the IE Matrix, Kampung Malagufuk can optimize internal strengths to capitalize on opportunities and mitigate threats effectively. The formulated S-O marketing strategy focuses on enhancing public awareness through online and print media promotions while emphasizing local hospitality and the natural beauty as primary attractions.

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