

## AGROTOURISM DEVELOPMENT STRATEGY THROUGH SWOT ANALYSIS IN AGRO EDUKASI WISATA RAGUNAN

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### Abstract

Agro Edukasi Wisata (AEW) Ragunan is one of the urban agro-tourism destinations that aims to provide education about agriculture, livestock, and fisheries to the public, particularly younger generations, while also supporting food security and environmental preservation in urban areas. This study was conducted to address challenges faced by AEW Ragunan, such as limited facilities, lack of program innovation, and insufficient promotion, which hamper its development as a competitive and sustainable educational tourism site. The research applied a descriptive qualitative approach using SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis as the main framework. Primary data were collected through participatory observation, in-depth interviews with managers and stakeholders, and documentation, while secondary data were gathered from scientific literature and official reports. The main results revealed that AEW Ragunan's strengths include strong institutional support and a unique urban farming education concept, while its weaknesses involve limited infrastructure and marketing efforts. Opportunities exist through the growing interest in urban farming and the potential for partnerships with schools, local businesses, and government programs, whereas threats include the risk of natural disasters and a decline in visitor numbers if marketing is not strengthened. The research concludes that strategic development efforts should focus on optimizing AEW's educational and green tourism potential, improving facilities, enhancing digital promotions, and fostering collaboration networks. Strengthening these aspects is crucial to ensuring AEW Ragunan's sustainability and positioning it as a model for urban agro-tourism development in metropolitan cities.

**Keyword:** *Urban Agrotourism, SWOT Analysis, AEW Ragunan, Educational Tourism, Strategic Development*

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### INTRODUCTION

Agrotourism represents an alternative form of sustainable tourism that integrates agricultural activities with tourism experiences to enhance visitor's knowledge, recreation, and economic opportunities in the agricultural sector (Nurani, in Suwarsito, et al. 2020). It serves as a bridge between agriculture and tourism, where the development of agricultural areas can be accelerated while simultaneously generating additional income through tourism-related activities (Gunawan, in Siregar, et al. 2022). In this context, Agro Edukasi Wisata (AEW) Ragunan stands as an example of urban-based agrotourism aimed at providing education on agriculture, animal husbandry, and fisheries to the public, particularly the younger generation. Managed by the South Jakarta Food Security, Maritime Affairs, and Fisheries Service, AEW Ragunan has a dual mission, supporting food security and environmental conservation while promoting experiential learning in urban settings. However, AEW Ragunan still faces several managerial and structural challenges such as limited facilities, low promotional visibility, and a lack of program innovation. Therefore, it becomes essential to formulate an appropriate development strategy that aligns with the dynamics of urban tourism, emphasizing sustainability and community participation.

From a theoretical standpoint, this study is anchored in the strategic management framework, particularly using the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis as a tool for identifying internal and external environmental factors that influence development (Benzaghta, et al. 2021). SWOT analysis is not merely a descriptive instrument but serves as a strategic decision-making model that enables organizations to integrate internal capabilities with external opportunities, thereby formulating realistic and adaptive strategies (Karadzhov, 2025). In the context of urban tourism development, SWOT facilitates the identification of institutional capacities, resource limitations, environmental challenges, and partnership potentials, which are essential for creating effective urban agrotourism policies.

Several previous studies have employed SWOT analysis to explore agrotourism development strategies in rural areas, such as Sari, et al. (2020) in Pelaga Village, Petang District, Badung Regency, and Kurniawati & Marlana (2020) in Belimbing Agrotourism in Karangsari, Blitar City, which emphasize the role of local potential and marketing innovation. On the other hand, research by Naila, et al. (2022) further highlight that agrotourism success depends on community involvement and government support. Nevertheless, research focusing specifically on

urban-based agrotourism, especially government-managed educational sites like AEW Ragunan, remains scarce. Given the growing relevance of urban farming movements and environmental awareness in metropolitan areas (Rahmawati, et al. 2024), this study aims to fill that gap by applying SWOT analysis as a theoretical and practical framework to formulate strategic directions for AEW Ragunan's development. Thus, this research not only contributes to the empirical understanding of urban agrotourism but also strengthens the theoretical foundation for strategic tourism management in urban contexts.

## RESEARCH METHODS

This study uses a qualitative descriptive approach to formulate agrotourism development strategies based on SWOT analysis in the Agro Edukasi Wisata (AEW) Ragunan area. The qualitative method was chosen because it allows researchers to explore phenomena comprehensively and interpret the meaning behind social interactions among stakeholders in urban agrotourism. The research subjects consisted of ten informants selected through a purposive sampling technique, which was based on their involvement and knowledge of AEW Ragunan's management and activities. The informants included: 1) Two AEW Ragunan managers from the South Jakarta Food Security, Maritime Affairs, and Fisheries Office, 2) Two representative from local farmer groups and Karang Taruna, 3) Two visitors participating in educational programs, and 4) Two representative from collaborating partners. The diversity of informants ensured that data represented managerial, community, and visitor perspectives. Data collection was conducted through participatory observation, semi-structured in-depth interviews, and documentation. Observation focused on the physical condition of the site, tourism activities, and interactions between visitors and staff. Interviews were guided by open-ended questions related to management strategies, challenges, and perceptions of AEW Ragunan's development potential. Documentation included analysis of institutional reports, social media content, and supporting literature on urban agrotourism and policy frameworks.

The data analysis procedure followed the interactive model of Mezmir (2020), consisting of three stages: 1) Data Reduction, where the collected data were selected, coded, and categorized based on relevant themes such as internal strengths, weaknesses, external opportunities, and threats, 2) Data Display, in which the organized data were presented in tables and narrative descriptions to facilitate pattern recognition and strategic mapping through the SWOT matrix, and 3) Conclusion Drawing and Verification, where findings were interpreted to formulate strategic recommendations and validated through triangulation of sources and methods. The SWOT analysis framework was then applied to synthesize the internal and external factors affecting AEW Ragunan's development. The combination of qualitative analysis and SWOT interpretation allowed the researchers to construct a comprehensive understanding of AEW Ragunan's strategic position and to propose development recommendations that are both contextually and theoretically grounded.

## RESULTS

The results of this research are based on a SWOT analysis that identifies internal and external factors influencing the development of Agro Edukasi Wisata (AEW) Ragunan. Through participatory observation, interviews, and Focus Group Discussions (FGD) with managers, local communities, and visitors, four key categories were identified, Strengths, Weaknesses, Opportunities, and Threats. These factors are summarized in Table 1.

**Table 1 SWOT Factors of AEW Ragunan**

<b>Categories</b>	<b>Factors</b>
<i>Strengths</i> (kekuatan)	<ul style="list-style-type: none"> <li>- Under the auspices of government of the South Jakarta KPKP Sub-dept.</li> <li>- A unique agricultural educational tourism concept in the urban area</li> <li>- Modern agricultural, livestock, and fisheries education</li> </ul>
<i>Weaknesses</i> (kelemahan)	<ul style="list-style-type: none"> <li>- The location is not strategic because it is in a main alley</li> <li>- Lack of sufficient land</li> <li>- Facilities are not yet fully optimized (seating and parking areas)</li> <li>- Promotion and information media are still very limited</li> <li>- There is no entrance fee/ticket</li> </ul>
<i>Opportunities</i> (peluang)	<ul style="list-style-type: none"> <li>- Urban farming tourism</li> <li>- Potential collaboration with academics, UMKM, and the parks service (Bumi Perkemahan Ragunan)</li> <li>- Interest of city residents in agriculture-based activities</li> </ul>
<i>Threats</i> (ancaman)	<ul style="list-style-type: none"> <li>- Natural disasters such as floods</li> <li>- Low level of visits if promotion is not increased</li> </ul>

From a theoretical perspective, these findings align with strategic management theory, where the alignment between internal resources and external environments determines organizational sustainability (Al Shafiri, 2023). AEW Ragunan's government backing represents an institutional strength consistent with Suhindarno, et al. (2025), who found that multi-stakeholder collaboration enhances agrotourism resilience. However, the lack of innovation and infrastructure reveals a gap in competitive differentiation, a critical aspect in Al Shafiri's "Differentiation Strategy" model, which emphasizes innovation and service quality as competitive levers in saturated markets. The interpretation of SWOT results suggests that AEW Ragunan should leverage its strengths to seize emerging opportunities in urban farming education while addressing weaknesses through institutional innovation and digital transformation. The findings indicate that AEW Ragunan's position is in a growth-stability quadrant, meaning that expansion through program diversification and marketing reinforcement is feasible but must be balanced with infrastructure improvement. To further strengthen the analysis, this study employs an interpretative application of the TOWS Matrix, which inverts the SWOT framework to develop proactive strategies.

**Table 2 TOWS Matrix of AEW Ragunan Development Strategy**

<b>Strategies</b>	<b>Strategies Formulation</b>
SO ( <i>Strengths – Opportunities</i> )	<ul style="list-style-type: none"> <li>- Optimizing the concept of agro-educational tourism to develop attractive urban farming tourism</li> <li>- Utilizing the support of the KPKP Service to expand the level of collaboration with academics, MSMEs, and the parks service</li> </ul>
WO ( <i>Weaknesses – Opportunities</i> )	<ul style="list-style-type: none"> <li>- Increase promotion and digital-based information media to attract the interest of urban communities in agricultural-based activities</li> <li>- Establish a levy fee or offer paid educational tourism packages to create selective income without reducing general visits</li> </ul>
ST ( <i>Strengths – Threats</i> )	Strengthening the concept of agricultural, livestock and fisheries education to differentiate AEW Ragunan from other agro-tourism destinations, so that it remains competitive despite the threat of disaster or low visits.
WT ( <i>Weaknesses – Threats</i> )	<ul style="list-style-type: none"> <li>- Improve facilities and infrastructure (seating and parking areas) to increase visitor comfort as a mitigation of the risk of declining visits</li> <li>- Develop a more aggressive promotional strategy to prevent a decline in visits due to lack of information</li> </ul>

Beyond descriptive mapping, the use of the TOWS approach enables AEW Ragunan to transition from reactive problem-solving to proactive strategic planning. For instance, by adopting the Quantitative Strategic Planning Matrix (QSPM), AEW Ragunan could prioritize these strategies based on weighted internal and external factors, ensuring that limited resources are directed toward initiatives with the highest strategic impact. This model has been effectively applied in prior studies on agrotourism planning like Kurniawati, R., & Marlina, N. (2020), demonstrating its relevance for AEW Ragunan's policy formulation. In terms of policy implications, the findings indicate that the South Jakarta government can use AEW Ragunan as a pilot model for integrating educational tourism within urban sustainability agendas. Strengthening institutional collaboration between local government, community groups, and private sectors would enhance AEW Ragunan's resilience and economic viability. Furthermore, embedding agrotourism programs into local education curricula could amplify environmental awareness and promote food security literacy among urban youth.

## CONCLUSION

The development strategy of Agro Edukasi Wisata (AEW) Ragunan through SWOT analysis provides a comprehensive understanding of the internal and external factors that influence the sustainability of urban-based agrotourism. The study reveals that AEW Ragunan's main strengths lie in its educational tourism concept and strong institutional support from the local government, while weaknesses include limited facilities and insufficient promotion. Opportunities are found in the growing public interest in urban farming and potential collaboration with schools and local communities, whereas threats emerge from environmental risks and fluctuating visitor engagement.

Beyond these empirical findings, the study offers a theoretical contribution to the discourse on urban agrotourism development. By integrating strategic management theory with the context of educational-based agrotourism, this research expands the conceptual understanding of how SWOT analysis can be applied not merely as a descriptive tool but as an analytical framework for formulating adaptive strategies in urban tourism systems.

The incorporation of complementary models such as TOWS and QSPM reinforces the dynamic nature of strategic planning in tourism management, illustrating that agrotourism development in metropolitan areas requires multidimensional collaboration between institutional actors, communities, and policy frameworks.

Conceptually, this research contributes to the theoretical refinement of urban agrotourism as a hybrid model that connects environmental education, food security, and participatory governance. The findings emphasize that the sustainability of agrotourism in urban contexts depends not only on physical resources but also on the integration of knowledge-based management and public engagement. This aligns with the paradigm of sustainable urban tourism, which positions educational and environmental functions as central components of city-based tourism planning.

In practical and policy terms, the study highlights the importance of strengthening inter-sectoral collaboration and digital innovation to ensure AEW Ragunan's long-term competitiveness. The research outcomes can serve as a model framework for other metropolitan areas seeking to develop agrotourism as part of their urban sustainability agenda. Therefore, the conceptual implications of this study extend beyond AEW Ragunan itself, offering a foundation for future theoretical developments in strategic urban agrotourism management, particularly in integrating educational values with sustainable urban policy.

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