ABSTRACT

Strategy Analysis of Ciwidey Ecotourism Area Development in Perum Perhutani Unit III – Bandung
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This research conducted by considering the critical issues in terms of the climate changed and environmental degradation problem. This research aims to: 1) identify the key factors on developing Ciwidey ecotourism area, 2) analysis external and internal factors which are influenced within Ciwidey ecotourism management, and 3) formulating the strategic development of Ciwidey ecotourism area. The methodologies which are developed within this research are survey method by conducting interviews, observation and secondary data review. The analysis conducted through the following stage: identification factors (external and internal factors), rating factors by paired comparison analysis, analysis of BCG (British Consulting Group), Analysis External-Internal Matrix, SWOT (Strength, Weakness, Opportunity and Threat) and prioritized the strategy through QSPM (Quantitative Strategic Priority Management). The result of study described that the Ciwidey ecotourism business unit commonly are into the cell V on Matrix E-I. These positions are hold and maintain strategic position. Except the Patuha Resort, the position is in cell IV position (Growth and Build). Based on the BCG analysis in each business unit of Patuha Resort, Kawah Putih are in to the quadrant II (Stars) and I (Question Mark). The differences both Cimanggu and Ranca Upas business unit are available in the IV quadrant (Dogs). The Strategy can be developed by market penetration, product development and market development. The strategic plan and priorities are constructed based on SWOT and QSPM analysis. These conclusions are consist of: prioritize I: innovative market development. Prioritize II: supporting the ecotourism facility development, developing collaboration and networking with other investors. Prioritize III: developing of community based ecotourism program. Prioritize IV: developing various products of ecotourism based on local/specific characteristic.

Key Words: Perum Perhutani Unit III, Ecotourism, Position of Business Portofolio, BCG, EI Matrix, SWOT, QSPM.