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Strategic Analysis for the Development

of Sriwijaya Botanical Garden in Application of the South Sumatera Regulation Number 7 of the Year 2016 on the Establishment of Sriwijaya Botanical Garden

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Abstract

This research intends to identify and analyze internal and external factors which are influential for the development of Sriwijaya Botanical Garden, in addition to formulating proper alternative development strategies in its application of South Sumatera (Provincial) Regulation Number 7 of the Year 2016 as viewed from Strengths, Weaknesses, Opportunities and Threats in developing this Botanical Garden situated in Bakung Village, North Indralaya District, Ogan Ilir Regency. Subsequently, strategies are framed for development endeavors which minimize Weaknesses and Threats while utilizing Opportunities and Strengths. The selection of research venue was decided purposively under the consideration that Sriwijaya Botanical Garden is the most notable nature tourism and conservation area with the highest degree of biodiversity in South Sumatera. Data were gathered by ways of referential studies, observation and stakeholder-interviewing, notably with the chairperson of Operating Unit (UPTB) for Sriwijaya Botanical Garden, Chief of Information and Services Section, Balitbangda (Provincial Bureau for Research and Development), Rangers of Peatland Park, the (local) Public and Visitors to the Park. These obtained data were then analyzed descriptively prior to determining suitable strategies in developing Sriwijaya Botanical Garden, conducted under the SWOT analysis. Compliant to the results from the research, it can be concluded that the strategies for the development of Sriwijaya Botanical Garden are namely to construct, repair and maintain tourism infrastructures, establishing tourism accommodations, establishing and provisioning nature-tourism accessibility, addition of new tourism objects, improvements of creative and innovative promotion on numerous media,

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undertaking coordination with private entities, state-owned enterprises (BUMN) and the government itself for investments.

Keywords: Development, Strategy, SWOT

1. Introduction

Conservation Area is a region designated for natureprotection and managed in the framing of conserving natural resources and its ecology. Conservation area plays some very pertinent roles toward the (general) environment. According to (national) Law Number 5 of the Year 1990 on Conservation of Biological Natural Resources and Its Ecosystem, conservation is the management of bio-natural resources of which usage is undertaken wisely to ensure supply sustainability while continuing to maintain and increase the qualities of diversity and their values. Nature Preserve and Wildlife Reserve are designated as Nature Reservation Areas (Kawasan Suaka Alam), while National Parks, Jungle Parks and Nature Tourism Parks are designated as nature Conservation Area (Kawasan Pelestarian Alam).

According to Article 1 of Regulation Number 93 of the Year 2011 by the President of Republic of Indonesia on Botanical Garden, this area is designated for ex-situ conservation of plants that possesses a documented plant collection and arranged by order of taxonomical classifications, bio-regioning, thematic, or combinations of these patterns for the purposes of conservation, research, education, tourism and environmental services. As an ex-situ conservation region, Botanical garden livingly collects numerous plants from a particular region.

South Sumatera has several nature-tourism objects within conservation areas, and the Botanical Garden of Sriwijaya is one of these. Sriwijaya Botanical garden, as one of Indonesia's Botalical Gardens, hosts a sub-area of peatland and thus possesses collection of plants which can only live in peat soil. The Governor of South Sumatera Province had declared this area as a botanical garden with the name Sriwijaya, and designating it for plant conservation, wetland and medicinal plants of the South Sumatera Province.

The Sriwijaya Botanical Garden of South Sumatera was initialized and managed by Provincial Research and Development Bureau (Balitbangda) of South Sumatera. Sriwijava Botanical garden of South Sumatera is situated in Bakung Village of North Indralaya District in Ogan Ilir Regency, covering a landscape of approximately 100 hectares within the land of Agro Techno Park 2 (ATP 2) area. The region was previously a for-production forest prior to being declared conservation forest. The existence of Sriwijaya Botanical Garden is intended to save the multitudes of medicine-potential and wetland plants, specifically in Sumatera. Sriwijaya Botanical Garden has frequently been utilized by the society and carries out the functioning as an area for plant conservation, research and environmental education. Sriwijaya Botanical Garden had chosen the theme "Medicinal and Wetland Plants of Sumatera". Plants collection in this Garden until June 2018 as amounting to 366 species in nursery (comprising 4.099 specimens), and collection of already-planted organisms were 11 species (comprising 288 specimens) and collection database had already gathered information of 61 species (290 specimens) (http://lipi.go.id/siaranpress/lipi-resmikan-kebunraya-sriwijaya-sumatera-selatan/20911.

According to the Provincial Regulation of South Sumatera Number 7 of the Year 2016 about the Establishment Sriwijaya Botanical Garden, this area functions as protection site for germplasm and bio-diversities through conservation of endemic, national and global plants by ex-situ means; venue for research and development of medicinal plants of South Sumatera and wetland plants; venue for environmental education and nature laboratory oriented for conservation, aesthetics and recreation. In addition to being landscape for conservation, Sriwijaya Botanical Garden is likewise a nature tourism site in the Regency of Ogan Ilir, South Sumatera. Concordant to Article 2 of the same regulation, an establishment-objective for Sriwijaya Botanical Garden is namely to preserve unique

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regional plants and germplasm in South Sumatera; conserve numerous medicinal plants of South Sumatera and wetland plants capable of adapting with the conditions of local habitat; undertaking research, development, and education in conservation of germplasm in South Sumatera; creating a healthy, comfortable, educative and innovative recreation site, and enhancing economic activities of the local populace.

However ever since the inauguration of Sriwijaya Botanical Garden as a conservation and recreation area on July 27th 2018, the Botanical Garden has not been welcoming many visitors. Concordant with data from Technical Executing Unit (UPT) of Sriwijaya Botanical Garden, total amount of visitors coming to Sriwijaya botanical garden was as much as 13,712. The following depicts people having visited Sriwijaya Botanical Garden since its official establishment on October 2018, until July 2019.

Table 1. Visitors to Sriwijaya Botanical Garden in 2018

No.	Month	# of Visitors
1.	October	238
2.	November	363
3.	December	616
	Total	1,217

Source: Secondary data from Technical Management Unit (UPT) Sriwijaya Botanical Garden

In the light of the data presented on Table 1, the number of visitors to Sriwijaya Botanical Garden on the year 2018 was amounting to 1,217 and each month saw an increase within the span of October from December 2018, yet monthly visitors never reached 1000. While the data of visitations to Sriwijaya Botanical Garden for the year 2019 is as follows:

Table 2. Visitors to Sriwijaya Botanical Garden in 2019

No.	Month	# of Visitors
1.	January	736
2.	February	240
3.	March	581
4.	April	505
5.	May	407
6.	June	4,949
7.	July	5,077
	Total	12,495

Source: Secondary data from Technical Management Unit (UPT) Sriwijaya Botanical Garden

On the year 2019 in the month of February a significant decrease took place, namely of hosting merely 240 visitors while a substantial leverage of visitors took place in July 2019, amounting to 5,077 visitors, whereas this increase was notably due to the 'Eid Ul Fitr holidays season

which was also the period of school-holidays. Sriwijaya Botanical Garden has its own advantages which other nature tourism sites in South Sumatera lack. However it is very unfortunate that executing the constructions in Sriwijaya Botanical Garden still encounter a number of problems in its process, namely: 1. Development-funding for Sriwijaya Botanical Garden is not 100% supported by the Provincial Budgeting (APBD), 2. Maintenance-expenses still costs substantially for the landscape of Sriwijaya Botanical Garden which covers 100 hectares, 3. Human-resources limitations in managing Sriwijaya Botanical Garden, 4. Vulnerabilities to forest fires, 5. Encroaching boars are capable of destroying plants within the landscape of Sriwijaya Botanical garden, 6. The non-existence of other accommodation facilities -- and public transport services -- along the road heading to Sriwijaya Botanical Garden, which is situated 8 kilometers from a public road.

According to the above depiction, the writer intended to retrieve clear information on the development of Sriwijaya Botanical Garden as complying to South Sumatera Provincial Regulation Number 7 of the Year 2016 on the establishment of Sriwijaya Botanical Garden as one of the conservation sites, in addition to being a tourism-destination, whereas it is necessary to analyze this matter in regard of development strategies to facilitate betterments for Sriwijaya Botanical Garden, and consequently allowing the accomplishment of the objectives in the Provincial Regulation. The Sriwijaya Botanical Garden still retains its natural outlook without having (noticeable) physical constructions like other tourism sites, whereas tall bushes are the most common view in the area. Not many people are aware of this botanical garden due to its deficient expose towards the communities outside of Ogan Ilir Regency. Yet if this tourism site developed optimally, it will contribute to the regional income of Ogan Ilir Regency, in addition to directly improving the economies of surrounding communities (locals). In this regard it is necessary to conduct in-depth reviewing to allow identifying the existing strengths, weaknesses, opportunities and threats (or known as the SWOT analysis) as a strategic formulae in developing Sriwijaya Botanical Garden in Bakung Village of North Indralaya District in Ogan Ilir Regency - South Sumatera Province.

2. Theoretical Framework

Strategy is a tool to accomplish goal(s). According to Chandler (1962) in Rangkuti, strategy is a tool to achieve institutional goals in relation to long-term objectives, followup programs, and resources-allocation priorities. Meanwhile according to Andrews (1980), Chaffe (1985) in Rangkuti, strategy is a motivational power for stakeholders, managers, employees, consumers, communities, governments etc, which directly or indirectly benefit from or expenses caused by all the activities undertaken by the institution. According to Learned, Christensen, Andrews and Guth (1965), strategy is a tool to achieve competitive edges. Therefore one of the focuses of strategy is deciding whether or not to undertake the enterprising.

Strategic management is a discipline which integrates management functions within the framework of organizational decision-making strategically to achieve organizational goals efficiently and with effectiveness (Sedjati 2015:3). To undertake strategic management process it is necessary to firstly set course for the direction and goals of the organization prior to establishing comprehension towards internal and external environments. Whereas this next step is intended to provide understanding of organizational environments which will allow for swift responding towards numerous critical environment-related issues with substantial influence towards the institution. There are internal and external environments to take note of, whereas external environment lies outside of the institution while internal environment is within the organizational boundaries of the institution. External environment has 2 variables, namely Opportunities and Threats. Internal environment likewise has 2 variables, namely Strengths and Weakness (Sedjati 2015: 27).

Formulating strategy involves the setting of a number of properly-targeted actions to achieve institutional goals. Strategic formulation covers the aspects of mission development, SWOT analysis: identifying opportunities and external threats as well as sizing-up and setting of weaknesses and internal strengths along with long-term marking (Sedjati 2015:27). The SWOT analysis is a systematic identification of numerous factors in formulating organizational strategies. This analysis is based on the logic which will maximize strengths and opportunities, while at the same time capable of minimizing weaknesses and threats. SWOT is the short form of internal environment's Strengths and Weaknesses, and external environment's Opportunities and Threats encountered in enterprising endeavors. The SWOT analysis compares the factors of external opportunities and threats with the factors of internal strengths and weakness (Suci 2015).

Table 3. The SWOT Matrix

Strength (S)	Weakness (W)
Determine 5-10	Determine 5-10
factors of	factors of
internal strength.	internal
	weakness,

Opportunity (O)	S-O Strategy	W-T Strategy
Determine 5-10	Create strategy	Create strategy
factors of internal	which utilizes	which minimize
strength.	strength to take	weakness to take
	advantage of	advantage of
	opportunity.	opportunity.
Threats (T)	S-T Strategy	W-T Strategy
Determine 5-10	Create strategy	Create strategy
factors of internal	which utilizes	which minimize
	which utilizes	which minimize
strength.	strength to avoid	weakness and
strength.	strength to avoid threats.	which himmize weakness and avoid threats.

3. Research Method

The method of studying chosen for their research is qualitative-descriptive. Arikunto (2006:127) explains that descriptive research is a non-hypothesis research and therefore does not involve the formulation of hypothesis in its steps. Similar statement was also voiced by Sinambun (1995:4) that this type of research involves conceptual developments and fact-gathering but not hypothesisconducting.

The location for the research is within Sriwijaya Botanical Garden in the District of North Indralaya, Ogan Ilir Regency - Province of South Sumatera. The utilized data were from primary and secondary sources. Primary data were obtained via observation, interviews and documentations undertaken with the chairperson of Operating Unit (UPTB) for Sriwijaya Botanical Garden, Head of Information and Services Section, Balitbangda, Peatland Park Rangers, locals and visitors to the Garden. While secondary data were obtained through UPTB Sriwijaya Botanical Garden and Balitbangda. A subsequent undertaking was to determine development strategies for Sriwijaya Botanical Garden by applying SWOT analysis.

Informants for the research are namely 1. Chair of UPTB Sriwijaya Botanical Garden, 2. Head of Information and Services Section, 3. Staffs from Balitbangda South Sumatera, 4. Peatland-Park Rangers, 5. Locals around Sriwijaya Botanical Garden, and 6. Visitors to Sriwijaya Botanical Garden.

The utilized data gathering techniques are field studies, interviewing, document-checking and referential research. While data-analysis technique employed in the research was conducted procedurally in several steps as follows: 1. Reduction; selection of obtained data from separating which are fundamentally required as primary data and which are complementary. These were then written in narratives with emphasis on systematic presentation to facilitate easier comprehension, 2. Data model (data (display); an aggregate of information composed from description and action-taking. The form of data model will be more narrative in nature by utilization of the SWOT matrix. The SWOT matrix is a tool deployed to compose development strategy for tourism object/site. This matrix describes in detail in regard to the encountered opportunities and threats to allow for adjustments with existing strengths and weaknesses which Sriwijaya Botanical Garden belongs to.

Through the SWOT matrix a proper development strategy can be determined. This matrix is capable of generating 4 four possibilities of alternative strategizing, namely SO (making use of all strengths while taking account of opportunities, WO (making use of weaknesses by taking account of opportunities), ST (making use of strength while taking account of threats, and WT (making use of weaknesses taking account of threats). 3. Classifying: the gathered data were then grouped according to the surfacing themes to allow for easier analysis, 4. Conclusion: The gathered data were interpreted for meaning and deriving of conclusions which initially were clouded and doubted. By the addition of concluding part, the research will be completing the systematic presentation of field-facts compiled and studied by the researcher.

4. Results and Discussion

4.1 Formulating Alternative Strategies

Formulation of strategic alternatives is a process that covers 2 phases, namely inputting and matching-up. The input phase is the step for identifying internal and external environmental factors. Matching-up phase is the step to formulate strategic alternatives based on the results from analysis and identification towards gathered conditional data on internal and external environments in regard to Sriwijaya Botanical Garden.

4.2 Inputting Phase

Within this stage there is an undertaking to identify internal and external environmental factors. Internal environmental factors are those within the institution of Sriwijaya Botanical Garden itself, comprising aspects of strengths and weaknesses. Meanwhile external environmental factors are those coming from outside of the institution of Sriwijaya Botanical Garden, comprising opportunities and threats for the organization.

4.3 Identifying Internal Environment of Sriwijaya Botanical Garden

According to Provincial Regulation of South Sumatera Number 7 of the Year 2016 on the Establishment of Sriwijaya Botanical Garden, Article 3 mentions that the function of Sriwijaya Botanical Garden as a protection site for germplasm and biodiversity via conservation of endemic, national and global plants by ex-situ; venue for research and development of South Sumatera medicinal and wetland plants; venue for ecological education and nature laboratory oriented for conservation, aesthetics and recreation which is

situated in Bakung Village of North Indralaya District of Ogan Ilir Regency in South Sumatera Province, covering a landscape of 100 hectares with the main attraction of numerous rare plants only thriving on wetlands. The following are strengths and weaknesses of Sriwijaya Botanical Garden:

4.3.1 Strengths of the Sriwijaya Botanical Garden:

a. CSR Funding Accessed by Sriwijaya Botanical Garden

Sriwijaya Botanical Garden, in addition to having access towards funding from Provincial Budgeting (APBD Provinsi) of Sumatera Selatan, likewise has access to corporate contributions in the form of Corporate Social responsibility (CSR) monies. Several enterprises had signed Memorandum of Understanding (MoUs) with the Management of Sriwijaya Botanical Garden. Up to this moment, corporate-sourced CSR funding having been realized are namely from PT Bukit Asam (coalmining), Bank Sumsel Babel, Sinar Mas and planting division of BPKH (bibit pinjam pakai kawasan hutan; used borrow-able seeds from forest areas). In addition the Sriwijaya Botanical Garden also receives monetary support from the Government of Ogan Ilir Regency for its operationals. Up to this moment several other enterprising entities have yet to realize their already-signed MoU with the Management of Sriwijaya Botanical Garden, namely Pertamina (petroleum-drilling) Pupuk Sriwijaya (fertilizer), Gapki, Gapkindo, and Mr. Haji Halim.

b. Possessing Interesting Tourism Object deficient in other Tourism Sites of Palembang

The Sriwijaya Botanical Garden was initialized and managed by Provincial Research and Development Bureau (Balitbangda) of South Sumatera Province. Sriwijaya Botanical Garden of South Sumatera Province is situated in Bakung Village of North Indralaya District of Ogan Ilir Regency. Covering a landscape of 100 hectares within the Agro Techno Park 2 (ATP 2) complex area, the site was previously a production forest which was then designated as forest area for the purpose of conservation. The existence of Sriwijaya Botanical Garden is intended to save numerous medicinepotential and wetland plants, especially endemics of Sumatera. In addition, the Sriwijaya Botanical Garden also possess interesting tourism objects that are yet to be found in other tourism sites of Palembang (Capital City of South Sumatera).

c. The only Botanical Garden with Largest-size Peatlandscape

There are currently only 2 botanical gardens in Indonesia which boast peat-landscapes, namely the Botanical Garden of Riau Province and the Botanical Garden of South Sumatera, yet the botanical garden of Riau Province has only recently been initialized. Sriwijaya Botanical Garden boasts wetland and medicinal plants, where other botanical gardens in the country possess only medicinal plants. At the moment the Management of Sriwijaya Botanical Garden is actively pursuing to discover potential medicinal plants, comprising 19 species for medicinal purposes, 30 species for aromatherapeutic purposes, "tembesu" plants and "seduduk" plants.

d. Hosting Rare Plants Thriving only on Wetlands Sriwijaya Botanical Garden has unique inhabitants, namely its collection of rare plants that can only live in wetlands. Several of these rare plant species are namely Gelam (Maleleuca sp), Pulai (A. scholaris), and Perepat (Sonneratia alba) and understorey plant species namely Pakis udang (Stenochlaena palustris), Pakis tanah (Nephrolepis exaltata), (Fimbristylus Belidang annua), Seduduk (Melastoma malabathricum), ressam ("pakisan") and rayutan woody "liana") along with 30 species of medicinal plants. Taxonomically the collected plants of Sriwijaya Botanical Garden comprises 149 genus, 204 species and 78 families, with a total of 1254 specimens.

e. Provisioning of Customized Trainings for the Management of Botanical Garden

Apart from monitoring, managing and developing the Sriwijaya Botanical Garden, the Management of Sriwijaya Botanical Garden also sets their own human resources as a developmental priority. The Management of Sriwijaya Botanical Garden facilitates English training for their staffs, which is intended for events whereas foreign tourists are visiting the garden, these staffs the management will be able to communicate well in English with those distant visitors.

4.3.2 Weaknesses of the Sriwijaya Botanical Garden:

a. Lacking of Funding for Managing Endeavors of Sriwijaya Botanical Garden

Despite already having CSR funding from a number enterprises. of MoU-signing however the Management-funding for Sriwijaya **Botanical** Garden is not 100% sourced from South Sumatera Provincial Budgeting. According to the Management, for maintaining efforts of all assets in Sriwijaya Botanical Garden they have been independently seeking additional sources to ensure continued operational.

b. The Inadequate and Promotion undertaken by Sriwijaya Botanical Garden

Due to monetary limitations encountered by the Management of Sriwijaya Botanical Garden, its management is unable to issue periodic printing of banners. The existing information banners are still re-using previously-issued banners which are fading (in color, text) and failing to provide updated information to the Garden's visitors.

c. Underperforming Cleaning System of Sriwijaya Botanical Garden

Visitors without care toward cleanliness, especially food wastes and cigarette butts are rendering the Sriwijaya Botanical Garden to be less-than-clean. The specific area of peat-landscape in Sriwijaya Botanical Garden is very vulnerable to conflagration, thus it is feared that un-observant littering of cigarette butts can cause forest fire.

d. Funding-inadequacy for Maintenance Sriwijaya Botanical Garden

The need of funding for maintaining Sriwijaya Botanical Garden is substantially high, namely for grass cutting whereas only 7 meters out of 10-14 can be regularly trimmed to prevent road-covering grass growth. This endeavor would take up to IDR 1 billion to be sourced from Provincial Budgeting, thus becoming a disabling factor for the Management to continually undertake. In the future the Management of Sriwijaya Botanical Garden will be cooperating with (potentially-sponsoring) enterprises to address the issue of cleaning and maintenance.

e. Deficient Plant-knowledge within the Management

The management of Sriwijaya Botanical Garden are not familiar with the Latin names of plants. Their references in the writing of Latin names is oriented to Bogor Botanical Garden, yet at present the Management of Sriwijaya Botanical garden continually study Latin naming-system of plants to allow the facilitation of correct information to visitors.

f. Understaffing; Issue of lacking Human Resources The number of human resources in UPTB Sriwijaya Botanical Garden currently amounts to 24 persons, namely 4 structural employees; 3 civil servants; and the remaining 17 individuals are working voluntarily. Their educational levels vary from Magister's graduates to High School. Junior High School, Elementary School and C-Package (school equivalent). With noticeably demanding workdemands and limitation of human resources to handle them, the Management of Sriwijaya Botanical Garden are still far from performing in maximum (potential).

g. Non-existence of Public Transports to the Site

The location of Sriwijaya Botanical Garden namely in Bakung Vilage of North Indralaya District of Ogan Ilir Regency, necessitates approximately 52 kilometers travel from the Capital of South Sumatera Province which takes up to 2 hours of trip, while its distance from the Capital of Ogan Ilir Regency is approximately 15 kilometers which is reachable in 30 minutes. Upon reaching Ogan Ilir Regency, approximately in KM 32 of Indralaya, visitors are to take right-turn heading to Palembang-Prabumulih middle-pass highway. Entry towards the Sriwijaya Botanical Garden are to be taken in two options, whereas the first path is from the road to Bakung Village which is approximately 10 kilometers from Timbangan - Indralaya and necessitates the undertaking of 6 kilometers distance, while the second possible option is to use the entry of former PT Patra Tani which is approximately 14 kilometers from Timbangan and necessitates the undertaking of 8 kilometers distance. With this rather far distance to cover, up to this moment there has been no public transport going to and from the Garden. Thus visitors are to provide (and use) their own means of transport. The condition renders an obstacle for the general public

who want to visit the Garden, which in turn influence the number of (low-count) visitors.

h. Non-availability of Facilities like Public Restroom and Prayer-hall

The lacking of public facilities, renders inconvenience for visitors coming to the Garden since structures such as public restroom and prayer hall are fundamental in tourism sites for being inevitable part of daily needs of humans. This situation of lacking public facilities have impacted (negatively) towards discomfort experienced by visitors.

i. Inadequate Establishments of Tourism Facilities and Infrastructure

Whenever visitors enter the Sriwijaya Botanical Garden and notice that the site has no specific tourism attraction to be enjoyed by the public due to the deficient provisioning of tourism-site facilities and infrastructures. This minus value adds up to the dissatisfaction of visitors coming to Sriwijaya Botanical Garden.

j. Non-availability of Refreshments-providing Venues Non-existence of structures such as restaurant or even tavern have rendered visitors the inconvenience of having to get outside of Sriwijaya Botanical Garden to find their (daytime) meals, or to bring their own meals.

4.4 Identification of External Environment for Sriwijaya Botanical Garden

According to South Sumatera Provincial Regulation Number 7 of the Year 2016 on the Establishment of Sriwijaya Botanical Garden, Article 6 declares that the establishment of Sriwijaya Botanical Garden covers a. Planning, b. Execution of construction and its developments; and c. Management. The plan from the Government to develop Sriwijaya Botanical Garden had been expressed in a Regional Regulation (Peraturan Daerah), has surfaced a number of opportunities and threats as follow:

4.4.1 Opportunities of Sriwijaya Botanical Garden:

a. Conservation Area to be a Main Tourism Site The conservation area of Sriwijaya Botanical Garden has the potential to be developed as an ecotourism site which will contribute to regional (provincial and regency) income. This is due to the assets of Sriwijaya Botanical Garden, comprising numerous rare plants.

- b. As a Center for Peat-landscape Research
 The area of peat-landscape covered by Sriwijaya
 Botanical Garden is approximately 100 hectares,
 rendering the Garden eligible to be the center of
 peat-landscape research in the Province –if not in
 the island of Sumatera.
- *c.* To be a Site of Plant Education for Students By offering planting programs such as for rice (paddy), students will be exposed to the practice of tree-planting and thus would have higher knowledge and understanding about the species they are planting.
- d. Tourism Trends Favoring towards Nature-exploring Sriwijaya Botanical Garden offers cool and uncontaminated fresh air to its visitors, who can also enjoy subsets and sunrises in the site (including in weekend camping and outbound activities.

4.4.2 Threats to Sriwijaya Botanical Garden:

a. Peat-landscape Fire

Despite having 16 drilled wells to anticipate the risk of forest-burning, this amount is feared to be insufficient to provide complete protection for the trees in Sriwijaya Botanical Garden.

b. Entry of Boars (wild pigs)

Due to the challenge of maintaining an area of 100 hectares, it is feared that the already-plentiful populace of wild pigs will threaten the ecosystem of plants in Sriwijaya Botanical Garden.

c. Garbage from Visitors

Plant ecosystem in the Sriwijaya Botanical Garden are also threatened by garbage left by visitors, who still litter despite the plentiful trash bins provided by the Management of Sriwijaya Botanical Garden.

As the next step after compiling a list of strengths, weaknesses, opportunities and threats, a SWOT Analysis can be conducted, which is to cover analytic results from internal factors encompassed by each of these aspect within the formulation of strategic alternatives to be applied in developing Sriwijaya Botanical Garden:

4.5 SO (Strength and Opportunities) Strategy

This is the strategy to utilize the existing strengths of Sriwijaya Botanical Garden, which comprises:

- a. Constructing, Repairing and Maintaining Tourism Facilities and Infrastructure (S1,S2,S6,O1,O2,O3) Facilities and infrastructure that are not maintained will not be an incentive for visitors, and maintenance are to be performed to retain the beauty and function of the constructs, allowing longer uses.
- b. Providing Tourism Accommodation (S6,O4,O5) Due to the distance of Sriwijaya Botanical Garden from the city, a guest house or hostel will attract and allow more visitors to come.
- c. Constructing and Providing Accessibility for Nature Tourism (S1,S6,O1,O5)

Roads, bridges and public transports determine how easy –and thus how convenient—for the public to come and visit Sriwijaya Botanical Garden.

- Addition of New Tourism Objects (S6,S4,O4)
 The addition of thematic parks, glasshouse(s) and other recreational sub-areas such as outbound park, will substantially increase the number of visitors to Sriwijaya Botanical Garden.
- e. Developing Foreign-language Skills (S5,S6,O2,O4) With its potentials to be research center for peatlandscape, it is only a matter of time before Sriwijaya Botanical Garden hosts (far more number of) foreign visitors, whereas English communication skills are imperative for the public-serving staffs of Sriwijaya Botanical Garden. The need to properly transfer the correct information in English will also open up opportunities for the general public with foreign-language expertise.

4.6 WO (Weaknesses and Opportunities) Strategy

This is the strategy which minimizes weaknesses while taking advantage of opportunities:

 a. Enhancing Innovative and Creative Promotion on Numerous Media (W1,W2,W5,O1,O2,O3,O4)
 Instagram and YouTube are preferred channels to highlight the unique asses of Sriwijaya Botanical Garden to the broader public (in addition to the existing endeavors via Facebook and Website).

- b. Coordinating with Private Entities and State-owned Enterprises for Investments (W1,W4,W7,O1,O2,O3,O4)
 This endeavor is to support the continuation of developments of professionally-provided services and facilities, whereas the provisioning of public transport is one of the most crucial issues to be addressed.
- *c.* Empowerment and Dissemination of the (surrounding) Society (W5,W6,O2,O3)
 Treating the (local) community as development partners in maintaining safety, cleanliness, order, beauty and friendliness to be experienced by visitors to Sriwijaya Botanical Garden.
- *d.* Improvements of Professional Workforces (W5,01,02,03)
 The Sriwijaya Botanical Garden has been dispatching every 2- 4 staffs annually to partake -and learn from--numerous trainings and workshops.

This rate could surely be further increased.

- e. Constructing Public Facilities in Sriwijaya Botanical Garden (W8,W9,O1,O2,O3,O4,O5)
 Pubic facilities are inevitable necessity in ensuring the convenience and comfort of the public who are coming to visit the Garden.
- f. Addition of Education Facilities and Lake-layout (W9,01,02,03,04,05)

The Sriwijaya Botanical Garden boasts a large lake area yet requiring further management (especially lay-outing) to be seat as a beautiful scenery and photoshoot-spots.

- g. Establishing Public Transport Route to Sriwijaya Botanical Garden (W7,O5)
 This will create additional jobs for locals living around the Sriwijaya Botanical Garden.
- Provisioning of Meal-serving Establishments by Involving Locals (W10,O1,O4,O5)
 Simple meal-providing establishment or even a tavern is a fundamental necessity within the site of Sriwijaya Botanical Garden, which will allow job opening for locals in addition to adding visitation incentives.

4.7 ST (Strength and Treats) Strategy

This is the strategy which utilizes strengths to overcome threats:

- *a.* Optimizing Natural Potentials and Uniqueness of Tourism Object (S2,S3,S4,T4)
 Emphasizing on the existence of peat-landscape as a unique asset to Sriwijaya Botanical Garden.
- Establishment and Development of Ecosystemfriendly Tourism Objects (S1,S2,S3,S4,S6,T1)
 This involves strict control and monitoring towards risky and potentially-damaging behaviors such as plucking of plants for photographic purposes done by (some) visitors.
- *c.* Addition of Drilled-wells (S1,S3,S5,T1) Towards the 16 well existing currently to anticipate conflagration.
- d. Creating Footpaths above Wet-ground (S1,T4) The sticky-when-wet nature of peat-soil can really discourage visitors to enjoy all the Garden has to offer. This solid footpath will allow complete exploration of the Garden even in rainy season.
- e. Constructing a Waste-management Installation (S1,S6,T3)

In addition to creating jobs for locals this will also maintain cleanliness of the park (and a way of educating visitors on the awareness of garbage disposal.

f. Cooperation with Locals and Office for Agroforestry to Hunt Boars (S6,T2)
In addition to directly eating some plants, the soildigging habit of boars pose serious threat to newly planted organisms. It is therefore imperative to set the Garden to be boar-free area.

4.8 WT (Weaknesses and Threats) Strategy

This is the strategy which minimizes weaknesses while avoiding threats:

a. Finding Other Funding Alternatives (W1,W4,T5) This is of utmost important since existing funding is far from adequate, rendering obstacles in construction of facilities and infrastructure in Sriwijaya Botanical Garden.

- b. Cooperating with the Office for Municipality Cleanliness (W3,T3)
 To optimize cleaning functions within Sriwijaya Botanical Garden.
- c. Monitoring and Maintaining of Existing facilities (W6,T1,T2,T3)

To ensure continued, long term usage (durability of the resources spent for establishments).

Table 4. Results from SV	VOT Matrix	peatland research	n (S6,O4,O5)	entities and state- owned
Strengths (S)1.Beneficiary to CSR funding from enterprises.2.One-of-a-kind tourism site.3.Possesses vast peat- landscaping.4.Boasts various 	 Weaknesses (W) 1. Inadequacy of managing- funding. 2. The little information and promotion undertaken. 3. Underperforming cleaning system. 4. Lacking of maintenance- funding. 5. Inadequacy of knowledge among staffs 6. Understaffing and under- education of human resources 7. Limitation of access to and from highway. 8. Non-availability of public facilities. 9. Non-existence of meal-providing establishments. 	 center. 3. As an educatio nal venue for students on plants. 4. Tourism trends currently favoring nature-based tours. 5. Opening of jobs for locals. 	 Creating and providing accessibility to nature tourism (S1,S6,O1,O5) Addition of new tourism objects (S6,S4,O4) Developing foreign- language abilities (S5,S6,O2,O4) 	 enterprises for investments. (W1,W4,W7,O1, O2,O3,O4) Empowerment and dissemination to the public (W5,W6,O2,O3) Quality- improvements of professional workforces. (W5,O1,O2,O3) Establishing public facilities in Sriwijaya Botanical Garden. (W8,W9,O1,O2, O3,O4,O5) Addition of educational facilities and lake-layout. (W9,O1,O2,O3, O4,O5) Opening of public transport services to Sriwijaya Botanical Garden (W7,O5) Creating meal- providing establishment's by involving

Opportunitie

s (O)

Conserva

tion area

is about

tourism

to be

main

site.

As a

1.

2.

S-O Strategy

1.

Constructing,

repairing and

maintaining

facilities and

infrastructures.

(S1,S2,S2,S6,

01,02,03)

2. Establishing

tourism

tourism

W-O Strategy

Enhancing

creative and

promotion on

numerous media.

(W1,W2,W5,O1,

innovative

02,03,04)

with private

2. Coordinating

1.

(W10,O1,O4,O5)

locals.

Threats (T)			S-T Strategy		W-T Strategy
1.	Forest-	1.	Optimizing	1.	Finding other
	fire on		nature		funding
	peat		potentials and		alternatives
	landscap		uniqueness of		(W1,W4,T5)
	e.		tourism site.	2.	Cooperating with
2.	Migratio		(S2,S3,S4,T4)		the office of
	n of	2.	Establishment		Municipality
	boars.		and		Cleanliness
3.	Trashes		development		(W3,T3)
	from		of ecosystem-	3.	Undertaking
	visitors.		friendly		monitoring and
4.	Sticky-		tourism site.		maintaining of
	when-		(\$1,\$2,\$3,\$4,\$		existing facilities
	wet (by		6,T1)		(W6,T1,T2,T3)
	rain)	3.	Addition of		
	type of		new drilled		
	soil.		wells.		
5.	Inadequa		(S1,S3,S5,T1)		
	cy of	4.	Making		
	budget		footpaths		
	allocatio		above sticky		
	ns		soil. (S1,T4)		
		5.	Establishing		
			garbage		
			management		
			installation.		
			(S1,S6,T3)		
		6.	Working with		
			Office of		
			Agro-forestry		
			for the hunting		
			of boars.		
			(S6,T2)		

6. Conclusion

Deriving from the results of the research, the retrievable conclusion is that the strategies for developing Sriwijaya Botanical Garden is namely; Establishing, repairing and maintaining tourism facilities and infrastructures: Constructing tourism accommodation; creating and providing accessibility of nature tourism; Addition of new tourism objects; Enhancing creative and innovative promotion on numerous media; Coordinating with private entities and state-owned enterprises for investments; Undertaking empowering and dissemination towards the public; Quality-improving of professional workforces; Constructing public facilities in Sriwijaya Botanical Garden; Addition of educational venue and lake-layout; Opening

public-transport service to and from Sriwijaya Botanical Garden; Opening meal-providing establishment's by involving locals; developing foreign-language abilities.; Optimizing natural potentials and uniqueness of tourism site; Establishment and development of ecosystem-friendly tourism objects; Addition of new drilling-wells; Creating footpaths above sticky soil; Establishing trash-management installation; Cooperating with the Office of Agro-Forestry for hunting of boars; Finding other funding alternatives; Cooperating with the Office for Municipality Cleanliness; Undertaking monitoring and maintenance of existing facilities. When all the strengths and opportunities can be improved while minimizing weaknesses and avoiding threats, under the support of efficient and effective development strategies, the Sriwijaya Botanical Garden situated in Bakung Village of North Indralaya District of Ogan Ilir regency will be able to compete as equals with other tourism sites already existing in South Sumatera.

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