

## DEVELOPING STRATEGIES FOR AN INTEGRATED ECOTOURISM BUSINESS: STUDY CASE IN OLELE VILLAGE, BONE BOLANGO REGENCY, GORONTALO, INDONESIA

Rachmat Taufik Usman<sup>\*)</sup><sup>1</sup>, Lukman M. Baga<sup>\*)</sup>, Ma'mun Sarma<sup>\*\*)</sup>

<sup>\*)</sup>Departement of Agribusiness, Faculty of Economics and Management, IPB University  
Jl. Kamper Wing 4 Level 5 IPB Campus, Bogor 16680, Indonesia

<sup>\*\*)</sup>Departement of Management, Faculty of Economics and Management, IPB University  
Jl. Agatis, IPB Campus, Bogor 16680, Indonesia

### Article history:

Received  
14 August 2022

Revised  
28 August 2022

Accepted  
12 September 2022

Available online  
31 December 2022

This is an open access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>)



**Abstract:** The marine ecotourism of Olele Village is one of Indonesia's tourist destinations with business potential. However, it has not been developed optimally, especially in the fields of facilities and infrastructure, also community empowerment programs. This study aimed to design policy strategies and analyzed integrated ecotourism management policies for local economic development. This study used primary and secondary data. The sampling techniques used snowball and purposive sampling. The data analysis used SWOT, BOS (Blue Ocean Strategy), and BMC (Business Model Canvas) analyses. The SWOT analysis results showed several formulations of ecotourism development strategies related to integrated ecotourism management, the collaboration between stakeholders, and the training and development of MSMEs (Micro, Small, and Medium Enterprises). The results of the BOS analysis recommended strategic innovations to make it easier to compete with competitors. Strategic innovations such creating new demand and supply, increasing tourist facilities, lowering prices, and creating markets. The results of the BMC analysis showed the perspective of opportunities and investment strategies in ecotourism-based local economic programs. It can be concluded that policies and strategies to optimize marine ecotourism utilize coral reefs as regional icons for snorkeling and diving activities.

**Keywords:** blue ocean strategy, business, ecotourism, local economy, SWOT

**Abstrak:** Ekowisata bahari Desa Olele merupakan salah satu destinasi wisata Indonesia yang berpotensi bisnis namun belum dikembangkan secara optimal khususnya pada bidang sarana dan prasarana serta program pemberdayaan masyarakat. Penelitian ini bertujuan untuk merancang strategi kebijakan dan menganalisis kebijakan pengelolaan ekowisata terpadu untuk pengembangan ekonomi lokal. Penelitian ini menggunakan data primer dan sekunder. Teknik sampling yang digunakan adalah snowball dan purposive sampling. Analisis data menggunakan analisis SWOT, BOS (Blue Ocean Strategy), dan BMC (Bisnis Model Canvas). Hasil analisis SWOT menunjukkan terdapat beberapa rumusan strategi pengembangan ekowisata, yaitu terkait pengelolaan ekowisata terintegrasi, kerjasama antar pemangku kepentingan, serta pelatihan dan pengembangan UMKM (Usaha Mikro, Kecil, dan Menengah). Hasil analisis BOS merekomendasikan inovasi strategi untuk mempermudah bersaing dengan kompetitor yaitu menciptakan permintaan dan penawaran baru, meningkatkan fasilitas wisata, menurunkan harga, dan menciptakan pasar. Hasil analisis BMC menunjukan perspektif peluang dan strategi investasi pada program ekonomi lokal berbasis ekowisata. Dapat disimpulkan bahwa kebijakan dan strategi untuk mengoptimalkan ekowisata bahari yaitu dengan memanfaatkan terumbu karang sebagai icon daerah untuk aktivitas snorkeling dan diving.

**Kata kunci:** blue ocean strategy, bisnis, ekonomi lokal, ekowisata, SWOT

<sup>1</sup> Corresponding author:

Email: [rachmattaufikusman@apps.ipb.ac.id](mailto:rachmattaufikusman@apps.ipb.ac.id)

## INTRODUCTION

Coral reefs have become a regional tourism icon that has the potential to be one of the objects of attraction for visitors to carry out underwater diving or snorkeling activities. Aquatic tourism activities are part of marine tourism objects that are currently much favored by tourists Mahale et al. (2019). Table 1 shows the number of foreign tourists in Bone Bolango Regency, which decreased in 2018.

One form of tourism development the local government carried out is collaborating with external parties (investors). Those can be done through various tourism development programs through promotion, human resources training, and mentoring of business actors (Huda, 2020). Similarly, Sari et al. (2021) explained in the tourism development strategy that involving business actors and managing tourism, such as being a tour guide and providing training and education, can increase human capital, social capital, physical capital, and economic and financial capital.

As a top-down coordinator, the local government acts to establish policies or determine strategies for regional development. In carrying out its role as a coordinator in economic development, the government can involve community groups or cooperate with government agencies, business entities, non-governmental organizations, communities, and stakeholders to develop economic goals and strategies. Coordination is an authority in balancing, aligning, and moving certain activities or different from others so that everything is directed at one goal (Haris et al. 2019).

A region's economy will be more empowered if it utilizes its potential in terms of natural and human resources and support from stakeholders, which are

developed in collaboration with one another. The local government, as the coordinator, acts to establish policies or determine strategies for regional development. In carrying out its role as a coordinator in economic development, the government can involve community groups or collaborate with government agencies and business entities to set goals and economic strategies (Haris et al. 2019).

Tourism activities do not require proper requirements, such as mass tourism, which generally requires complete recreational facilities and meets all consumer needs. Tourism only requires the ideal qualities of a beautiful tourism landscape. Apart from the benefits of the ecotourism concept, several problems arise in its implementation (Zakia, 2021) According to Haryati (2018) the development of ecotourism can substantially affect local revenue. It is related to people's lives so that the social and economic aspects of the community can change significantly.

Previously, a similar study was conducted by Muhidin et al. (2017), which focused on recommendations for management strategies to minimize the negative impact of tourism on coral reefs. A similar study was conducted by Sushanti et al. (2019) regarding the local economic study on tourism development of halal case study: Rinjani Circle Area, Sembalun Sub District, East Lombok District. Research conducted by Mangiri et al. (2020) regarding the impact of Lake Sentani tourism on the local economy and the level of regional development in Jayapura Regency. The implementation of the BOS was also carried out by Aini et al. (2021) the implementation of BOS in Trans Studio Bali Pt. Chairul Tanjung Corpora. In addition, previous research using SWOT analysis was carried out by Novitaningtyas et al. (2020) about the marketing strategy for Brajan Village to be an independent tourism village.

Table 1. Number of foreign and domestic tourists

Tourist	2017	2018	2019	2020	2021
Foreign	2276	1965	2850	612	28
Domestic	267 000	97 532	247 169	306.132	275.716
Number	269 276	99 497	250 019	306.744	275.744

Source : DISPAREKRAF (2021) and BPS (2022)

However, the policy strategy of the local government of Bone Bolango Regency in integrating ecotourism into a tourism business area has not previously been studied. Strategy development for an integrated ecotourism business requires the involvement of local governments such as the Tourism Office as a top-down approach and the participation of tourism agency partners such as POKDARWIS as a bottom-up approach. In this case, it is necessary to have the involvement of the government (macro) and the community (micro) that are in line. In addition, the development of strategies for the ecotourism business is also influenced by stakeholders, supporting institutions, academics, and researchers on tourism management. Thus, the research framework is formulated based on preliminary studies, data, and field observations. It results where SWOT, BOS, and BMC analysis are needed to analyze the development of strategies to produce an integrated ecotourism business (Figure 1). So, to take advantage of previously mentioned opportunities, a more in-depth study related to strategy development for an integrated ecotourism in Bone Bolango Regency is necessary. This study aims to design a management strategy of marine ecotourism policies in Olele Village as an object of evaluation for the Local Government of Bone Bolango Regency.

## METHODS

The research design was quantitative, which was done cross-sectional. The research location was coral reef marine ecotourism in Olele Village, Bone Bolango Regency, Gorontalo, Indonesia. The location selection was based on tourism potential in Bone Bolango Regency. Coral Reef Marine Ecotourism in Olele Village, Bone Bolango Regency, has an attraction that can be managed and used as an evaluation policy for local government programs. Sample selection using purposive and snowball sampling. Purposive sampling was used to select expert respondents in developing ecotourism management strategies in Bone Bolango Regency. It includes village officials from Olele Village and tourism awareness groups. Also, experts in determining ecotourism strategy management policies, namely the Tourism and Creative Economy Office of Bone Bolango Regency also the National Agency for Tourism and Creative Economy. Regional Development Planning-Research and Development (Litbang) of Bone Bolango Regency (Bappeda) with a total of 10 representatives from all institutions (male = 8, female = 2). The snowball sampling was used to select general respondents, namely visitors to tourist attractions found at the research location, as many as 100 respondents (male = 60, female = 40). The types of data obtained in this study are primary and secondary data.

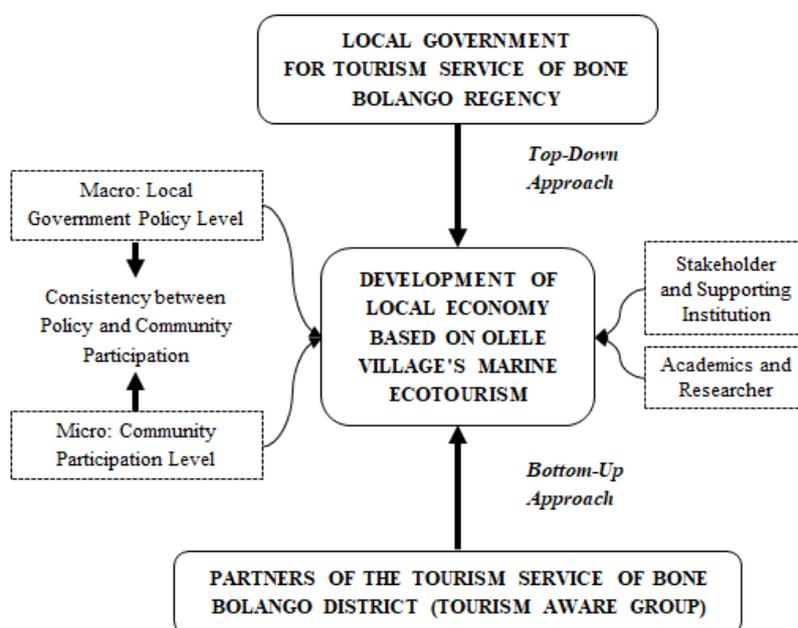


Figure 1. Chart of marine ecotourism development in Olele Village

Primary data were obtained through observation, questionnaires, and in-depth interviews with informants regarding ecotourism management. Secondary data were obtained through a study of documents from the Central Statistics Agency of Gorontalo Province and the Office of Tourism and Creative Economy of Bone Bolango Regency, studies of relevant literature, and observations made on the research object. Data analysis used SWOT, BOS, and BMC analysis. In this case, SWOT analysis is used in formulating the concept of an ecotourism development strategy. The BOS analysis was one strategy to win the market by redefining the industry, thus giving rise to a new understanding from a different point of view. This new understanding would guide determining strategies to jump over the industry or market boundaries that had been adopted so far (Kim et al. 2015). The BMC analysis can be used to support local government programs for the next five years to integrate ecotourism (Rahmana et al. 2021). The research data collection was carried out for two months, from June 2021 to July 2021. The data obtained were analyzed quantitatively.

## RESULTS

The results showed that the design of marine ecotourism policy strategies in Olele Village, Bone Bolango Regency, can be applied to integrate ecotourism. The strategic plan consists of several programs. The first program is the improvement of several tourist facilities in the form of snorkeling, diving, and an information center. Facilities are one of the supporting factors for the success of ecotourism. It can be shown from the study that the use of snorkeling and diving tourism tools and information centers can increase tourist satisfaction. It is different from Siregar, Elfikri and Daulay (2022) that show the facility does not have a positive and significant effect on customer satisfaction. The results showed that the lack of these facilities could reduce tourist satisfaction even though snorkeling and diving are the leading icons of Olele's tourist destinations. Similarly, tourists can use the tourist information center to find integrated tourism services through one information center room the building and information center service function as tracking and exploring tourists. Information center services can also be used as big data for visitor data information for stakeholders. Therefore, improving the facilities of an information center, snorkeling, and diving needs to be prioritized.

The second program is a cooperation between tourism service partners. Cooperation between partner alliances can provide space for tourism sustainability in Bone Bolango Regency. The District Government of Bone Bolango can facilitate discussion spaces between partners. It is supported by Yatmaja (2019) that partners can work together with local communities to maintain and empower tourism potential in each tourist destination. It is also in line with (Hindayani et al. 2021) that the readiness of local government institutions, the collaboration between related institutions, and support from the central government affect the development of ecotourism.

The third program is empowering human resources and the region's local economy. Guidance and technical activities for human resources managing ecotourism, which are often carried out by the Tourism Office of Bone Bolango Regency, are considered essential for the competence of managers. Tourism managers must be professional in seeing tourism's potential as a regional cultural icon. In addition, MSME products in tourist attractions can be an advantage and influence people's income. It can be done through the empowerment of creative human resources.

Lastly, the stakeholder cooperation program with travel agents. Cooperation with stakeholders can provide support through budgets and tourism development training in various program implementations. This integrated ecotourism development with the slogan "One Visit Seven Destination" integrates seven tourist destinations with one trip. The role of local governments and travel agents in ecotourism management in Bone Bolango Regency can formulate an integrated strategy in ecotourism management. The community of Olele Village can take advantage of opportunities by collaborating with external parties in developing coral reef tourism. It can be done with various alternative treats for traveling activities such as cultural events, traditional markets, and enjoying the view of the Olele sea. It is explained by Hongnual et al. (2021) that tourism development that focuses on creative areas, creative communities, and creative networks can realize sustainable cultural tourism.

## SWOT Analysis

SWOT analysis can help companies to see strategic opportunities or new opportunities in the company's success. This is critical for the company in directing

its strategic analysis with a focus on the perspectives of strengths, weaknesses, opportunities, and threats (Ramadhani, Baga and Sanim, 2018). Stakeholder identification was divided into two, internal interests and external interests. Internal stakeholders are individuals or groups directly or indirectly involved in the management of business operations, such as day-to-day management and technology executives. Meanwhile, external stakeholders were the role of the policymakers of a group of organizations that indirectly affected the object of the business cycle, such as NGOs, local government, research institutes, universities, communities, and private parties (Jamilah, Najib and Kirbrandoko, 2020).

The Internal Factor Evaluation Matrix (IFE) and the External Evaluation Matrix (EFE) identify SWOT analysis factors that influence the pattern of ecotourism-based local economic policies in Olele Village, Bone Bolango Regency. Table 2 shows the IFE matrix and the EFE matrix.

### Matching Stage

The next stage after using the IFE-EFE matrix was the merging stage called the matching stage. This stage described four strategic alternatives that can be seen in Figure 2 to determine alternative strategies for local economic development based on coral reef ecotourism in Olele Village, Bone Bolango Regency.

### Blue Ocean Strategy (BOS)

BOS is an analytical tool that can summarize tourism market management strategies. According to Leavy (2018), the BOS is a value innovation process that creates new demand by creating new offers. After obtaining several strategies through a SWOT analysis, the function of using the BOS analysis is to simplify marketing strategies with competitors in the tourism market scope. Service offerings in marine ecotourism were certainly different from competitors in competitor tourism, such as the Whale Shark object of Botubarani Village and sandy beach object of Molotabu Village, as well as other coastal tourism areas. The advantage of Olele Village was that it was an underwater tourist destination, which was quite pleasing to the eyes of tourist visitors.

BOS has a six paths framework and a clear pattern using six basic approaches. If done right, the six paths framework will push the boundaries of the market to create BOS. The six-track framework consists of 1) looking at alternative industries, 2) strategic groups, 3) buyer groups, 4) complementary product and service offerings, 5) functional-emotional orientation of an industry, and 6) time (Wardiman, Baga and Popong Nurhayati, 2021).

Table 2. Local revenue of Bone Bolango Regency in tourism and creative economy sectors

Locally-generated revenue	2015	2016	2017	2018
	9.483.000	68.731.000	66.950.000	329.115.000

Strengths-Opportunities Strategies	Strengths-Threats Strategies
Local Government Policy Regulation Local Economic Development Toure Guide and Transportation Services	Integrated Ecotourism Management and HR Empowerment Direct stakeholder involvement
Weaknesses-Opportunities Strategies	Weaknesses-Threats Strategies
Traditional Market Variety of Local Product Choices	Building partnership alliances and synergizing partners in every ecotourism in Bone Bolango Regency

Figure 2. Matching stage

Table 3. Matrix of Evaluation of Internal Factors (IFE) and Evaluation of External Factors (EFE) of Marine ecotourism strategy in Olele Village

No	Internal Factors	Weight	Rating	Score	No	External Factors	Weight	Rating	Score
A	Strengths				C	Opportunities			
1	Availability of a legal basis as an operational basis in the form of legislation and regional regulations	0.079	3	0.238	1	The government's support for the economy has become the leading economic center of the region	0.113	3	0.339
2	Availability of human resources for ecotourism management	0.103	3	0.309	2	The social and cultural icon is the hope of the community in their presence and as an icon of the Ecotourism area	0.106	3	0.317
3	Establish a good working relationship with stakeholders	0.082	3	0.245	3	Geographical icon of road infrastructure to location	0.101	3	0.304
4	Availability of access to information and internet network	0.088	3	0.265	4	Travel trends are increasing every year.	0.119	3	0.356
5	There is an organizational structure	0.108	3	0.325	5	The development of information technology for information purposes	0.109	2	0.219
					6	The level of traffic congestion is still minimal	0.065	2	0.131
B	Weaknesses				D	Threats			
1	Lack of human resources for ecotourism management	0.089	2	0.178	1	The development of tourism in other areas is relatively rapid	0.078	3	0.233
2	The route is quite far.	0.047	2	0.093	2	Promotion of the advantages of other developing regional tourism	0.123	2	0.246
3	Limited facilities and infrastructure	0.097	2	0.193	3	Uncertain fluctuations in the number of visitors	0.101	2	0.202
4	Lack of souvenir centre	0.098	2	0.196	4	Environmental Degradation and Natural Disasters	0.085	2	0.169
5	Supporting Institutions	0.101	2	0.201					
6	Capital and access to financing	0.108	2	0.216					
Total		1		2.461	Total		1		2.516

### Principle 1: Looking for strategic opportunities

The challenge for the company is to identify attractive and profitable BOS opportunities. This challenge becomes important to identify measurable strategies (Kim et al. 2015). Table 3 summarizes the six paths framework for marine ecotourism in Olele Village using the BOS analysis.

The marine ecotourism of Olele Village is a unique underwater tourism destination in Bone Bolango Regency. This ecotourism was identified as having uniqueness from other ecotourism, namely affordable and economical price, and the uniqueness of ecotourism

that could be enjoyed by snorkeling and diving lovers. Tourist destinations were the pride of their characteristics, namely Olele on marine tourism of coral reefs; Botubarani on whale shark ecotourism; and Lombongo on water tours. Marine ecotourism of Olele village is one of 18 tours in the Bone Bolango district, including nature, marine, and coral reef tourism.

### Principle 2: Analyzing the canvas strategy well

This second principle helps companies reduce the risk of planning investments too large in red ocean conditions. On this principle, companies should focus on the big picture (not drown in numbers or get caught

up in operational details) and be able to apply creative ideas by drawing a strategy canvas to create a blue ocean. Drawing a strategy canvas visualizes current strategies and attempts to map future strategies (Kim et al. 2015). Table 4 is the visualization step from the canvas strategy on marine ecotourism in Olele Village.

### Business Model Canvas

The BMC can be used to see the strategic opportunity perspective of the ecotourism mapping business. This tourism business development strategy can be seen in Figure 3.

#### Customer Segments

Marine ecotourism in Olele Village is a destination sought after by tourists who like to travel underwater and see the beauty of coral reefs. This ecotourism's market segmentation is local, domestic, and foreign tourists. Local tourists are students, students, and the general public from the local area. Domestic tourists are tourists who come from the territory of Indonesia. Then, foreign tourists are tourists who come from outside Indonesia, namely tourists from the international level. The observation results showed that most local tourists visited the marine ecotourism of Olele Village in large numbers or groups. The national data for estimating the number of one group can range from 4-5 people (BPS, 2019).

#### Value Propositions

Coral reef underwater ecotourism is the value offered by marine ecotourism in Olele Village. Underwater ecotourism of coral reefs has also become a regional icon, and its ecosystem is protected by Law No. 27 of

2007 (Pemerintah Republik Indoneisa, 2007). Coral reef underwater ecotourism has a unique underwater beauty that is not owned by other competing tourist attractions.

#### Channels

The ecotourism manager can carry out efforts to reach the target market or tourists by collaborating with travel agents, partner alliances, influencers, and the use of information websites. The cooperation can be in the form of tour packages for domestic and foreign tourists, facilitating a website that can be used as an integrated information platform related to marine ecotourism in Olele Village. Collaborating with influencers in the form of public figures and influential figures on social media as agents can help boost the popularity of marine ecotourism in Olele Village. It can also increase the number of local, domestic, and foreign tourists visiting marine ecotourism in Olele Village. Another collaboration is by making alliances with potential ecotourism partners to expand the tourism business network.

#### Customer Relationships

Customer Relationships are a way for organizations and institutions to maintain communication with customers to retain tourists who have come or the old tourists and those who will come later or the new tourists (Bagindo et al. 2016). The results showed that the majority of tourists made return visits for recreational purposes as well as for research purposes and research development research. The research was conducted for local and domestic academics and international researchers traveling in Olele Village.

Table 4. Summary of the six paths framework for marine ecotourism in Olele Village

Six Paths Framework	Description
Looking at alternative industries	Research and development
Observing strategic groups	In addition to affordable prices, ecotourism activities could be done by snorkeling and diving
Observing the buyer chain	Government agencies, private companies, and influencers
Observing complementary product and service offerings	Creating tourist attractions information, round trip transportation for tourist attraction, social media, and ecotourism website
Observing the emotional-functional appeal of buyers	Utilizing modern technology, improving the cleanliness of the ecotourism area, and providing a comfortable atmosphere
Taking notice of time	Professional social media management

<b>Key Partners</b> - Local government - Academics/ Researchers - NGO/NGO - District DPRD - Stakeholders	<b>Key Activities</b> - Snorkeling - Diving - Olele beach tour	<b>Value Proposition</b> - Marine tourism (Coral reef underwater ecotourism)	<b>Customer Relationship</b> - Family recreation - Ease of Research Research Permits	<b>Customer Segment</b> - Local Tourist (Local) - Domestic Travelers - International Travelers
	<b>Key Resources</b> - Potential HR - Tourism Awareness Group (POKDARWIS) - Olele Village Apparatus - Supporting facilities (facilities and infrastructure) for Ecotourism		<b>Channels</b> - Travel Agent - Website and Social Media Promotion - Partner Alliance - Influencers	
<b>Cost Structure</b> - Facility maintenance costs - Promotion Fee		<b>Revenue Stream</b> - APBD/APBN - Entrance fee - Diving equipment rental fee (Diving and Snorkeling)		

Figure 3. Bussines model canvas

### Revenue Stream

The observations and in-depth interviews with the Olele Village apparatus show that the source of income for marine ecotourism came from several sources. Those are the Regional Revenue and Expenditure Budget of Bone Bolango Regency, entrance fees, and income from diving and snorkeling equipment rentals for tourist attractions. The source of income is managed and used for developing and financing marine ecotourism operations in Olele Village.

### Key Resources

The observations for marine ecotourism key resources in Olele Village obtained two categories of supporting business activities. The two categories are physical resources and human resources. Physical resources include attractive coral reefs, snorkeling and diving facilities, boats, ecotourism souvenirs (local products), and guest house facilities for visitors. Next is human resources, the existence of ecotourism managers from the POKDARWIS and the Olele Village apparatus. Talented human resources can be a wheel in the development of marine ecotourism and as a working partner for the Tourism and Creative Economy Office of Bone Bolango Regency.

### Key Activities

The key activities for marine ecotourism in Olele Village as a provider of diving equipment rental services are snorkeling and diving. Touring by boat and banana boat on Olele beach is another key activity by tourists in addition to underwater activities (snorkeling and diving).

### Key Partnership

Interviews with the secretary of Olele Village show that joining several national and local institutions which are business partners can support marine ecotourism activities in Olele Village. The tourist destination of Olele Village can attract the attention of stakeholders outside the Government of Bone Bolango Regency and has several potential partners in developing its ecotourism business. Key partnerships in supporting ecotourism activities are the Regional Government by facilitating ecotourism facilities and infrastructure, Regency DPRD, NGOs, stakeholders, academics, and researchers involved in preserving coral reefs in Olele Village.

### Cost Structure

The management of marine ecotourism requires several costs to be incurred to support the facilities and comfort of visitors when traveling. This cost is categorized as an operational cost which will be adjusted to the needs of the marine ecotourism facility in Olele Village. Operational needs include the cost of maintaining facilities in the form of snorkeling and diving equipment, social media promotion assistance, and costs for maintaining coral reef ecosystems.

### Principle 3: Reaching potential consumers

The first level of non-customers were foreign or foreign tourists who came for research and development studies. In this case, it took a long time, so homestay facilities were provided around ecotourism. Level two non-customers were those who could not afford to rent necessities when visiting ecotourism. Satisfaction could be realized through other alternatives such as socio-cultural events and local product marketing with local markets around ecotourism. Level three

non-customers were those who were farthest from the company. Generally, these non-customers are not considered potential customers by a company because they already belong to other markets (Wardiman et al. 2021).

### ERRC-Grid Scheme

Summary from the four-step framework into the ERRC-Grid is a complements to the framework for formulating BOS. The ERRC scheme invites companies to use a four-step framework is asking four questions to create new value (Kim et al. 2015). ERRC-Grid schematic is presented in Figure 4.

### Blue Ocean Strategy Testing

Some strategies and steps needed to include blue ocean strategy testing to effectively determine three things: focus, divergence, and captivating motto. Table 5 shows the steps and effective strategies of the blue ocean strategy.

Eliminate	Raise
<ul style="list-style-type: none"> <li>- Illegal parking rates</li> <li>- The culture of tourists littering</li> </ul>	<ul style="list-style-type: none"> <li>- Lodging facilities</li> <li>- Final Disposal Site (TPA)</li> <li>- Information Center</li> <li>- Influencers</li> <li>- Stakeholders</li> </ul>
Reduce	Create
<ul style="list-style-type: none"> <li>- High road accessibility damaged reduced and repaired</li> <li>Ecotourism tax rates</li> </ul>	<ul style="list-style-type: none"> <li>- Traditional Market</li> <li>- Cultural Event</li> <li>- Variation of Operating Products</li> <li>- Rest Area</li> <li>- Partner Alliance</li> <li>- Travel and Transportation</li> </ul>

Figure 4. ERRC-Grid Scheme of Marine Ecotourism in Olele Village, Bone Bolango Regency

Table 5. Steps for visualizing the canvas strategy on marine ecotourism in Olele Village

Today's canvas strategy	Visual Exploration	Future canvas strategy	Visual communication
The first step is to compare the marine ecotourism strategy canvas with its competitors, then look at the changes that need to be made by aware tourism groups and see the opportunities and threats from ecotourism development.	The second step is survey analysis and observations on marine ecotourism in Olele Village with six paths to creating a Blue Ocean strategy. Next, performing 4-step strategy: Eliminate, Reduce, Raise, Create.	The perspective of the future canvas can be seen through survey analysis, SWOT Analysis, and SWOT Matrix, then formulating strategies based on a four-step framework.	Gathering stakeholders, alliance partners of the tourism office, village government, and all related parties in the form of marine ecotourism management in Olele Village to realize the Blue Ocean Strategy.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

There are several weaknesses in the strategy and policy of optimizing coral reef marine tourism by the Bone Bolango government in making tourism an icon of a competitive region. Policies as components of tourism have value in providing different services and destinations such as snorkeling and diving with competitor tours that do not have them. The uniqueness of the Olele tourist destination is something special. It can provide space for the community to create superior products based on local wisdom to be marketed by providing facilities that support tourists and services in the form of various attractions and cultural events to optimize local ecotourism management programs.

### Recommendations

The local government, as a policymaker, can improve the system in program planning and see the perception of visitors' needs when traveling. Local governments can also provide more support for improving local products by encouraging and managing the quality of human resource empowerment that is more professional at POKDARWIS and the surrounding community. There should be research on ecotourism management strategies as a recommendation material for the Bone Bolango Regency government's policy in evaluating future programs and improving the performance of tourism village management. The existence of policymakers influences the local economic development strategy based on marine ecotourism in Olele Village.

## REFERENCES

- Aini MN, Auliana L, Rizal M. 2021. Penerapan blue ocean strategy pada Trans Studio Bali PT. Chairul Tanjung Corpora. *Jurnal Aplikasi Bisnis dan Manajemen* 7(2): 343–355. <https://doi.org/10.17358/jabm.7.2.343>
- [BPS] Badan Pusat Statistik. 2019. *Rumah Tangga dan Rata-rata Banyaknya Anggota Rumah Tangga Menurut Provinsi*. Jakarta: BPS.
- Bagindo M, Sanim B, Saptono IT. 2016. Model bisnis ekowisata di taman nasional laut bunaken dengan pendekatan business codel canvas. *Manajemen IKM: Jurnal Manajemen Pengembangan Industri Kecil Menengah* 11(1):80–88. <https://doi.org/10.29244/mikm.11.1.80-88>
- [DISPAREKRAF] Dinas Pariwisata dan Ekonomi Kreatif Kabupaten Bone Bolango. 2021. *Rekapan Data Kunjungan Wisatawan di Kabupaten Bone Bolango Selang Tahun 2016 S/D 2017*. Gorontalo.
- Haris RA, Muzayyana E, Irawati PI. 2019. Revitalisasi pasar tradisional dalam mewujudkan pengembangan ekonomi lokal di Kabupaten Sumenep. *Publisia: Jurnal Ilmu Administrasi Publik* 4(2): 137–148. <https://doi.org/10.26905/pjiap.v4i2.3284>
- Haryati SR. 2018. Kajian desain embung di tepian kota yang mengarah pada pengembangan ekowisata berbasis ekonomi kreatif. *Jurnal Arsitektur dan Perencanaan (JUARA)* 1(2): 134–148. <https://doi.org/10.31101/juara.v1i2.785>
- Hidayani P, Pratama AR, Anna Z. 2021. Strategi prospektif pengembangan dalam ekowisata Waduk Cirata yang berkelanjutan Kabupaten Sidoarjo. *Jurnal Ilmu Lingkungan* 19(3): 620–629. <https://doi.org/10.14710/jil.19.3.620-629>
- Hongnual K et al. 2021. The development of cultural tourism attraction for model creative tourism management in the old city Chiangmai, Thailand. *Journal of Management Information and Decision Sciences* 24(6):1–9.
- Huda R. 2020. Pengembangan ekonomi lokal melalui sektor pariwisata di Desa Serang, Kecamatan Karangreja, Kabupaten Purbalingga. *Aspirasi: Jurnal Masalah-masalah Sosial* 11(2): 157–170. <https://doi.org/10.46807/aspirasi.v11i2.1470>
- Jamilah L, Najib M, Kirbrandoko K. 2020. Identification of stakeholders' role in the social entrepreneur of sea cultivation of vaname shrimp (*litopenaeus vannamei*). *Jurnal Manajemen dan Agribisnis* 16(3): 111–120. <https://doi.org/10.17358/jma.16.3.111>
- Kim WC, Mauborgne R, Toha A. 2015. *Blue ocean strategy: Menciptakan ruang pasar tanpa pesaing dan menjadikan persaingan tidak lagi relevan*. Jakarta: Mizan Publika.
- Leavy B. 2018. Value innovation and how to successfully incubate 'blue ocean' initiatives. *Strategy & Leadership* 46(3) :10–20. <https://doi.org/10.1108/SL-02-2018-0020>
- Mahale MMA, Mandagi SV, Lasut MT. 2019. Study on ecotourism development in Olele Coastal Area, Bone Bolango Regency, Gorontalo Province. *Aquatic Science & Management*, 6(2): 39–44.

- <https://doi.org/10.35800/jasm.6.2.2018.24837>
- Mangiri D, Siregar H, Rustiadi E. 2020. Dampak ekonomi dan strategi pengembangan wisata Danau Sentani di Kabupaten Jayapura. *Journal of Regional and Rural Development Planning* 4(1): 31–42. <https://doi.org/10.29244/jp2wd.2020.4.1.31-42>
- Muhidin, Yulianda F, Zamani NP. 2017. *Kajian Daya Dukung Ekosistem Terumbu Karang Berdasarkan Potensi Dampak Wisata Bahari di Kelurahan Pulau Panggang Taman Nasional Kepulauan Seribu*. IPB University.
- Novitaningtyas I, Achsa A, Rahardjo B. 2020. Strategi pemasaran Desa Brajan menuju desa wisata mandiri. *Jurnal Aplikasi Bisnis dan Manajemen* 6(3): 591–601. <https://doi.org/10.17358/jabm.6.3.591>
- Pemerintah Republik Indoneisa. 2007. *Undang-Undang (UU) tentang Pengelolaan Wilayah Pesisir dan Pulau-Pulau Kecil*. Republik Indonesia: LN.2007/NO.84, TLN NO.4739, LL SETNEG : 43 HLM.
- Rahmana A. et al. 2021. Business model innovation of Indonesian integrated wood depot for furniture industry. *Jurnal Manajemen dan Agribisnis* 18(3): 351–361. <https://doi.org/10.17358/jma.18.3.351>
- Ramadhani P, Baga LM, Sanim B. 2018. Strategi pengembangan perusahaan perdagangan emas wilayah jabodeta (studi kasus PT XYZ). *Jurnal Aplikasi Bisnis dan Manajemen* 4(3): 420–430. <https://doi.org/10.17358/jabm.4.3.420>
- Sari DL et al. 2021. Can ecotourism succeed a sustainable livelihood: The importance of fishermen’s involvement in Ciletuh Geopark. *Business Review and Case Studies* 2(2): 80–89. <https://doi.org/10.17358/brcs.2.2.80>
- Siregar N, Elfikri M, Daulay RP. 2022. Pengaruh lokasi, promosi, dan fasilitas terhadap kepuasan konsumen (studi pada pengunjung kawasan ekowisata tangkahan kabupaten langkat). *Sosial dan Ekonomi* 3(1): 1–9.
- Sushanti IR, Idris MH, Widayanti BH. 2019. Local economic study on tourism development of halal case study: Rinjani Circle Area, Sembalun Sub District, East Lombok District. *Ekuilibrium: Jurnal Ilmiah Bidang Ilmu Ekonomi* 14(2): 167–180. <https://doi.org/10.24269/ekuilibrium.v14i2.1932>
- Wardiman IG, Baga LM, Nurhayati P. 2021. Perumusan strategi bersaing pada Grand Malabar Hotel. *Value : Manajemen dan Akuntansi* 16(1): 214–230. <https://doi.org/10.32534/jv.v16i1.1837>
- Yatmaja PT. 2019. “Efektivitas pemberdayaan masyarakat oleh kelompok sadar wisata (pokdarwis) dalam mengembangkan pariwisata berkelanjutan. *Jurnal Ilmiah Administrasi Publik dan Pembangunan* 10(1): 27–36. <https://doi.org/10.23960/administratio.v10i1.93>
- Zakia. 2021. Ecotourism in Indonesia: Local community involvement and the affecting factors. *Journal of Governance and Public Policy* 8(2): 93–105. <https://doi.org/10.18196/jgpp.v8i2.10789>