



Strategic management of local potential-based entrepreneurship through community empowerment on fish attractions Bendhung Lepen in Mrican Village Yogyakarta

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ARTICLE INFO	ABSTRACT
<p>Article history Received: 2022-02-15 Revised: 2022-05-18 Accepted: 2022-10-14 Published: 2022-12-06</p> <p>Keywords Bendhung Lepen Community empowerment Entrepreneurship Strategic management</p>	<p><i>This research was aimed (1) to know the internal environmental factors that affect the management of entrepreneurship strategies for fish tourism attraction Bendhung Lepen; (2) to know external environmental factors that affect the management of entrepreneurship strategies for fish tourism attraction Bendhung Lepen; and (3) to know the appropriate marketing system for the location of Bendhung Lepen fish attractions. The method used in this study was qualitative descriptive where data were obtained by means of interviews, observations, and documentation. The interview was conducted at random on visitors to fish attraction Bendhung Lepen, the community around the Gajah Wong river irrigation site, and the Bendhung Lepen Community. Field results were used for SWOT analysis consisting of IFAS tables, EFAS tables, IE matrices, and SWOT matrices. The results of the analysis on IFAS can be known that the score for internal factors of 3.43 which understands the internal condition of management of fish attraction management in Bendhung Lepen falls into the moderate category (average). This is because factors that have a high score were at high operational cost points. The results of the EFAS analysis showed a score of 3.28 which means the external condition of Bendhung Lepen fish attractions were in good condition, where the most dominant factor is the number of competitors was still small, balanced crop sales, and the density of the number of tourist attraction visitors.</i></p>
<p>Kata kunci Bendung Lepen Kewiraswastaan Manajemen strategis Pemberdayaan masyarakat</p> <div data-bbox="268 1615 392 1733" data-label="Image"></div> <div data-bbox="177 1749 467 1816" data-label="Image"></div>	<p>Peningkatan kualitas pembelajaran melalui penguatan komunitas lesson study berbasis "Competition exploration". Penelitian ini bertujuan (1) untuk mengetahui faktor lingkungan internal yang mempengaruhi strategi pengelolaan kewirausahaan pada objek wisata ikan Bendhung Lepen, (2) untuk mengetahui faktor lingkungan eksternal yang mempengaruhi strategi pengelolaan kewirausahaan pada objek wisata ikan Bendhung Lepen; dan (3) untuk mengetahui strategi pengelolaan yang sesuai. sistem pemasaran lokasi atraksi ikan Bendhung Lepen. Metode yang digunakan dalam penelitian ini adalah deskriptif kualitatif dimana data diperoleh dengan cara wawancara, observasi, dan dokumentasi. Wawancara dilakukan secara acak kepada pengunjung objek wisata ikan Bendhung Lepen, masyarakat sekitar irigasi sungai Gajah Wong, dan Masyarakat Bendhung Lepen. Hasil lapangan digunakan untuk analisis SWOT yang terdiri dari tabel IFAS, tabel EFAS, matriks IE, dan matriks SWOT. Hasil analisis pada IFAS dapat diketahui skor untuk faktor internal sebesar 3,43 yang memahami kondisi internal pengelolaan daya tarik wisata ikan di Bendhung Lepen termasuk dalam kategori sedang (rata-rata). Hal ini dikarenakan faktor yang memiliki skor tinggi berada pada titik biaya operasional yang tinggi. Hasil analisis EFAS menunjukkan skor 3,28 yang berarti kondisi eksternal atraksi ikan Bendhung Lepen dalam kondisi baik, dimana faktor yang paling dominan adalah jumlah pesaing masih sedikit, penjualan hasil panen seimbang, dan kepadatan jumlah pengunjung objek wisata.</p> <p>Copyright © 2022, Sudarti et al This is an open access article under the CC-BY-SA license</p> <div data-bbox="1134 1749 1315 1816" data-label="Image"></div>

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INTRODUCTION

The city of Yogyakarta is popularly entitled as City of Education, this is closely related to the existence of many universities and educational institutions located in the city area. The area of Yogyakarta City is 32.5 Km² which means 1.025% of the area of Yogyakarta Special Region Province with an area of 3,250 hectares. The city of Yogyakarta is divided into 14 sub-districts, 45 villages, 617 RW, and 2,531 RT, and is inhabited by 428,282 people (data source portal of Yogyakarta city government, SIAK as of February 28, 2013) with an average density of 13,177 people / Km².

Yogyakarta is a dense population that still has a comfortable impression to be used as a place to live, in addition to the relatively affordable price of foodstuffs, the ease of transportation facilities is also a special consideration for staying in the city of Yogyakarta. This happens a lot to students or students who wander from outside the city of Yogyakarta, after finishing their education they mostly live and find a job in the city. In addition, tourism that supports the existence of many tourist attractions is able to attract tourists visiting both from within the country and from abroad. The attraction consists of natural attractions, religious attractions, historical attractions, and innovation attractions. One of the innovation attractions located in the city of Yogyakarta is Bendhung Lepen fish attraction. Bendhung Lepen tourist attraction falls into the category of innovative attraction, which is located on the irrigation Gajah Wong river Mrican village Giwangan Kemantren Umbulharjo Yogyakarta (Ulfah et al., 2020).

Bendhung Lepen is a tourist attraction that presents a panorama of fish cultivation in river irrigation. The history of the existence of Bendhung Lepen cannot be separated from the concerns of youth around the Gajah Wong river who see the irrigation conditions of the river that often flood during the rainy season. In addition, the area around the Gajah Wong irrigation is also a slum because it becomes a landfill. The local government's efforts to tackle slums and floods on the Gajah Wong river irrigation site are done by building playgrounds (Abdi, 2021; Nurul, 2020; Suprobo, 2020). The local government hopes that the development of facilities and playground facilities can make the area clean and beautiful. Yet, this could not be realized as the local government has expected. Garbage is still there that clogs the irrigation flow of Gajah Wong river (Masterplandes, 2022; Nurwahyuni et al., 2021; Pangarso et al., 2015). Floods still occur during the rainy season, due to the blockage of garbage that fills river irrigation. This problem is what initiates the youth around to clean up the garbage that clogs the river irrigation flow (Pradana, 2020).

These young men cleaned the river flow by netting shipping waste by making nets installed at several points in the Gajah Wong river irrigation site. In the past, the banks of the Gajah Wong river became the residence of some people who suffered with economic problems. They used the irrigated fringe area of the Gajah Wong river to collect garbage junk. This causes an unpleasant odor and invites disease due to the many flies and mosquitoes that nest in the area. In addition to doing garbage collection that clogs the river irrigation flow, they also dig up piles of garbage that cannot be carried by water at the riverbed. The process of cleaning garbage-until this was run for 4 months starting February 2019. After the irrigation flow of Gajah Wong river was felt to be smooth, they then planted the seeds of tilapia, catfish, and carp in the irrigation river of Gajah Wong. The positive impact began to be seen after this garbage cleaning process, unexpectedly the river irrigation site that had been cultivated fish seeds attracted the attention of some people to visit. The people who visited were happy to see the fish in the irrigation river of Gajah Wong that is clean and beautiful. The above phenomenon has moved the researchers to observe good prospects in mapping the strategic management of entrepreneurship to improve the local economy in the empowerment of communities around the fish attraction of Bendhung Lepen. This project has covered three areas of Sustainable Development Goals to be reached, they are good health and well-being, clean water and sanitation, and decent work and economic growth (Bappenas, 2019).

This research was aimed (1) to know the internal environmental factors that affect the management of entrepreneurship strategies for fish tourism attraction Bendhung Lepen; (2) to know external environmental factors that affect the management of entrepreneurship strategies for fish tourism attraction Bendhung Lepen; and (3) to know the appropriate marketing system for the location of Bendhung Lepen fish attractions.

METHOD

This research used a qualitative approach with phenomenological studies. The data gathered from respondents in the community around the Gajah Wong river irrigation. The project was conducted in July 2021 - November 2021. Supporting informants were visitors of Bendhung Lepen fish tourism, while key informants were village officer, local authorities and Bendhung Lepen community groups. The process in this study is described in Figure 1.



Figure 1. Method

Observation

Data collection was carried out by field observation methods in the form of direct observations, directed group discussions / FGD, and in-depth interviews. The results of data on the field obtained such as interview recordings, field records and photo documentation become data to analyze the problem.

Data collection of research

The data capture used in the study was using purposive sampling and snowball techniques. Research respondents were taken based on a specific goal or purpose, which is related to local potential-based entrepreneurial development strategies through community empowerment. Study respondents who were classified as key informants were determined based on snowball, namely by looking for information to people who know the process of forming Bendhung Lepen tourist attractions.

Data Analysis

a. Interactive analysis techniques

The data analysis process was carried out using interactive analysis techniques proposed by Miles et al., (2019) Interactive analysis techniques have 3 main components, namely data reduction, data presentation, and drawing conclusion. Data reduction is the process of selection, focusing, simplification, and abstraction of rough data that is in field records. Data that come from the field in the form of interview results or summaries of secondary data, then reduced and selected the thing that stood out. The resulting process of data reduction, researchers obtain accurate data. The things observed in this study were the potential of the community around Bendhung Lepen who opened a business selling food, beverages, and children's toy rental services around Bendhung Lepen fish attractions. Documentation material in this research were photos of the process of forming fish attraction Bendhung Lepen and the business stalls that existed in the surrounding community.

b. SWOT analysis techniques

The SWOT analysis model used in this study was the one introduced by Rangkuti (2001). SWOT analysis is the systematic identification of factors based on logic that can maximize strengths (Strenghts) and opportunities, but simultaneously minimize weaknesses and threats. SWOT analysis is an analysis to systematically identify various factors to formulate strategies or policies in an economic sector (Herdhiansyah, 2016; Kaci et al., 2017; Safa'at et al., 2021). This analysis was based on logic that can maximize strengths and opportunities, but can simultaneously minimized weaknesses and threats. In carrying out the process of strategic decision making is always related to the development of mission, objectives, strategies, and wisdom. Thus, strategic planning must analyze the strategic factors possessed (strengths, weaknesses, opportunities and threats) for the existence of fish attraction in Bendhung Lepen.

RESULTS AND DISCUSSION

Bendhung Lepen is the name of a tourist attraction located in Mrican Village Giwangan Kemantren Umbulharjo Yogyakarta City. Bendhung Lepen Tourist Attraction presents a panoramic view of fish living in the irrigation of Gajah Wong river. The fish is the result of planting freshwater fish. Gajah Wong river irrigation area was once a slum as a landfill for local residents and garbage disposal shipments from other areas. The local government is working to build sports facilities and recreation parks around the Gajah Wong river irrigation site with the aim of reviving clean and

beautiful river irrigation areas. But these efforts do not provide a significant solution, still there are people who throw garbage in the river.

Garbage that settles can make irrigation canals not smooth, causing flooding around the irrigation of the Gajah Wong river. As a result, this flood caused discomfort of residents who settled in the irrigation of Gajah Wong river. The impact of floods in the irrigation of Gajah Wong river causes a new problem, namely many residents who are affected by dengue fever. Residents are flooded by the irrigation of Gajah Wong river that contracted dengue fever is increasing as the amount of garbage that pooled in the river irrigation. The phenomena fostered Mrican village youth initiative to clean up the irrigation of Gajah Wong river.

Andhy Noor Wijanarko, the manager of Bendhung Lepen fish attraction, said that the cleaning of garbage in the irrigation of Gajah Wong river was done through several stages. The first stage was carried out by the youth of Mrican village by netting garbage on the irrigation of Gajah Wong river. Then, they dug up the garbage that settles on the riverbed so that the flow of water was smooth. The second stage, they created garbage nets planted on the barrier between the irrigation sides of the Gajah Wong riverbank. This cleaning process was run for 4 months starting from February -May 2019. Once it was clean enough, the flow along the irrigation of Gajah Wong river began to be mapped for planting fish seeds. The spreading of fish seeds symbolized the establishment of the Bendhung Lepen Community.

Bendhung Lepen community consists of all residents around the Gajah Wong river irrigation river and the youth of Karang Taruna of Mrican. Bendhung Lepen community synergizes with the local government for the process of fish maintenance and maintaining cleanliness along the irrigation of Gajah Wong river. Over time, the clean irrigation of Gajah Wong river invites many people to visit to enjoy the scenery of the fish along the river irrigation. Tours offered in the form of fishing using fishing rods, feeding fish along river irrigation, and playing with children's rides.

Gajah Wong river irrigation management

The concern around the irrigation of Gajah Wong river will dirty the river irrigation and blockage the irrigation flow became the spirit of the young man to clean the river. The irrigation serves as a water channel to flow through farmers' rice fields. The process of cleaning up river irrigation was begun with the excavation of joint deposits located at the base of Gajah Wong river irrigation. This joint has a thickness of around 60cm, which consists of household waste in the form of plastics, cans of fast food wrappers, and broken glass. While the garbage deposits from the hospital are also seen from the presence of syringe marks and infusion marks. Joint excavation was done gradually, this was to reduce the possibility of remaining joints that were not excavated. Some people and residents around the irrigation of Gajah Wong river irrigation trying to make the river irrigation base look clean. After the excavation of the joints was quite clean, the next step of the youth and residents around the irrigation of Gajah Wong river irrigation made a plan to design the creation of garbage nets (bulkheads).

The design of making these garbage nets was aimed to inhibit waste that was thrown carelessly in the Gajah Wong river. The width and length of the garbage nets were tailored to the needs of bulkheads in each Gajah Wong river irrigation site. After going through several negotiations, it was decided to make 4 garbage nets. These garbage nets would be a bulkhead to hold garbage so as to make the irrigation of Gajah Wong river clean. As for after these nets were installed at 4 points, the youths and residents around the Gajah Wong river irrigation site made a picket schedule to dispose of the garbage that concerns the nets.

Obstacles experienced during the process of cleaning the irrigation of Gajah Wong river

Some people and residents around the Gajah Wong river irrigation site found the obstacles in the process of cleaning the irrigation of Gajah Wong river, namely joint deposits that had a thickness of about 60cm turned out to be medical waste. The language of medical waste caused the youth and the surrounding residents must be careful when carrying out the process of digging joints. Another obstacle experienced by youth and residents was that it cannot expect the number of garbage shipments from garbage dumps dumped in the upper reaches of Gajah Wong river. This unstoppable garbage makes some people and surrounding residents restless, because the garbage becomes a new burden, when the process of cleaning joint deposits was carried out for days. In addition to the unexpected shipment of garbage from the headwaters of Gajah Wong river, there is a sudden rising water discharge caused by days of rain. This rising water discharge resulted in the installation of garbage nets to come off. After doing cause-and-effect, the youth and residents around Gajah Wong river irrigation airport tried to replant the garbage nets with a stronger system and more effective networking materials during floods.

Birth of Bendhung Lepen Community

The irrigation of Gajah Wong river that had been cleaned up from joints and garbage became beautiful and could avoid the crowd of flies that often-covered piles of garbage around the river. This was inseparable from the role of youth and residents around the Gajah Wong river irrigation river who were eager to clean up river irrigation. The youth association and residents around the Gajah Wong river irrigation site made a deal to form a community. It was triggered to name the community as Bendhung Lepen Community. In order to the inauguration of the establishment of the Bendhung Lepen Community, as a symbol they scattered the seeds of freshwater fish such as tilapia, catfish, and

carp in the irrigation river of Gajah Wong. Like an organization, Bendhung Lepen has a vision: to create an irrigation stream of the Gajah River wong village area clean of garbage and make a place of education to the community about the environment. While the mission of Bendhung Lepen are: (1) Multiplying freshwater ecosystems in irrigation streams; (2) Creating beauty around irrigation; (3) Educating as a community recreation about environment; (4) Improving the economy of the community; and (5) Increasing human resources

Empowerment of freshwater fish in Gajah Wong river irrigation

After the spread of freshwater fish seeds in the irrigation of Gajah Wong river, Bendhung Lepen Community made a work plan. This was done to spread more benefit on the establishment of The Bendhung Lepen Community can be reached by residents around the Gajah Wong river irrigation site. On the initiative of Mrican villagers, they open donation for public as an effort to support the maintenance of freshwater fish seeds cultivated in the irrigation of Gajah Wong river. The donation of Mrican villagers is done sincerely and collectively. The proceeds from the donation of these residents were the initial capital to buy fish food and became a cleanliness fund to maintain the sustainability of freshwater fish seeds in the Gajah Wong river irrigation river (Figure 2 and Figure 3).



Figure 2. Preparing the irrigation



Figure 3. After maintenance the irrigation

Over time, the purchase of fish seeds can be resolved with the sale of fish crops in a period of 4-6 months from the planting period of fish seeds. The size of tilapia stocked was 3 (three) fingers of an adult's hand with a price range of Rp.27,500, - per kg. From time to time, the number of seed purchases increased. The price increase is presented in the Table 1.

Table 1. Report on purchase of fish seedlings

No	Planting time	Weight (KG)	Total (Rp.)	Act
1	10 May 2019	125	3.375.000,-	Rp.27.000,-/Kg
2	05 September 2019	300	8.100.000,-	Rp.27.000,-/Kg
3	12 February 2020	675	18.225.000,-	Rp.27.000,-/Kg
4	12 September 2020	700	18.900.000,-	Rp.27.000,-/Kg
5	14 March 2020	800	21.600.000,-	Rp.27.000,-/Kg
6	30 November 2021	700	18.900.000,-	Rp.27.000,-/Kg

Related to the harvest of tilapia can only be done in every 4 (four) month. This was because the cultivation capacity was still limited. The proceeds from the fish harvest to date were mostly used for the operations of the Bendhung Lepen community. As well as the repurchase of fish seedlings, the cost of cleanliness, and the cost of renovating supporting facilities and infrastructure. Here is an overview of tilapia harvest calculations carried out in the range of every 4 (four) month (Table 2).

Table 2. Sales report

No	Planting time	Weight (KG)	Total (Rp.)	Act
1	01 September 2019	400	10.000.000,-	Rp.25.000,-/Kg
2	09 February 2020	893	22.325.000,-	Rp.25.000,-/Kg
3	09 September 2020	1.210	30.250.000,-	Rp.25.000,-/Kg
4	10 March 2021	1.300	35.750.000,-	Rp.27.500,-/Kg
5	28 November 2021	1.830	50.325.000,-	Rp.27.500,-/Kg

Note: There is a long-time difference between September 2020 and September 2020 (March 2021 due to the condition of the COVID-19 outbreak).

Economic improvement of the surrounding community

The existence of Bendhung Lepen fish attractions also opened new business opportunities for the community around the Gajah Wong river irrigation site. Some residents were seen starting to open children's snack stalls (street food corner) but it is still very simple. Street food corners were not well organized because it was still in the process of structuring culinary attractions on Bendhung Lepen fish attractions. The existence of tourist areas was certainly not separated by the provision of parking of visitors' vehicles, in addition to opening snacks, the surrounding residents also began to participate in the process of providing parking space for visitors to Bendhung Lepen fish attractions. Currently, the visitor parking lot used the land owned by Mrican Dam. The parking location was in front of the Bendhung Lepen tourist entrance gate. Residents who participated in the parking guard, arranged by the Bendhung Lepen Community. They alternately served according to the mutually agreed time. The parking rate of visitors' vehicles had no price benchmark but was voluntary. While the proceeds from the free gift were used to finance the needs of the managing personnel themselves and the maintenance of parking lots.

Cooperation and Sponsorship

The existence of Bendhung Lepen fish attractions was able to be a pilot for the general public for good environmental management in the case of river irrigation. Perseverance and persistence of the Bendhung Lepen Community as a manager of fish tourism, several times received great credit and sympathy from several institutions, including: (1) President Director of PT. DANONE INTERNATIONAL; by conducting social services in the procurement of freshwater fish. (2) SCTV AWARD; as a form of appreciation of the younger generation in the field of economic empowerment. (3) CSR Bank BRI Branch Cik Ditiro Yogyakarta; BRI Peduli program was realized in the form of the development of beauty and artistic touch.

Internal environmental analysis

Identification of internal factors in Bendhung Lepen fish attractions was to have a strategic area as a destination for tourist attractions. Transportation facilities to the tourist location of Bendhung Lepen fish attractions were easily available, this is because the location of Bendhung Lepen fish attractions was near to the Giwangan Terminal of Yogyakarta City. Bendhung Lepen fish attraction sought to attract tourist visitors by making promotions through the instagram social media. The results of the analysis on IFAS are presented table 3. It is known that the score for internal

factors of 3.43 which understands the internal condition of management of fish attraction management of Bendhung Lepen falls into moderate category (average), this is because factors that have a high score are at high operational cost points.

Table. 3. Analysis IFAS

Internal Environmental Factors			
Opportunities	Weight	Rating	Value
Strategic Location	0.15	5	0.75
Innovation (Event)	0.13	5	0.65
Supply human resources	0.10	4	0.40
Promotion	0.11	4	0.44
Public facilities	0.10	4	0.40
	0.59		2.64
Threats			
High operating costs	0.16	1	0.16
Internal conflicts of human resources	0.12	2	0.24
Profit oriented sharing	0.13	3	0.39
	0.41		0.79
	1.00		3.43

External Environmental Factors

After the internal strategic factors are arranged, the next step is then compiled EFAS (External Factor Analysis Summary) table to find out the various possible opportunities and threats faced (Table 4). The determination of the score in the EFAS analysis was based on the results of an interview with Andhy Noor Wijanarko as chairman of the Bendhung Lepen Community. The results of the EFAS analysis showed a score of 3.28 which means the external condition of Bendhung Lepen fish attractions are in good condition, where the most dominant factor is the number of competitors is still small, balanced crop sales, and the density of the number of tourist attraction visitors. The innovation of Bendhung Lepen fish attractions is also able to open business opportunities for the community around the Gajah Wong river irrigation site to sell snacks. This reduces unemployment and creates new jobs.

Table 4. EFAS Analysis

External Environmental Factors			
Opportunities	Weight	Rating	Value
Less competitors of freshwater fish attractions	0,15	5	0.75
Playgrounds around irrigation sites built by the local government	0,06	3	0.18
Sales of freshwater fish consumers	0,12	4	0.48
Sponsorship	0,08	3	0.24
Good community response	0,07	3	0.21
High rate Visitors	0,13	4	0.52
Economic improvement	0,05	1	0.05
	0,63		2.43
Threats			
Theft of freshwater fish	0,05	3	0.15
Weather conditions	0.11	1	0.11
The pricing of seed freshwater fish unstable	0.03	4	0.12
Erratic river water discharge	0.08	2	0.16
Damage to garbage blocking nets	0.06	3	0.18
Unexpected shipment of garbage from the headwaters of Gajah Wong river	0.04	4	0.16
	0.37		0.85
	1.00		3.28

External-Internal Matrix Analysis

The results of the IE matrix analysis, obtained IFAS score of 3.43 and EFAS of 3.28 so that Bendhung Lepen fish attractions are in cell V. This means that the strategy that is in accordance with Bendhung Lepen fish tourism is a growth strategy through horizontal integration and stability. In this case, the manager of Bendhung Lepen fish attraction must continue to innovate and develop ideas to cooperate with many sponsorship in order to be able to develop Bendhung Lepen fish attractions (Table 5).

Table 5. IE Analysis

IFAS EFAS	High (4-5)	Medium (3-2)	Low (1-2)
High (4-5)	I Growth	II Growth	III Shrinking
Medium (2-3)	IV Stability	V Growth	VI Shrinking
Low (1-2)	VII Growth	VIII Growth	IX Liquidation

SWOT Matrix

The S-O strategy is a strategy that is formulated using all the power to take advantage of the greatest opportunity. Based on these two aspects, the strategies that can be applied by the manager of Bendhung Lepen fish attractions are: (1) Bendhung Lepen manager actively conducts event innovations such as fishing competitions, fishing competitions, or programs to educate the environment for visits from educational institutions and institutions that can support the development of Bendhung Lepen fish attractions. (2) Maintain the cleanliness of tourist attractions so that visitors feel clean and comfortable. (3) Arrangement of places to be made to open a business such as culinary tourism.

The S-T strategy is formulated by applying the power possessed by the manager of fish attraction Bendhung Lepen, namely: (1) Installing CCTV for security; (2) Looking for a trusted fish seed supplier in order to be able to anticipate the increase in the price of fish seeds, and (3) Campaigning not to dump waste in the river through community-based programs.

The S-W strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses. Strategies that can be used by Bendhung Lepen fish tourism managers are: (1) Promoting innovation in the era of digitalization. (2) Establishing cooperation to obtain sponsorship with several private parties such as banks, or educational institutions. (3) Managing a good parking space so that visitors feel safe and comfortable. (4) Applying the sale of fish food such as pellets to visitors who will provide fish food directly.

The W-T strategy is implemented by minimizing existing weaknesses to avoid threats. The strategy that can be applied is (1) Making a regular schedule to monitor the garbage nets that are in the irrigation of rivers that have freshwater fish, (2) Always monitoring the weather through BMKG and trusted weather sites

Thus, based on Table 6 below the strategy that can be applied to the manager of fish attraction Bendhung Lepen is the SO strategy. By using the SO strategy, fish object manager Bendhung Lepen tries to maximize the power they have to take advantage of existing opportunities. This is in line with what the Asy Syahid and Suwarni (2018) stated in the journal business economics: "SO strategies are various strategies that are generated through a view that a particular company or business unit can use their strengths to take advantage of various opportunities".

Table 6. SWOT matrix

IFAS EFAS	Strengths: a. Strategic location b. Innovation (Event) c. Supply human resources d. Promotion e. Public facilities	Weaknesses: a. High operating costs b. Internal conflicts of human resources c. Profit oriented sharing
Opportunities: a. Less competitors of freshwater fish attractions b. Playgrounds around irrigation sites built by the local government c. Sales of freshwater fish consumers d. Sponsorship e. Good community response f. High rate Visitors g. Economic improvement	Strategic S-O a. Bendhung Lepen manager actively conducts event innovations such as fishing competitions, fishing competitions, or programs to educate the environment for visits from educational institutions. b. Maintain the cleanliness of tourist attractions so that visitors feel clean and comfortable c. Arrangement of special places to be made to open businesses such as culinary tourism	Strategic S-W a. Promoted innovation in the era of digitalization b. Establish cooperation to obtain sponsorship to improve the economy of the community with several private parties such as banks, or educational institutions. c. Manage parking spaces to make visitors feel safe and comfortable d. Apply the sale of fish food such as pellets to visitors who will provide fish food directly
Threats: a. Theft of freshwater fish b. Weather conditions c. The pricing of seed freshwater fish unstable d. Erratic river water discharge e. Damage to garbage blocking nets f. Unexpected shipment of garbage from the headwaters of Gajah Wong river	Strategi S-T: a. Installing CCTV for security b. Looking for a trusted fish seed supplier in order to be able to anticipate the increase in the price of fish seeds c. Campaigning not to dump waste in the river through community-based programs.	Strategi W-T: a. Create a routine schedule to monitor garbage nets that are in the irrigation of rivers that have freshwater fish b. Always monitor the weather through BMKG and trusted weather sites

CONCLUSION

Bendhung Lepen fish attraction is an innovation on tourist attraction that is realized based on the concerns of youth and residents around the Gajah Wong river irrigation site. This tourist attraction is able to make visitors realize the importance of maintaining the natural environment for the survival of life. The manager of Bendhung Lepen fish attraction is The Bendhung Lepen Community consisting of the youth of Mrican and residents around the Gajah Wong river irrigation river. The vision of the Bendhung Lepen Community is to create an irrigation stream of Gajah Wong river area in Mrican village clean of garbage and make a place of education to the community about the environment. While the mission of Bendhung Lepen is to multiply freshwater ecosystems in irrigation streams, to create beauty around irrigation, to educate community about environment, to improve the economy of the community, and to increase human resources.

After seeing the results of this study, the authors concluded that the sustainability of Bendhung Lepen fish attractions requires joint effort and synergy between the surrounding community and the local government to advance the attraction. As for the results in this study, the author hopes to be a supportive input for the success and sustainability of Bendhung Lepen fish attractions.

Limitation

This study is a phenomenological study, where the research is conducted based on case studies at a certain period of time, so it does not rule out the possibility that at some point there will be a new case in the fish attraction Bendhung Lepen. As for the anticipated steps taken by researchers to find out the existence of new cases that will arise is to remain a facilitator to support the Bendhung Lepen Community.

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