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GREEN MARKETING DESIGN STRATEGY FOR LIMPAKUWUS PINE FOREST NATURAL TOURISM, BANYUMAS CITY, INDONESIA

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ABSTRACT

The tourism industry can increase society's standard of living and the nation's economy. However, it also can harm the natural resources and environment. One of the tourism projects that can be developed in Banyumas City is the Limpakuwus Pine Forest Natural Tourism. Environment quality must be maintained in natural tourism areas by applying the concept of green tourism through a green marketing strategy. The purpose of this research is as follows: (1) to analyse the 7P marketing mix, (2) formulate a green marketing strategy, and (3) analyse green marketing strategy priority according to the stakeholders. The present study used qualitative and quantitative methods (mix method). Data were collected through observation and interviews. The analytical methods used were the 7P's of marketing mix, the STP method, and the exponential comparison method. The results indicate that Limpakuwus Pine Natural Tourism has not implemented the marketing of the environmentally friendly project. The caretaker wants to make the Limpakuwus Pine Natural Tourism family tourism with natural scenery. The stakeholder's priority strategy is "1st Strategy (Indicator of Product)". The green marketing strategy can be effective with a good synergy between the stakeholders.

Keywords: Green Tourism, Green Marketing, 7P Marketing Mix, STP, Exponential Comparison Method.

INTRODUCTION

Tourism occupies the third position in the world's economic activity with rapid growth (Batta, 2009). Banyumas City has many tourism potentials. Tourism expansion can create job vacancies, increase public income, and introduce natural and cultural potentials. The number of tourists who visit Banyumas City from 2015 until 2017 has been increasing yearly, as shown in Table 1.

Table 1
Number of Tourists in Banyumas City (2015-2017)

Year	Number of Visitor (person)
2015	1,221,161
2016	1,499,212
2017	1,499,894

Source: Central Bureau of Statistics Republic of Indonesia (BPS), 2018.

Table 2 shows the top ten tourism objects in Perum Perhutani Forest Management Units (KPH) of East Banyumas. Of those, the Limpakuwus Pine Forest Natural Tourism ranked first in the highest number of visits in 2020, with 171,950 tourists.

The Limpakuwus Pine Forest Natural tourism is located in Limpakuwus Village, Sumbang Sub-City, Banyumas City, Central Java Province. The Limpakuwus Pine Forest Nature Tourism has great potential to develop at the national and international levels because of its size (i.e., the whole area reaches 25 hectares) and its location in the highlands (south slope) Slamet Mountain), the cool climate, and beautiful natural scenery. The Limpakuwus Pine Forest Nature Tourism offers natural attractions (pine forests) and man-made attractions. The Limpakuwus Pine Forest Natural Tourism opened in late 2018 and is managed by the Labour Group (Pokja) Tourism Village Limpakuwus from the Community Institution Forest Village (LMDH) with the coordination of the Perum Perhutani Forest Management Units (KPH) of East Banyumas. The management of the Limpakuwus Pine Forest natural tourism is based on community-based tourism (CBT). The workforce and the merchants in the tourism area are from Limpakuwus village. The Limpakuwus Pine Forest Nature Tourism development is likely to promote the prosperity of Limpakuwus villagers. Promoting tourism through empowering the rural community will improve the prosperity of the local economy and the value of the social culture and environmental sustainability (Istiqomah et al., 2020).

Table 2
Top 10 Tourism Objects with the Highest Number of Visits in Perum Perhutani Forest Management Units (KPH) of East Banyumas in 2020

No.	Name of Tourism Location	Number of Tourist (person)
1.	Limpakuwus Pine Forest Natural Tourism	171,950
2.	Bayan Waterfall Natural Tourism	29,046
3.	Anget River Natural Tourism	23,186
4.	Kumpe Lake Natural Tourism	22,916
5.	Cipendok Waterfall Tourism	22,040
6.	Jenggala Waterfall Natural Tourism	17,977
7.	Sinom Beautiful Waterfall Natural Tourism	9,047
8.	Song Waterfall and WMP Natural Tourism	8,912
9.	Gomblang Waterfall Natural Tourism	6,625
10.	Wana Pramuka Natural Tourism	4,747

Source: Perum Perhutani Forest Management Units (KPH) of East Banyumas (2021a)

However, the increasing number of tourists in a tourism destination has positive and negative impacts on the environment. Based on the Limpakuwus Pine Forest Natural Tourism data, visitors produce one ton of waste every week. Waste management failure and a lack of cleaning facilities can damage the environment (Darmawan & Fadjarajani, 2016). The cleanliness of the tourism areas must be preserved to attract visitors. Tourists are attracted to the flora of the tourism areas and the cleanliness and convenience. Tourism sites must have effective environmental management for environmental

sustainability. Environmentally friendly development in tourism can be realised through green tourism to minimise the negative impact of tourism activities on the environment.

A green marketing strategy is needed for green and sustainable tourism and to encourage tourists to be more concerned about the environment. Green marketing is a marketing strategy developed and implemented to mitigate the negative effect of tourism on the environment, from the environmentally friendly production of goods and services to the disposal process (Lampe & Gazda, 1995; Peattie & Crane, 2005). Ottman, Stafford and Hartman (2006) concluded that green marketing could (1) increase customer satisfaction and the quality of the environment, (2) increase the market share, (3) enhance competitive advantage, (4) promote the concern for the environment, (5) increase profit, and (6) reduce unemployment.

After considering the seven elements of the marketing mix (7P), segmenting, targeting, and positioning (the STP method) are needed as a follow-up. The STP method will help tourist managers to develop tourism objects further to benefit the local economy while simultaneously paying attention to the preservation of the environment. The results of the 7P's marketing mix and SP method can be used to develop alternative green marketing strategies. However, the green marketing strategy should consider the stakeholders in developing the Limpakuwus Pine Forest Natural Tourism. Several alternative strategies need to be assessed by relevant stakeholders for the realisation of green tourism.

LITERATURE REVIEW

Natural Tourism

The Government Regulation of Republic Indonesia Number 36 of 2010 concerning natural tourism enterprise in wildlife sanctuaries, national parks, great forest parks, and natural tourism park defines natural tourism as a travel activity or part of that activity done voluntarily by tourists to enjoy the uniqueness and beauty of the nature in wildlife sanctuaries, national parks, great forest parks, and natural tourism parks.

Green Tourism

Green tourism means a sustainable environment, culture, and community in tourism locations. Green tourism marketing that focuses on environmental preservation will yield a long-term profit. The concept of green tourism is similar to eco-tourism, which means nature-based tourism. Green tourism is targeted at tourists who live in the urban area, travel with the motive of relaxing and relieving stress from daily routines, and choose travel activities close to nature. Hence, green marketing is a form of tourism marketing that emphasises environmentally friendly tourism activity.

According to Dodds and Joppe (2001), green tourism can be divided into four components: (1) preserve and conserve the environment to ensure the balance of the ecosystem in the long term, (2) promote the local economy, businesses and social empowerment for sustainable development, (3) respect and appreciate the diversity of culture, and (4) enrich the experience through active participation and involvement with nature, human, place and culture.

Green Marketing

In 1970, the global regulation for the environment required companies to pay serious attention to environmental pollution. The United States of America Marketing Association (AMA) held the first workshop on ecological marketing in 1975 and produced the first book that focused on environmental safety. The development of green marketing has been in line with sustainable development.

Green marketing is also known as ecological, environmental, and sustainable marketing. Green marketing refers to marketing a product or service based on environmental performance. Green

marketing is a marketing strategy developed and implemented to respond to mitigate the negative effect of tourism on the environment, from the environmentally friendly production of goods and services to the disposal process (Lampe & Gazda, 1995; Peattie & Crane, 2005). Marketers should be concerned with green marketing because their market target is not oriented toward the environment. As a result, the growth of environmentally friendly products seems slow (Palwa, 2014). A green marketing strategy should be implemented by integrating all marketing functions (Polonsky & Rosenberg, 2001). The difference between green marketing and conventional marketing is the environmental element. Green marketing considers the environment but not conventional marketing.

The purpose of green marketing is to reduce the negative impact of economic activity on the environment. The three ways to increase the use of green labels include (1) prioritising the environmental products directly, (2) developing the company's image that communicates its concern about the environment by reusing product packaging and having environmental programs, and (3) issuing a statement that the company will take full responsibility of the environment due to its production process (Djajadiningrat, 2018).

Correlation Between Green Tourism and Green Marketing

According to Kinoti (2011), green marketing involves marketing products or services and protecting the environment, so tourist areas need to be promoted as green products. Green marketing in tourism will empower local communities and create job opportunities and income without damaging the environment (Hasan, 2015).

METHODOLOGY

Location and Research time

The research was conducted at the Limpakuwus Pine Forest Natural Tourism, Sumbang Sub City, Banyumas City, Central Java Province, Indonesia. The Limpakuwus Pine Forest Natural Tourism was selected because it is one of the tourism spots being developed in Banyumas City but is yet to be marketed and promoted as being an environmentally friendly destination. The only environmentally friendly aspects being implemented currently are urging visitors to maintain the cleanliness of the place and providing waste bins. Data were collected from January until March 2021.

Data Collection Method

The research used the mixed method. According to Abbas and Teddlie (2010), a mixed-method involves blending the qualitative and quantitative methods. The research is descriptive and exploratory. Data were collected via direct observations, interviews with tourists of Limpakuwus Pine Forest Natural Tourism, and focus group discussions (FGDs) with the Limpakuwus Pine Forest Natural Tourism administrators and stakeholders responsible for managing the destination. They included Perum Perhutani Forest Management Units (KPH) of East Banyumas, Youth, Sport, Culture, the Tourism Office of Banyumas City, and the Environmental Office of Banyumas City.

Data Analysis Methods

The researcher used three methods: the 7P's of the marketing mix, the STP method, and the exponential comparison method to analyse the data. The analysis yielded a green marketing strategy designed for Limpakuwus Pine Forest Natural Tourism.

7P's of the marketing mix

A marketing mix is a set of marketing tools used to produce appropriate responses from the intended target (Kotler & Armstrong, 2012). The 7P's of marketing mix involve product, price, promotion, people, place, process, and physical evidence. The indicators are listed in Table 3.

Table 3
7P's of Marketing Mix Indicators

Mix Marketing	Indicator
Price	Entry ticket, tourism attraction price and discount.
Product	Variation of tourism attraction.
Place	Accessibility to tourism object.
Promotion	Advertisement, digital marketing, brochure or flyer, personal selling, sales promotion, public relation
People	Services to tourist (hospitality, tidiness and attitude), and clearly convey the tourism products.
Process	The procedure in purchasing entry tickets, process of managing response or criticism and suggestions, process of waste management.
Physical Evidence	Interior and exterior design of the tourism object.

The STP method

According to Kotler and Amstrong (2008), marketing strategy is about how an entrepreneur creates value for customers to make a profit. The main goal of the STP method is to build a brand position in consumers' minds so that the brand will have competitive superiority over another brand (Tjiptono, 2007). The three stages in the STP method include segmenting, targetting, and positioning. The first stage is to comprehend the market structure by assigning consumers to several market segments (segmenting) based on the demographic, geographic, psychographic, and behavioural aspects. Thirty participants participated by filling a questionnaire to represent the Limpakuwus Pine Forest Natural Tourism tourists. The sample size of 30 was determined by referring to the theory of Walpole (1992), which states that social research requires a minimum sample of 30 for the data to be normally distributed. The questionnaire asked the visitors their name, age, gender, marital status, type of residence, type of job, monthly income, frequency of visits, and motive of visit. The second stage is to target the visitors after segmenting the (targeting). The last stage is to build a brand position in consumers' minds (positioning).

The exponential comparison method (ECM)

The exponential comparison method (ECM) is used to determine the strategy priority sequence (Marimin & Maghfiroh, 2010). The value of the difference between the criteria can be distinguished by using the exponential calculation. The steps in solving a problem using the ECM are as follows: (1) select the alternatives, (2) determine the criteria or relative comparison of decision criteria that are important to be evaluated using a certain scale, (3) determine the relative importance of each decision criterion, (4) determine the weight set on each criterion to indicate the level of its importance, (5) assess all alternatives on each criterion in the form of a total score of each alternative, and (6) calculate the total value (TN) of each alternative. The formula of ECM is as follows:

$$TN_i = \sum_{n=1}^m RK_{ij}^{TKK_j} \quad (1)$$

where,

TN_i = Total i alternative value

RK_{ij} = Degree of the relative importance of the jth criterion in the choice of the i decision.

TKK_j = Degree of importance of the jth decision criteria $TKK_j > 0$; integer.

n = Number of decision choices.

m = Number of decision criteria

The recommendation strategy value and criteria are determined based on the interview with the key person. Every alternative strategy is assessed based on the criteria of effectiveness, benefits, cost,

execution, and treatment. The value of the criteria (TKKj) is set from one (highly unimportant) to five (highly important) given by the participant during the interview. The value of each alternative strategy (RKij) ranges from one to seven according to the number of the recommended strategy. The next phase is to raise the score of each alternative with the criteria score. The result of each alternative strategy will be accumulated (TNi) in the future between all stakeholders so that strategic priorities emerge, sorted from the highest value to the lowest. The scores are distributed using a semantic differential scale. A semantic differential scale is a series of bipolar characteristics (two poles) of a situation contradicting each other. The most positive answer is located on the right, and the most negative answer on the left (Sugiyono, 2010).

RESULTS

The pine forest in Limpakuwus Pine Forest Natural Tourism is used only for research by the Perum Perhutani Research and Development Center of Baturraden; the pine trees' yield is not for public or business needs. The Limpakuwus Pine Forest Natural Tourism also meets the standards of Perhutani tourism business. The standards relate to products, services, and supportive management of SNI PPA 8013:2014. The standards contain five thrusts, including (1) the preservation of an ecosystem function, (2) the preservation of tourism attraction objects, (3) the preservation of social cultures, (4) the satisfaction, safety and convenience of tourists, and (5) economic benefits. The number of visitors to the Limpakuwus Pine Forest Natural Tourism has been increasing from 2018 to 2021. During peak seasons, the number reached 26,844 people (Perum Perhutani, 2021). The Limpakuwus Pine Forest Natural Tourism was used as an example by the government of Banyumas City in June 2020 for CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) certification.

7P's of Mix Marketing of Limpakuwus Pine Forest Natural Tourism

Product

Product is the main indicator of consumer's need satisfaction. More product variations offered will attract more tourists. The Limpakuwus Pine Forest Natural Tourism offers natural scenery, fresh air, and other attractions, including trampoline, golden bridge, playground, spider web, forest train, kid motorbike, and ATV. It also provides a pre-wedding venue, camping ground, and tree trek for family or institutional gatherings. Food and beverage vendors are also available. The Regulation of the Minister of Environment and Forestry Number 13 of 2020 concerning the development of natural tourism facilities and infrastructure in the forest area prohibits a permanent physical change to the landscape. A permanent building is allowed if it does not take up more than 10 percent of the designated area. Therefore, Perum Perhutani requires that the management not create tourism attractions with extreme tread compaction, reduce the catchment area, and maintain the undergrown plant.

Price

An appropriate price needs to be set when marketing a product. Pricing will determine a business income level. Price also affects consumer preferences to use the product or service. The Limpakuwus Pine Forest Natural Tourism sets the same price of entry tickets during weekdays and weekends, but there the prices are price for the attractions. A tourism entry ticket in 2018 was Rp. 7,500, but after the development and improvement of the facilities, the price rose to Rp. 15,000. The price applies to all visitors at least seven years old. A 10 percent discount is given to visitors who use a cashless system. A bundling ticket is not applied to prevent the reduced number of visits. The price set for the Limpakuwus Pine Forest Natural Tourism can be seen in Table 4.

Table 4

Prices of Tourism Products in Limpakuwus Pine Natural Tourism of 2021

Number	Tourism Products	Price (Rp)
1.	Entry Ticket	15,000

2.	Entry Ticket for Night Tour	15,000
3.	Camping	15,000
4.	Camping Rental	20,000
5.	Parking	5,000
6.	Golden Bridge	10,000
7.	Prewedding	50,000
8.	Outbond Venue	200,000
9.	Building Rental Weekday	500,000
10.	Building Rental Weekend	700,000
11.	Playground Weekday	10,000
12.	Playground Weekend	15,000
13.	Banji Trampoline Weekday	12,000
14.	Banji Trampoline Weekend	15,000
15.	Spider Web	5,000
16.	Forest Train	15,000
17.	Car and Motorcycle for Child	10,000
18.	ATV	5,000
19.	Tree Track	30,000

Source: Perum Perhutani Forest Management Units (KPH) of East Banyumas (2021b)

Promotion

Promotional activities communicate to consumers about tourism products. The Limpakuwus Pine Forest Natural Tourism uses Instagram for its promotional activities because social media has generated a large number of followers. Currently, its Instagram account has attracted 30,600 followers, who could potentially affect others to visit the tourism location. An administrator of the Perum Perhutani is currently managing the Instagram account @hutanpinuslimpakuwuss. The contents published include photos and videos of the location and visitors' feedback. The social media account becomes the crucial communication channel between visitors and the management where the former could ask questions and give feedback about the location and facilities/activities offered. Social media also helps the management understand visitor preferences. Happy and satisfied visitors tend to upload their photos to their social media account, indirectly promoting the tourism location. The management uses the Banyumas language on their Instagram account to encourage more interaction. The management also promotes by offering souvenirs and free entry tickets. Visitors who use a cashless system are offered a 10-percent discount on the entry ticket.

The management of the Limpakuwus Pine Forest Natural Tourism Promotional also uses Facebook and print media. However, the latter seems to have less impact than the latter. Using influencers is another promotional tactic the management uses to promote tourism in Banyumas City. Social media training for administrators in Perum Perhutani Central Java is also carried out. A virtual tour was also held during the pandemic of Covid-19. In these promotional activities, environmental protection and preservation become a focus. The management's concern for the environment was displayed when it did not upload photos of visitors who were smoking while visiting the location. The management also uses hashtags to engage others to protect the environment.

Place

Place concerns the easy accessibility to a tourism site. The Limpakuwus Pine Forest Natural Tourism location is accessible to visitors because it is near to Baturraden Tourism, a popular tourism spot in Banyumas City. The distance from Banyumas City (Banyumas Square) to the Limpakuwus Pine Forest takes approximately one hour to reach by car. Tourists who take a train can reach in 30 minutes because the distance from the Purwokerto Station to the tourism location is approximately 16 km. Since public transportation is currently unavailable, visitors can book a taxi online. The Limpakuwus Pine Forest can be reached via the Central Baturraden highway and the East Baturraden highway. Of the two routes, the

former has a better road condition. Currently, signposts are unavailable along the road to the tourism location. So, visitors rely on apps, such as Google Maps, to get there.

People

The Limpakuwus Pine Forest Natural Tourism employs 22 people organised into several divisions. The Head of the Tourist Area (Eko Purnomo) heads the Limpakuwus Pine Forest Natural Tourism, assisted by a Secretary (Liswanto), a Treasurer (Karsan), a Head of Coordinator (Sarko H), a Coordinator of Garden (Reso), a Coordinator of Parking (Bambang S), a Coordinator of Sanitation (Tofik), a Coordinator of Ticket Counter (Gales), and a Coordinator of Security (Tursin). Each coordinator supervises nine staff members. Nine freelancers are also employed to handle trampoline, playground, and mini train activities.

The standard operational procedure (SOP) requires that all employees should be disciplined, polite, neat, prioritise visitor safety, not receive any kind of tips, and be loyal to the tourism object. A tour guide is currently unavailable because of the difficulty recruiting someone who could describe the flora or the tourism activities offered. All employees wear the same uniform to facilitate visitors. They can only speak the local language of Banyumas and Indonesia, hurting international tourists' experience. However, the employees offer the best service in hospitality, tidiness, communication, and directing tourists.

Process

A marketing process of products or services involves the marketing mix. To enter the Limpakuwus Pine Forest Natural Tourism, visitors must pay for the entry ticket at the main gate. After receiving their ticket, they will be directed to a parking space. Before leaving, they must return the ticket to the employee at the exit gate. For feedback, visitors mostly submit their feedback through social media. The social media administrator will communicate the feedback to the management to take relevant actions. The process of green marketing can be assessed based on environment management and tourist behaviour. The environment management of the Limpakuwus Pine Forest Natural Tourism is divided into landscape gardening and cleanliness. Landscape gardening is done once a month by four employees. Visitors often step on or pick plants to take photos or souvenirs, damaging the flora and fauna because there is no written sign preventing tourists from doing so. Waste is transported once every week to the Kembaran or Cunil Landfills (TPA) to maintain cleanliness.

Physical Evidence

Physical evidence involves creating a comforting atmosphere for tourists. Nature is used for the interior and exterior design of the tourism location. The Limpakuwus Pine Forest Natural Tourism could hold 4,000 visitors at one time. Various facilities are available, including prayer rooms, toilets, food stalls, and parking spaces for 400 four-wheeled and 1,200 two-wheeled vehicles. The entry and exit gates are separate to avoid the crowd in one place.

Green Marketing Strategy with STP Method

The green marketing strategy was identified based on the 7P's of the marketing mix and the STP method. The following outlines how the green marketing strategy can be implemented in the Limpakuwus Pine Forest Natural Tourism.

1. Define Market Segments

The geographical segmentation of the Limpakuwus Pine Forest Natural Tourism is that more than 60 percent of visitors come from within the Banyumas City, such as Purwokerto, Sokaraja, Wagon, Lumbir, and Sumpiuh. By demographic segmentation, visitors tend to be married and between 18 and 29 years old. Initially, 90 percent of the visitors used a two-wheeled vehicle. However, starting from

2020, 60 percent used a two-wheeled vehicle and 40 percent a four-wheeled vehicle. As for the psychographic segmentation, the motive of the visit was recreation. For the long-term segmentation, the management wishes to segment into families, no age limitation, middle to upper social class, from outside the Banyumas area, and those with interest in nature.

2. Determine the Target Visitors

Based on the market segmentation, the prioritised target of visitors are families with no age limitation. To meet the target needs, the management has built a playground for children and plans to add more tourist attractions for teenagers, such as swimming pools, outbound activities, photo spots, cafes with live music, parks, and other tourist activities suitable for children, family recreation facilities, and facilities for the disabled and elderly.

3. Positioning of Tourist Attractions

Positioning is a strategy to build the image of a product in customers' mind. The tour manager and Perum Perhutani Forest Management Units (KPH) of East Banyumas want to build an image of "Family Tourism with Nature Scenery" in the Limpakuwus Pine Forest Natural Tourism.

Stakeholder's Priority of Green Marketing Strategy

Based on the results, seven strategic recommendations are most appropriate for the Limpakuwus Pine Forest Natural Tourism to increase its market share and develop environmental-friendly natural tourism. Recommendations for green marketing strategies based on product, price, promotion, people, place, process, and physical evidence indicators can be seen in Table 5.

Table 5

Green Marketing Strategy Recommendations

Indicator	Number	Green Marketing Strategy Recommendations
Product (1 st Strategy)	1	Adding a variety of rare and unique plants such as orchids, anthuriums, monstera, begonias, and other ornamental flower plants.
	2	Build bird parks and add fauna that are kept at tourist sites such as squirrels, rabbits, deer, and other endemic animals as a form of conservation effort.
	3	Developing a Limpakuwus Orchard.
	4	Adding local cultural attractions such as music and dances typical of Banyumas City every weekend.
Indicator	Number	Green Marketing Strategy Recommendations
Product (1 st Strategy)	5	Adding new attraction such as outbound and swimming pool.
	6	Adding farming educational tour packages for children.
	7	Build an educational park that describe the flora and fauna that exist in tourist sites.
	8	Encouraging people who are members of Village Business Enterprise (BUMDES) to make recycled products as Banyumas souvenirs that can be traded at tourist sites.
Price (2 nd Strategy)	1	Encouraging visitors to use the cashless system with an easy-to-accept socialisation concept.
	2	Added a bundling ticket option.
	3	Provide special gift in the form of souvenirs of plant seeds and planting media to visitors who buy bundling tickets or with a cashless system.
	4	Give discounts to groups, or to loyal visitors, by looking at the frequency of visits.

Promotion (3 rd Strategy)	1	Adding an LED Display or Videotron in the front area at tourist sites that explains tourism products, maps of tourist sites, along with an appeal for visitors to keep the environment clean.
	2	Add billboards containing tourism promotions at crucial points in the Banyumas City.
	3	Develop promotions on other digital media platforms such as the Official Website, Tiktok or Youtube.
	4	Collaborating with young creators and influencers to create advertisements or short films as a type of promotion.
	5	Creating content on important environmental days as a form of awareness of the environment.
People (4 th Strategy)	1	Prepare and improve the ability of tour guides to describe the flora and fauna information and environmental management as well.
	2	Visit to other tourist objects to get new and interesting ideas to advance Limpakuwus Pine Forest Natural Tourism.
	3	Hold a training for human resource to obtain tourism management certification.
Process (5 th Strategy)	1	Distinguish between visitors who only buy entrance tickets and visitors who buy bundling tickets with bracelets obtained at the entrance.
	2	Improve facilities at the entrance gate with an automatic gate.
	3	Applying the eco-friendly concept to merchants at tourist sites.
	4	Changing the waste management system into a waste bank system.
Place (6 th Strategy)	1	Adding a guide to tourist sites with banners.
	2	Adding evacuation routes and tracking routes in tourist sites.
	3	Increase the signal strength throughout the tourist area.
	4	Improve road access to tourist sites.
Physical Evidence (7 th Strategy)	1	Designing the entrance to tourist sites more attractively.
	2	Adding written appeals for visitors to protect the environment at tourist attractions.
	3	Adding information boards as a form of interpretation on each flora and fauna.
	4	Build an ATM to make it easier for visitors transact in tourist locations.
	5	Increase the number of toilets and expand the prayer room.
	6	Adding a gazebo (place to shelter).
	7	Distinguish between organic and inorganic waste.
	8	Build a coffee shop with live music to make a fun atmosphere at tourist sites

The seven alternatives were sorted based on stakeholders' assessment for prioritisation purposes. Table 6 shows the result.

Table 6
Total Score and Ranking of Alternative Strategies According to Representatives of Tourism Managers

Number	Alternative Strategies	Score	Rank
1.	1 st Strategy (Indicator of Product)	6.399	3
2.	2 nd Strategy (Indicator of Price)	1.784	6
3.	3 rd Strategy (Indicator of Promotion)	2.432	5
4.	4 th Strategy (Indicator of People)	34.391	1
5.	5 th Strategy (Indicator of Process)	180	7
6.	6 th Strategy (Indicator of Place)	2.962	4

7.	7 th Strategy (Indicator of Physical Evidence)	16.112	2
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Source: Extracted from ECM Output (2021)

According to the Lompakuwus Pine Forest Natural Tourism manager, the 4th Strategy (Indicator of People) was the most important, scoring 34.391. Even though education and training require a fairly high cost, they are considered important and effective because the first step in carrying out a strategy is educating people about the environmentally friendly concept. In addition to training or education, human resource management is also very important to prepare people for the transition to environmentally friendly tourism. The participation of employees in obtaining a tourism management certification is also important because it will create superior and quality resources in the tourism sector.

The alternative strategies according to the representatives of Perum Perhutani Forest Management Units (KPH) of East Banyumas can be seen in Table 7.

Table 7
Total Score and Ranking of Alternative Strategies According to Representatives of Perum Perhutani Forest Management Units (KPH) of East Banyumas

Number	Alternative Strategies	Score	Rank
1.	1 st Strategy (Indicator of Product)	19.469	1
2.	2 nd Strategy (Indicator of Price)	567	5
3.	3 rd Strategy (Indicator of Promotion)	1.304	4
4.	4 th Strategy (Indicator of People)	8.797	2
5.	5 th Strategy (Indicator of Process)	51	7
6.	6 th Strategy (Indicator of Place)	246	6
7.	7 th Strategy (Indicator of Physical Evidence)	2.421	3

Source: Extracted from ECM Output (2021)

According to the representative of Perum Perhutani Forest Management Units (KPH) of East Banyumas, the 1st Strategy (Indicator of Product) was the most important with 19.469. This is consistent with the principles of Perum Perhutani in 2020, namely Serving People – Take Care Planet for Sustainability. Prioritising the product is also consistent with the Regulation of the Minister of Tourism and Creative Economy Number 27 of 2014 concerning the standards of recreational parks and the President Director's Decree Number 2026/KPTS/DIR/2017 concerning natural tourism business standardisation. Perum Perhutani also complies with standards related to the product (place and space), service (service procedure), and management (organisation, management, human resources, facilities, and infrastructure). Therefore, prioritising a product strategy to increase tourists is consistent with the established regulations.

The assessment of representatives of the Youth, Sport, Culture, and Tourism Office of Banyumas City on alternative strategies is shown in Table 8.

Table 8
Total Scores and Ranking of Alternative Strategies According to Representatives of the Youth, Sport, Culture, and Tourism Office of Banyumas City

Number	Alternative Strategies	Score	Rank
1.	1 st Strategy (Indicator of Product)	35.751	1
2.	2 nd Strategy (Indicator of Price)	427	7
3.	3 rd Strategy (Indicator of Promotion)	9.022	3
4.	4 th Strategy (Indicator of People)	12.524	2
5.	5 th Strategy (Indicator of Process)	4.250	4
6.	6 th Strategy (Indicator of Place)	3.201	5

The involvement of the Youth, Sport, Culture and Tourism Office in Limpakuwus Pine Forest Natural Tourism is only limited to technical and coaching agencies. The Regulation of the Minister of Tourism and Creative Economy Number 10 of 2018 concerning electronically integrated business licensing services for the tourism sector states that the Online Single Submission (OSS) system in the tourism sector requires tourism managers to activate tourism permits through a “tourism business registration sign”. The tourism permits contain requirements regarding building permits (IMB) and environmental documents in the form of environmental management, such as waste management from tourism activities. Tour managers must fulfil these requirements before establishing a tourist site. The Office also visits tourist sites to check and recommend whether the tourism site is feasible or not. The tourism sector in Banyumas City must provide the CHSE aspects (Cleanliness, Health, Safety, and Environmental Sustainability). According to the representative of the Youth, Sport, Culture, and Tourism Office of Banyumas City, another alternative strategy is the 1st Strategy (Indicator of Product), with a score of 35.751. This is important because tourists are likely to be interested in visiting when tourism activities are varied. In addition, the costs required are affordable; so, the strategy could be implemented effectively.

The Environmental Office of Banyumas City also chose the same priority. According to representatives of the Environmental Office of Banyumas City, the priority of alternative strategies can be seen in Table 9.

Table 9
Total Scores and Ranking of Alternative Strategies According to Representatives of the Environmental Office of Banyumas City Banyumas City

Number	Alternative Strategies	Score	Rank
1.	1 st Strategy (Indicator of Product)	16.950	1
2.	2 nd Strategy (Indicator of Price)	2.739	4
3.	3 rd Strategy (Indicator of Promotion)	3.407	3
4.	4 th Strategy (Indicator of People)	8.326	2
5.	5 th Strategy (Indicator of Process)	1.387	6
6.	6 th Strategy (Indicator of Place)	1.666	5
7.	7 th Strategy (Indicator of Physical Evidence)	917	7

Source: Extracted from ECM Output (2021)

The Environmental Office of Banyumas City does not directly manage the Limpakuwus Pine Forest Natural Tourism, but it is the authority responsible for implementing environmental management and control procedures at the district level. It does provide support for facilities or funds for tourist objects. According to the Environmental Office of Banyumas City, the alternative strategy is the 1st Strategy (Indicator of Product) with a score of 16.950. Encouraging the people of the Village Business Enterprise (BUMDES) to make recycled products for sale at tourist sites is a viable alternative for achieving sustainable tourism, considering the large amount of waste generated from tourism activities.

Based on the strategic priorities, different stakeholders have different views. The cumulative total assessment of alternative strategies from all stakeholders can be seen in Table 10.

Table 10
Strategic Priorities According to All Stakeholders

Number	Alternative Strategies	Total Score	Rank
1.	1 st Strategy (Indicator of Product)	78.569	1

2.	2 nd Strategy (Indicator of Price)	5.517	7
3.	3 rd Strategy (Indicator of Promotion)	16.165	4
4.	4 th Strategy (Indicator of People)	64.038	2
5.	5 th Strategy (Indicator of Process)	5.868	6
6.	6 th Strategy (Indicator of Place)	8.075	5
7.	7 th Strategy (Indicator of Physical Evidence)	22.446	3

Source: Extracted from ECM Output (2021)

All stakeholders seem to view the 1st Strategy (Indicator of Product), with a total score of 78.569, as being the most important strategy. This score was obtained from the sum of the scores given by each stakeholder to each alternative strategy. This strategy is considered the most appropriate strategy for the Limpakuwus Pine Forest Natural Tourism because the variety of tourism activities offered will determine tourist visits. Due to the high cost of training, the lack of budget, and bureaucracy, other strategies could be challenging to be implemented. However, the alternative strategies can be implemented if there is good communication and synergy between the stakeholders.

CONCLUSION

The green marketing strategy for the Limpakuwus Pine Forest Natural Tourism using the marketing mix includes Product, Price, Location, Promotion, People, Process, and Physical Evidence. The marketing strategy using the STP method for the Limpakuwus Pine Forest Nature Tourism is to determine the potential market segments, determine new visitor targets, and build tourist positions. The tourist position the caretaker wants to build is “Family Tourism with Nature Scenery”. The priority for green marketing strategy indicated by all stakeholders to develop tourism is product strategy. It is recommended that the strategy be implemented as follows: (1) adding rare and unique plant variations, such as orchids, anthuriums, monstera, begonias, and other ornamental flower plants, (2) building bird gardens and adding fauna, such as squirrels, rabbits, deer, and other endemic animals as a form of a conservation effort, (3) developing the Limpakuwus Orchard, (4) adding local cultural attractions, such as music and dances typical of Banyumas City every weekend, (5) adding new attractions, such as outbound and swimming pools, (6) adding gardening and educational tour packages for children, (7) building educational parks that describe flora and fauna, and (8) encouraging the Village Business Enterprise (BUMDES) community to make recycled products as Banyumas souvenirs to be sold at the tourist sites.

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