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Strategy Plan for the Development of Green Open Spaces in Bratang Flora Park, Surabaya City

Sri Umiyati

Universitas Hang Tuah, Surabaya, Indonesia.

ORCID iD: <https://orcid.org/0000-0001-8414-9299>

Email: sri.umiyati@hangtuah.ac.id

**Corresponding Author: Sri Umiyati, Email: sri.umiyati@hangtuah.ac.id*

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Abstract

Tourism constitutes a sector intricately intertwined with the creation of productive and high-quality locales. Within urban settings, individuals often seek outdoor venues for recreational activities to alleviate stress and bask in fresh, invigorating air within short distances. Recognizing this demand, governmental bodies endeavour to furnish Green Open Spaces (RTH) as a remedy to the tourism imperative. This study endeavours to devise a strategic blueprint for the development of Green Open Spaces in Bratang Flora Park, Surabaya City, employing an analytical framework encompassing Internal Environmental Analysis, External Environmental Analysis, and the consequential influence of Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS). Employing a descriptive research design with a qualitative orientation, data collection is facilitated through interviews, observations, and documentation. Subsequently, the amassed data undergoes a process of synthesis, presentation, and inference. Findings unveil the presence of commendable strategies within Bratang Flora Park, yet also underscore the necessity for complementary strategies, notably those embodying Strength-Opportunities (SO) tactics. This entails leveraging internal strengths to capitalize on prevailing opportunities, such as enhancing the park's flora quality, galvanizing non-governmental organizations (NGOs) towards heightened engagement with green open space initiatives, and fostering collaboration with stakeholders to augment supportive infrastructure.

Introduction

Tourism constitutes a sector intimately linked to the cultivation of productive and high-calibre locales. Within urban environments, a segment of the populace seeks outdoor recreational outlets as a means of mitigating stress-induced pressures. Urban denizens opting for travel often seek environments showcasing natural vistas, a stark contrast to the typical urban landscape characterized by dense populations, towering edifices, and congestion. Moreover, there exists a palpable desire among urbanites for spaces affording opportunities to savour healthful, refreshing air within close proximity. In response to this exigency, governmental authorities endeavour to furnish Green Open Spaces (RTH) as a panacea to the travel imperative (Sukardjo, 2000).

Permendagri No. 01/2007 article 24 states that green open space can be used for active recreation. The utilisation of active green open space is related to physical activities. While passive green open space is related to emotional utilisation and spiritual activities. Lo & Jim's research on Hong Kong states that green open spaces are mainly appreciated for its practical microclimate and convenient facilities, not because of environmental and social functions"; residents demand richer natural elements and auxiliary facilities"; and "effective public participation", (Lo & Jim, 2012). Hence, the efficacy and comprehensiveness of amenities significantly influence the purpose of visitation.

Surabaya boasts numerous renowned urban parks, including Persahabatan Park, Keputran Park, Undaan Park, Apsari Park, Wira Surya Agung Park, Pakal Park, Kombes Pol M Durayar Park, Expresi Park, Prestasi Park, Sulawesi Park, Karimun Jawa Park, Mundu Park, Taman Surya, Taman Flora Bratang, Taman Flora Wonorejo, Taman Kunang-Kunang, Taman Ronggolawe, Taman Jagir, Taman Pelangi, Taman Jayangreno, Taman Krembangan Timur, Taman Kalongan, Taman Lansia, Taman Nambangan, Taman Teraratai, Taman Paliatif, Taman Barunawati, and Taman Harmoni. According to data from the Surabaya City Cleanliness and Parks Office in 2016, Taman Flora garnered the highest foot traffic compared to other parks, attracting over 70,000 visitors annually. This study, however, focuses on a specific locale due to its potential for development within Surabaya City, a choice bolstered by its strategic positioning. Taman Flora emerges as a promising site for fulfilling community entitlements owing to its GOS designation.

In a prior study, titled "Management Policy of Green Open Space (RTH) Taman Flora Surabaya," an analysis was conducted utilizing Radcliffe Brown's Structural Functionalism theory framework. This analysis encompassed the examination of several functions, including Recreation, Education, Interaction, Health, and Economic functions. The study concluded that Taman Flora's function as a RTH can be understood within the context of perceiving the park as a system comprised of diverse social structures, each playing a role commensurate with its respective status (Rosawatiningsih, 2019).

The research identifies primary issues pertaining to inadequate visitor amenities, notably unclean and poorly lit restroom facilities. Conversely, Bratang Flora Park, renowned as a verdant expanse, holds significance as the focal point of city parks due to its expansive nature. Notably, the pathways and study areas within Taman Flora Bratang exhibit no such deficiencies, boasting strategically placed trash receptacles facilitating convenient waste disposal for visitors. This study centres its investigation on Taman Flora Bratang within Surabaya City, aiming to delineate strategic initiatives for Green Open Space development. Positioned as a park with significant developmental potential, Taman Flora Bratang serves as the locus for this research endeavour. Subsequent analysis endeavours to uncover internal and external factors influencing Green Open Space development within Bratang Flora Park, Surabaya City.

Given the aforementioned context, the formulated problem to address is: What strategies should be employed in the planning of Green Open Space development within Bratang Flora Park, Surabaya City? The objectives of this research endeavour are as follows: To devise strategic plans for Green Open Space development in Bratang Flora Park, Surabaya City.

Literature Review

Definition of Strategy Management

Strategic management, as defined by [Hunger and Wheelen \(2008\)](#), encompasses a sequence of managerial decisions and actions aimed at determining a company's long-term performance. This process entails various stages, including environmental scanning (comprising both external and internal factors), strategy formulation (involving strategic planning or long-term planning), implementation, and evaluation of strategy control. In this study, researchers adopt the internal environment analysis approach proposed by [Hunger and Wheelen \(2003\)](#), focusing on indicators such as resources, culture, and structure deemed relevant to the research setting. Additionally, researchers employ an external environment analysis approach outlined by [Bryson \(2012\)](#), incorporating indicators such as political, economic, social, and technological factors.

Conceptual Framework

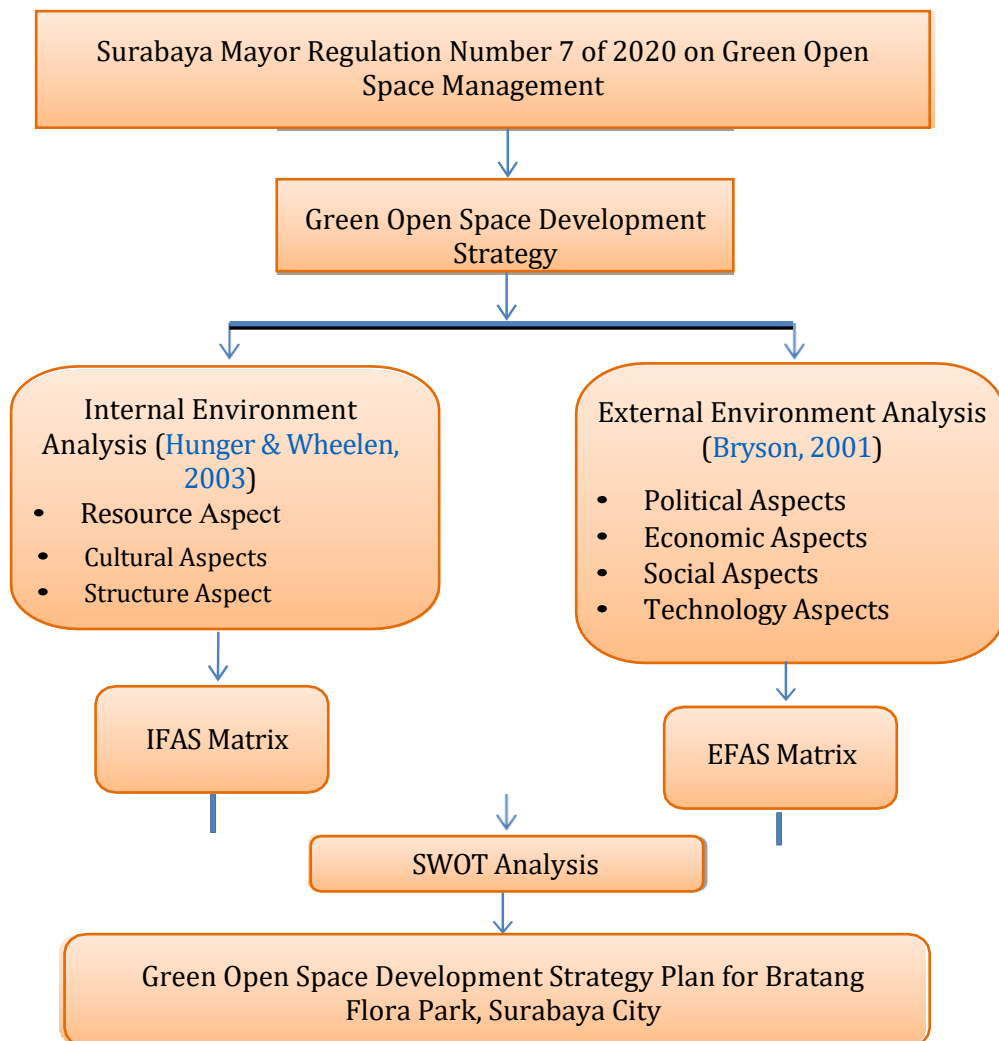


Figure 1: Conceptual Framework.

Source: Processed by Researchers 2023

Concept Definition

Internal Environment Analysis

Internal environmental analysis entails the systematic identification of an organization's strengths and weaknesses. As articulated by [Hunger and Wheelen \(2003\)](#), this analysis encompasses several key elements: (a) resources, referring to the assets utilized as raw materials for the production of goods and services within the organization, (b) culture, denoting the prevailing pattern of beliefs, expectations, and values shared among members of the organization, and (c) structure, delineating the organizational framework pertaining to communication, authority, and workflow management ([Hunger & Wheelen, 2003](#)).

External Environment Analysis

The examination of the external environment in strategic management, as delineated by [Bryson \(2016\)](#), encompasses four principal facets: political, economic, social, and technological aspects.

Determination of Strategy

The amalgamation of strategy formulation techniques into a decision framework offers a versatile approach applicable to organizations of varying sizes and types, aiding in the assessment and selection of strategies. This process involves three essential stages aimed at discerning the most appropriate overarching strategy based on internal strengths and weaknesses, external opportunities and threats, and a well-defined mission statement ([David et al., 2017](#)).

Research Methods

Type of Research

The qualitative approach employed in the research concerning Taman Flora Bratang, Surabaya, is centred on discerning the rationale behind specific circumstances, with a particular emphasis on scrutinizing internal and external factors. The objective is to elucidate and evaluate the progression of Green Open Space development within Taman Flora Bratang, Surabaya, and to devise pertinent strategies for its advancement.

Research Focus

The study centres on scrutinizing both internal and external factors of Taman Flora Bratang, Surabaya, aiming to delineate and assess the evolution of Green Open Space within this locale. Additionally, the research endeavours to craft development strategies specific to Taman Flora Bratang, Surabaya.

Research Location

The research focuses on the Development of Green Open Space in Surabaya's Bratang Flora Park, situated at Jalan Manyar 80A, Surabaya.

This park, spanning 2.4 hectares, is a vital component of Surabaya's extensive urban park system due to its strategic location.

Subjects and Sources of Information

The informant selected for this study is the Surabaya City Sanitary and Parks Service, which has been responsible for managing Green Open Spaces since 2018, following its inauguration by the government subsequent to conflict resolution involving private entities and PT Surya Inti. The management process of Surabaya Flora Park is overseen comprehensively by the Surabaya City Cleanliness and Parks Office, spanning formulation, implementation, and annual evaluation stages.

Primary data for this research was gathered through on-site observations and interviews conducted with the management of Bratang Flora Park, Surabaya. Secondary data was sourced from agency documents, visitor reports provided by the park manager, and relevant information from various agencies and literature pertinent to the research.

Data Collection Technique

Data collection methods refer to the methodologies or approaches utilized by researchers to gather data. Depending on the specific research problem, researchers may employ a single method or a combination of methods. The data collection techniques adopted in this study encompass Observation, Interview, Documentation, and Questionnaire/Matrix Form.

Data Analysis Technique

The data analysis entails a three-stage strategy formulation process. The initial stage involves input analysis, which entails examining both the internal and external environments and subsequently evaluating them using the IFAS and EFAS matrices. The second stage, known as the matching stage, involves conducting a Cartesian Diagram analysis to ascertain the organization's position based on internal and external factors, in conjunction with the SWOT Matrix. This matrix integrates input from the first stage's analysis (EFAS and IFAS matrices) to formulate several alternative strategies for the development of Taman Flora Bratang, Surabaya.

IFAS Matrix and EFAS Matrix

Developing the IFAS matrix and EFAS matrix entails several key steps, as outlined below:

1. Enumerate a compilation of internal strengths and weaknesses alongside external opportunities and threats encountered by an organization.
2. Assigning weightage and ranking to individual variables based on their significance.
3. Calculating the score by multiplying the rating of each variable by its respective weight.

SWOT Diagram

The subsequent steps delineate the process of ascertaining the organization's position within the SWOT [Figure 2](#). Following the comprehensive examination of the IFAS and EFAS matrices, the actual positioning of the organization can be determined. The position along the x-axis can be derived from the IFAS matrix using the following formula:

$$X = \text{Total Strengths} - \text{Total Weaknesses}$$

Meanwhile, the Y axis can be known from the EFAS matrix with the following formula:

$$Y = \text{Total Opportunities} - \text{Total Threats}$$

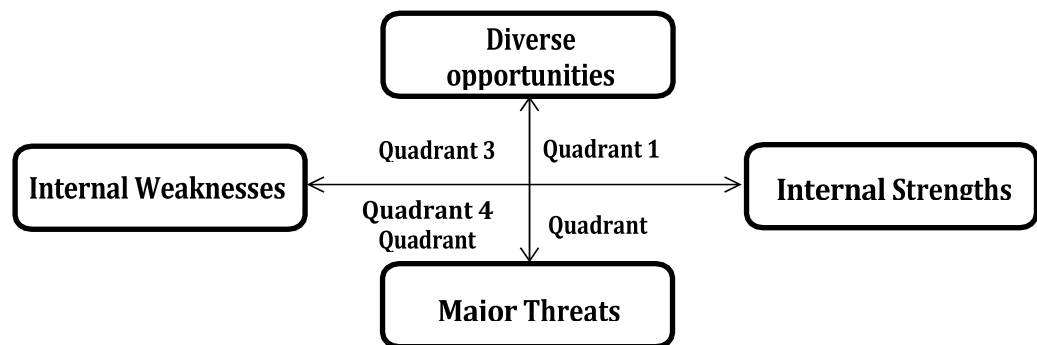


Figure 2: Quadrant Position of Internal Factors and External Factors.

Source: [Rangkuti \(2011\)](#)

SWOT Matrix

The SWOT matrix is crafted through the compilation of internal and external strategic factors. This matrix vividly demonstrates the alignment of external opportunities and threats with the internal strengths and weaknesses of the organization ([Rangkuti et al., 2021](#)).

Data Validity

Data validity serves to authenticate the scientific rigor of conducted research and to scrutinize the integrity of the obtained data. In qualitative research, data validity tests encompass several dimensions, including credibility, transferability, dependability, and confirmability.

Research Results and Discussion

According to Regional Regulation No. 3 of 2007 on Surabaya City Regional Spatial Plan, Green Open Space provision should be at least 30% of the total area, comprising 20% public green space and 10% private green space. In 2021, Surabaya's green space reached 22%, surpassing the target of 20%. Data on visitor numbers to Bratang Flora Park indicate periodic increases in foot traffic. Visitors engage in activities not limited to weekends, sometimes resulting in sporadic crowding even on regular weekdays.

Data Findings Data Interpretation

Green Open Space Environmental Analysis

Environmental analysis plays a pivotal role in proactively anticipating changes and facilitating informed strategic decision-making for program development. This chapter is dedicated to the examination of the internal and external environment of Bratang Flora Park. Internal environmental analysis encompasses the evaluation of resources, culture, and structure. Meanwhile, the external environment is scrutinized through the lens of political, economic, social, and technological aspects.

Internal Environment

Resource Aspect

Taman Flora Bratang stands distinct as the sole park in Surabaya boasting a diverse collection of fauna alongside children's play facilities. This park caters not only to children but also adults and families. To fulfil visitor needs, the Surabaya Environmental Agency employs field coordinators to supervise related officers or workers, ensuring adequate facilities and infrastructure maintenance or additions. The standout feature of Bratang Flora Park is its mini forest, harbouring various fauna species as shown in [Table 1](#).

Table 1: Fauna of Surabaya Flora Park.

No.	Name	Scientific Name	Amount
1.	Kate Chicken	Gallus	15
2.	Bawean Deer	Axis Kuhlii	14
3.	Mousedeer	Tragulus Kanchil	10
4.	Spotted Deer	Axis	8
5.	Javan myna	Acridotheres Javanicus	6
6.	Nias hill myna	Leucopsar Rothschildi	5
7.	Grosbeak Starling	Scissirostum Dubium	5
8.	Peacock	Pavo Cristatus	2
9.	Yellow-crested Cockatoo	Cacatua Sulphurea	2
10.	Turkey	Meleagris	2
11.	Rabbit	Lepus Curpaeums	1
12.	Laughing Chicken	Gallus Gallus Domesticus	1
13.	Goldfish	Cyprinus Carpio	1000
14.	Tilapia Fish	Oreochromis Niloticus	

(Source: Flora Park Management Archives)

The fauna collections depicted in [Figure 3](#) are meticulously tended to by park officers to ensure the well-being of the existing fauna population. Officers ensure the health of the fauna by providing adequate food, maintaining clean cages, and ensuring good air quality, as the park serves as the city's lungs, teeming with diverse plant and tree species.

Regular maintenance of Bratang Flora Park is conducted to preserve its upkeep, encompassing tasks such as cleaning, grass cutting, and tree pruning. Furthermore, maintenance efforts extend to facilities, involving the procurement or repair of non-functional or damaged amenities. Repairing facilities is crucial for maintaining the safety and comfort of park visitors.



Figure 4: Deer enclosure at Bratang Flora Park.
(Source: researcher's photo, 2023)

Within the deer enclosure, various species of deer inhabit, including congenial deer, spotted deer, and deer. The enclosure is fortified with iron guardrails to prevent deer escape and safeguard them from visitors as shown in [Figure 4](#). Visitors are afforded the opportunity to feed the deer within this designated area. Deer food is available for purchase from street vendors upon entry to Bratang Flora Park for Rp 1,000.



Figure 5: Giant Birdcage at Bratang Flora Park.
(Source: researcher's photo, 2023)

Situated adjacent to the deer enclosure, the expansive giant birdhouse spans an area of 192 square meters as shown in [Figure 5](#). Boasting considerable size, this structure serves as habitat for diverse avian species and poultry, including starlings, lovebirds, peacocks, birds of paradise, as well as rabbits and Bangkok chickens.



Figure 6: Fishponds in Bratang Flora Park.
(Source: researcher's photo, 2023)

Moreover, visitors have the opportunity to delight in splashing about in the fountain and feeding the fish with pellets (fish food). Adjacent to the giant birdcage, there lies a sizable fish pond housing 1000 fish. Encircled by a guardrail serving both functional and aesthetic purposes, the circular pond ensures safety. Alongside the guardrail, several notification signs caution visitors to exercise caution when in the vicinity as shown in [Figure 6](#).



Figure 7: UKS Toga Garden at Bratang Flora Park.
(Source: researcher's photo, 2023)

The UKS Toga Park as shown in [Figure 7](#), dedicated to various plant collections, was officially inaugurated by Surabaya Mayor Tri Rismaharini on 28 November 2012. Bratang Flora Park boasts a diverse array of plant collections, spanning from perennials to medicinal toga plants, and even includes rare species.

Cultural Aspects

One notable aspect of Bratang Flora Park management is the exemplary work ethic exhibited by park officers. The Environmental Agency diligently oversees the realization of RTH management goals and objectives by ensuring the provision and maintenance of sufficient facilities and infrastructure for park visitors and the community. Oversight

responsibilities are entrusted to the Surabaya Environmental Agency, facilitated by field coordinators specifically assigned to Bratang Flora Park.



Figure 8. Linmas Security Post at Bratang Flora Park.
(Source: Researcher's Photo, 2023)

The internal environment, particularly the culture, encompasses the strong work ethic upheld by UPTD Taman Flora Bratang officers. This culture emphasizes the workers' conscientiousness and responsibility in their respective roles. Linmas security personnel, depicted in [Figure 8](#), are tasked with overseeing Bratang Flora Park and ensuring visitor safety. They remind visitors not to drive into the park area as parking is available. This prohibition aims to prevent incidents such as theft and child abduction, especially considering that the majority of visitors to Taman Flora Bratang are children.

Structure Aspect

According to the data, the management team of UPTD Taman Kota Surabaya comprises 8 individuals overseeing Bratang Flora Park. Recent initiatives involve collaborations with the Environmental Agency to enhance park facilities for community benefit. These include Broadband Learning Centre (BLC) instructors offering computer training and maintenance, Community Reading Gardens (TBM) managers overseeing reading rooms and visitor information, and Compost House managers responsible for waste composting. Security personnel, visitors, vendors, and parking attendants each contribute to park security, cleanliness, economic activity, and vehicle management. These efforts collectively contribute to advancing and sustaining the urban park's vitality.

External Environment

Political Aspects

The discussion of political factors revolves around governmental policies, including the level of investment allocated to the economy. These policies dictate the direction and magnitude of government intervention in economic activities ([Ward & Peppard, 2016](#)).

City Government Collaboration in Management

Under the administration of Mayor Tri Rismaharini, Surabaya exhibits consistent management of parks and RTH, emphasizing both health and aesthetic aspects. Dubbed the "City of Heroes," Surabaya aims to become a "City of 1000 Parks" under her leadership. The success of Bratang Flora Park reflects not only Mayor Rismaharini's leadership but also contributions from previous administrations. Efforts to enhance programs falling short of targets in RTH management are also undertaken by the Surabaya Mayor.

Stakeholder collaboration is fostered for mutual benefit and advantage, embodying responsibility and responsiveness in providing green spaces for the community's well-being. This collaboration entails the sharing of information, resources, and shared responsibility in planning, implementing, and evaluating activities to achieve common goals ([Camarinha-Matos & Afsarmanesh, 2008](#)).

Incurrence of Tariffs in Management

Given the modest rental fees and the traders' daily earnings of Rp. 350,000, as well as parking fees ranging from Rp. 2,000 to Rp. 5,000, with parking attendants required to deposit Rp. 300,000 daily per block, each consisting of 4-5 individuals, the municipal government maintains ongoing profitability. This collaborative profit-sharing system ensures mutual benefits for both the municipal government and traders. The deposited funds contribute significantly to Surabaya's PAD, amounting to Rp. 532,000 annually.

Economic Aspects

One external factor demanding consideration encompasses economic trends, comprising all elements influencing customer purchasing power and impacting the business environment's climate ([Cadle et al., 2010](#)).

Job creation for the Neighbourhood

The findings derived from the field research indicate the generation of employment opportunities within the vicinity. The UPTD offers trading opportunities for individuals interested in engaging in commerce within the Bratang Flora Park premises. The amenities at Taman Flora Bratang are offered to the community and visitors at no cost, concurrently bolstering the economy of neighbouring communities through direct benefits extended to traders and parking attendants.

Generation of Funds from CSR

The provision of funds by the private sector via Corporate Social Responsibility (CSR) initiatives for the development of Taman Flora Bratang reflects a commitment to social concern and voluntarism. According to expert definitions, CSR contributions encompass the policies, practices, and commitments of business entities toward stakeholders, values, compliance with legal obligations, community engagement, and environmental stewardship ([Tanaya, 2013](#)). [Table 2](#) presented below delineates the CSR contributions instrumental in the advancement of Bratang Flora Park.

Table 2: Corporate Social Responsibility (CSR).

No.	Source of Funds	Form of Assistance
1.	PT Bank Danamon Indonesia, Tbk	Construction of Nginden Intan Park
2.	GKI	100 Biopore holes
3.	PT Bogasari	100 Trembesi trees
4.	PT Jamsostek	24 Pagoda tree trunks
5.	Honda Tiger	100 Trembesi trees
6.	PT Bank Jatim	1 unit Skywalker Car
7.	BNI Bank	1 unit Water Tank Car

Source: Surabaya City Environment Agency.

As per the data provided in [Table 2](#), CSR contributions manifest not in monetary funding, but rather in the provision of facilities aimed at bolstering human resources capabilities for effective management task execution.

Social Aspects

Social aspects encompass the community's beliefs, value systems, and lifestyles ([Siagian et al., 2013](#)). Socio-cultural factors, including shifts in social trends or structures, significantly influence product demand by shaping preferences for specific product types ([Ward & Peppard, 2016](#)).

Improved Quality of Life

Taman Flora Bratang fosters environmental sustainability and enhances community well-being, addressing economic and social dimensions. Government-provided facilities encourage Taman Flora Bratang as a hub for social activities, facilitating interactions among visitors, managers, traders, and nature, fostering a sense of community and connection with the environment and spirituality.

Non-Governmental Organizations (NGO) Participation for Development

Enhancing the social aspect of Taman Flora Bratang's development requires fostering participation among the community members. Participation involves individuals engaging in various development activities, driven by their motives and beliefs in specific values they uphold ([Salisu et al., 2016](#)).

Technology Aspects

Emerging technological factors, such as the internet, introduce new business processes that revolutionize marketing techniques, leading to cost reductions, enhanced quality, and fostering innovation ([Ward & Peppard, 2016](#)).

Technology upgrades according to community needs

The provision of educational support facilities at Taman Flora Bratang serves as a distinctive draw. Educational tourism, featuring the RTH concept, offers parents an alternative where children can play while receiving educational enrichment. With 20 computer units available at the

BLC in Taman Flora Bratang, computer training endeavours not only to enhance information technology skills but also serves as a platform for community engagement and emphasizes the importance of technology to society.

Increase promotion through electronic media

Organizing events serves as an indirect strategy to promote Taman Flora Bratang and sustain its presence. Social media emerges as a preferred tool due to its efficiency compared to traditional brochure distribution. Moreover, social media outperforms websites in providing updated information, making it the preferred platform for accessing details about Taman Flora Bratang attractions, thus enhancing accessibility for the public.

Identification of Strengths, Weaknesses and Opportunities, Threats

The analysis of opportunities and threats is derived from external factors surrounding Bratang Flora Park. The outcomes of this identification encompass strengths, weaknesses, opportunities, and threats.

Table 3: Results of Identification of Strengths and Weaknesses, Opportunities and Threats.

Identification Results	
Power	Green Open Space with the concept of tourist parks, playgrounds and educational facilities
	City Park with <i>mini forest</i> concept
	Complete facilities to support tourism and education
	The existence of HR work ethic
	Easy to reach access (strategic)
	Collaboration with Surabaya City SKPD
Weaknesses	Online ticket purchase is not yet available
	Lack of supervisory resources
	Lack of promotion about Taman Flora
	Tourism Park potential that has not been maximised
	Lack of community contribution
Opportunities	New job opportunities
	Support contribution from NGOs
	Complete facilities to support tourism and education
	Provision of facilities for the disabled
	Green Open Space with <i>mini forest</i> concept
	There is an RMI Culinary Centre
	Funding from CSR for development
Threats	The existence of government policies related to COVID-19 prevention
	Lack of community enthusiasm
	Unorganised street vendors in the park area
	Lack of public awareness regarding cleanliness

Source: processed by researchers 2023

The [Table 4](#) depicting the identification of internal factors, including strengths and weaknesses, along with external factors, namely opportunities and threats, will serve as the foundation for constructing the IFAS & EFAS matrices.

IFAS and EFAS Matrix

Table 4: IFAS Matrix.

No.	Internal Strategic Factors	Weight	Rating	Score
Power				
1	RTH with the concept of tourist parks, playgrounds and educational facilities.	0,20	3	0,60
2	Complete facilities to support tourism and education	0,13	2	0,27
3	The existence of HR work ethic	0,13	3	0,40
4	Easy to reach access (strategic)	0,20	3	0,60
5	City Park with <i>mini forest</i> concept	0,20	4	0,80
6	Collaboration with Surabaya City SKPD	0,13	2	0,27
Total		1		2,93
Weaknesses				
1	Online ticket purchase is not yet available	0,11	3	0,33
2	Lack of supervisory resources	0,11	3	0,33
3	Lack of promotion about Taman Flora	0,11	4	0,44
4	Tourism Park potential that has not been maximised	0,33	3	0,67
5	Lack of community contribution	0,33	2	0,67
Total		1		2,50
Difference				0,49

Source: Processed by the author, 2023

The IFAS matrix reveals that Bratang Flora Park's primary strength lies in its city park concept, particularly its mini forest (score: 0.80), attracting families and children. Notably, the park functions multifariously, serving as a RTH while catering to recreation, education, interaction, health, and economic needs ([Rosawatiningsih, 2019](#)).

Conversely, the park's weaknesses predominantly stem from underutilized potential (score: 0.67), indicating a missed opportunity to transform it into a city tourist attraction with a mini forest and wildlife. Furthermore, low community involvement (0.67), particularly in maintaining hygiene and providing public toilets, requires attention, possibly through community outreach initiatives. A minor weakness (0.33) relates to the absence of online ticket sales and limited monitoring resources, indicating that implementing online ticketing and enhancing supervision could improve park accessibility and management efficiency.

The EFAS matrix highlights the greatest opportunity for Bratang Flora Park's development as RTH with a mini forest concept, scoring 0.67. This aligns with the Environmental Agency's objectives for urban park RTH management, aiming to maximize RTH benefits as a public space for Surabaya residents, beyond its role as the city's lungs ([Melani et al., 2018](#)).

Table 5: EFAS Matrix.

No.	External Strategic Factors	Weight	Rating	Score
Opportunities				
1	New job opportunities	0,14	3	0,42
2	Complete facilities to support tourism and education	0,13	4	0,54
3	Provision of facilities for the disabled	0,13	3	0,38
4	Green Open Space with <i>mini forest</i> concept	0,17	4	0,67
5	Support contribution from NGOs	0,12	3	0,36
6	There is an RMI Culinary Centre	0,14	3	0,43
7	Funding from CSR for development	0,17	3	0,51
Total		1		3,30
Threats				
1	The existence of government policies related to COVID-19 prevention	0,28	4	1,11
2	Lack of community enthusiasm	0,18	2	0,36
3	Unorganised street vendors in the park area	0,29	3	0,88
4	Lack of public awareness regarding cleanliness	0,25	3	0,75
Total	1		3,10	
Difference				0,20

Source: Processed by the author, 2023.

Through the analysis of opportunity and threat factors, Bratang Flora Park demonstrates a positive external standing with a 0.20 difference between the sum of opportunity and threat factors. Utilizing the Cartesian diagram model, its strategic position is determined by the difference between strength and weakness scores on the horizontal axis (X-axis) and the difference between opportunity and threat scores on the vertical axis (Y-axis). This strategic position offers avenues for exploration, as depicted in [Figure 9](#).

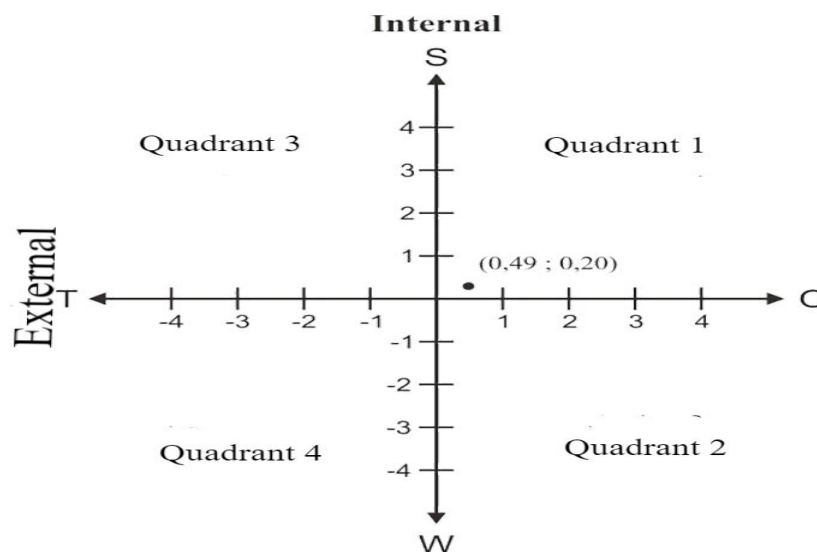


Figure 9: SWOT Diagram of Bratang Flora Park Source: Processed by Researchers, 2023.

SWOT Matrix Analysis

Derived from the SWOT analysis, the formulated development strategy for Bratang Flora Park is as follows:

1. *Strength Opportunities (SO)* strategy: Enhance Taman Flora Bratang's quality as a city park with a mini forest concept, boost NGO involvement, and foster collaboration with stakeholders for supplementary facilities supporting its potential.
2. *Strength Threats (ST)* Strategy: Enhance Taman Flora Bratang's appeal to both the community and visitors by adding supporting facilities and elevate service quality concerning facility provision.
3. *Weakness Opportunities (WO)* Strategy: Leverage technology for promotional activities to maximize the tourist park's potential, invest in supervisory human resources development, and transform tourist park facilities into educational amenities.
4. *Weakness Threats (WT)* Strategy: Boost tourism initiatives to raise community awareness, and actively engage the community in environmental-related activities and events.

Development Strategy for Bratang Flora Park

The study recommends prioritizing the SO strategy for Surabaya City Environment Agency in developing Bratang Flora Park. This involves maximizing internal strengths to leverage existing opportunities. Activities will focus on utilizing strengths from the Surabaya City Environmental Agency and UPTD Taman Flora Bratang, while optimizing external opportunities to execute the park's development strategy.

Improving the Quality of Bratang Flora Park

Enhance Bratang Flora Park's quality as a city park with a mini forest concept by introducing additional animals, creating a mini zoo experience. This opportunity is unique as other parks in Surabaya lack such animal-centric concepts. Regular maintenance ensures the park's cleanliness, safety, and visitor comfort, including cleaning, landscaping, and facility repair.

Increase motivation in Non-Governmental Organizations (NGO)

The engagement of NGOs in the advancement of Bratang Flora Park serves as pivotal community intermediaries, significantly influencing visitor awareness. These organizations act as facilitators, imparting hygiene values through interactive initiatives like anti-litter campaigns, thus fostering environmental consciousness. Given the prevalence of child visitors, NGO-led socialization efforts are imperative for character development and hygiene awareness, extending beyond the mere placement of cautionary signage within the park.

Increase co-operation with stakeholders for the addition of facilities that support potential.

The enhancement of Bratang Flora Park entailed collaboration with stakeholders, notably the Tourism Office, to transform it into a tourist destination adopting the RTH concept. By positioning itself as a reference destination, the park integrates elements of a mini zoo by introducing animal collections. Through interactive experiences like deer feeding, Taman Flora Bratang enhances its allure as a captivating tourist destination in Surabaya.

Conclusion

Based on the research findings, Taman Flora Bratang's strategy implementation is commendable, yet an SO (Strength-Opportunities) strategy approach is warranted. This involves leveraging internal strengths to seize opportunities, such as: (1) Enhancing the park's quality with a mini forest concept and introducing animal collections to bolster its appeal. (2) Encouraging NGOs to actively participate in educational events, such as tree planting activities with young learners, blending education with entertainment. (3) Strengthening collaboration with stakeholders, notably the Tourism Office, to introduce facilities that enhance Bratang Flora Park's potential as a green space tourist destination in Surabaya.

Advice

Based on the aforementioned conclusions, the following recommendations are proposed for the development strategy of Bratang Flora Park:

1. Prioritize the enhancement of park facilities and infrastructure to establish it as a prominent tourist destination within the city.
2. Involve NGOs as facilitators to contribute to tourism area development, particularly in environmental and educational aspects, while actively organizing events to sustain its appeal.
3. Foster partnerships with the city government and stakeholders to elevate the allure of Taman Flora Bratang as a distinctive tourist spot, featuring the RTH concept, inclusive of a mini zoo and mini forest.

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