STRATEGY OF DEVELOPING TOURISM BEACH
(CASE STUDY: LAGUNA BEACH, KAUR DISTRICT)

Mimi Kurnia Nengsih[1], Ida Ayu Made Er Meytha Gayatri[2]
mimikurnianengsih@gmail.com[1], cinta.gayatri@yahoo.com[2]
[a,b,c]Program Studi S1 Manajemen, Fakultas Ekonomi, Universitas Dehasen Bengkulu, Indonesia

Abstract

Kaur District has desperately attractive potential beach tourism and also has the opportunity to bring local and foreign tourists and increase the locally-generated revenue. This potential tourism is the Laguna Beach. The objective of study was to determine the SWOT analysis that is implemented to develop strategy of Laguna Beach tourism in Kaur District. The data were collected by distributing questionnaires to respondents. The analytical method used is SWOT analysis to determine the internal factors (strength and weakness) and external factors (opportunity and threat), which will be incorporated into the SWOT matrix.

The results of study showed the analysis of internal and external factors. The internal factor was strength with a total score of 22.2 and weakness with a total score of 3.7 so the internal factors achieved the value of 18.5. For the external factors, the opportunity had a total score of 16.96 while the threat had a total score of 8.41 so the external factors achieved the value of 8.55. According to SWOT diagram analysis, the marketing strategy of Laguna Beach in Kaur District can be placed in Quadrant I. This is shown by SO strategy in SWOT matrix that is Aggressive Strategy. This strategy can develop Laguna Beach because it has opportunity and strength in the future, thus it can increase the number of visitors/tourists at Laguna Beach.

Keywords: Development Strategy, Laguna Beach, SWOT

INTRODUCTION

Tourism represents a sector getting special attention in national and local development. Direct impacts of tourism sector on economic growth related to the increasing local income and job creation become an attraction for some regions to develop their potential tourism. In addition to direct impacts, the tourism sector also generates trickle-down effect that can encourage the development of other sectors.

Aside from positive impacts, tourism destination activities can have negative impacts on local development; they can be economic, physical and socio-cultural impacts. Control of tourism impacts is required to maintain the sustainable tourism development.

Comprehensive and integrated development and planning activities need to be formulated in a tourism development plan that is integrated with overall local development. Law Number 10 of 2009 concerning Tourism requires that tourism development be carried out in a planned way at the national, provincial, and district/city levels.

Kaur District has exceptionally attractive potential beach tourism and the opportunity to invite local and foreign tourists and increase the locally-generated revenue. This potential tourism is the Laguna Beach. The Laguna Ujung Lancang Beach is located in Merpas Village, Nasal Subdistrict, Kaur District, which is about 30 km to the south from Bintuhan City. This beach is attractive and has sloping white sandy coral with charming underwater views. Laguna Beach has received serious attention from the Local Government of Kaur District, which until now has been carrying out development activities to attract the tourists. This is proven by the availability of tourism facilities provided by the Local Government of Kaur District. The facilities available are shelter, small mosque, toilet, art show building, electricity, and clean water from well. There are stalls for selling snacks around the location of tourist attraction. The beach environment is quite clean from rubbishes brought by visitors, but the wooden trashes swept away by the waves to the seashore have not been handled properly.

In this study, the researchers will analyze the strengths and weaknesses as well as opportunities and threats or SWOT analysis of the beach tourism development strategy (Case Study of Laguna Beach in Kaur District).

Tourism is a complex activity, which can be seen as a large system consisting of some components such as economical, political, social, cultural aspects and so on. In general, tourism is grouped into three main pillars, namely (1) community, (2) private sector, and (3) government (Prasetya & Rani, 2014). The beach tourism means an individual or group activity that travels to a land area that is affected by the waves and inundated by tidal waters

and covered by white sand carried away by the waves which has temporary nature in seeking balance or harmony and happiness with the environment in the socio-cultural, natural and scientific dimensions (Mahadi & Indrawati, 2010).

The development of local tourism can give many benefits to local community, among others, allowing communication and relation between local community and tourists from various regions and countries, with a variety of cultural differences, beliefs, politics, and economic levels (Soeswoyo, 2019).

A tourist area is said to be good and successful optimally if it is based on four aspects, namely: (a) maintaining environmental sustainability, (b) increasing environmental welfare, (c) ensuring visitor satisfaction, (d) improving community integration and development unit around the development area (Nawawi, 2015). The development of tourist attraction must pay attention to the tourism destination elements and ecotourism principles to preserve the natural environment as the basic potential of marine tourism. The development must be able to meet the expectation of tourists (Abdillah, 2016).

This study uses SWOT analysis. The SWOT analysis is an effective way to analyze internal and external environments to achieve systematic approach and support conventional SWOT analysis which is based on qualitative method but does not identify and evaluate the importance of analytical SWOT factors (Shinno *et al.*, 2006). SWOT analysis is done by making a detailed list of favorable and unfavorable internal and external factors. Then it can be concluded that how strengths can be utilized to realize opportunities and how weaknesses worsening or inhibiting the development can be overcome well (Valentin, 2001).

Table 1 SWOT Framework Conceptual Structure

	Internal Factors	External Factors
Favorable Factors	STRENGTHS	OPPORTUNITIES
Unfavorable Factors	WEAKNESSES	THREATS

The SWOT matrix can clearly illustrate how external opportunities and threats faced can be adjusted to the strengths and weaknesses. The first thing to do in determining the SWOT matrix is knowing the internal factor analysis summary (IFAS) and external factor analysis summary (EFAS) (Amida, 2019).

The internal environmental analysis (internal factor analysis summary or IFAS) and external environmental analysis (external factor analysis summary or EFAS) are performed by determining diverse factors, the weight of each factor and the level of importance of each factor obtained from interviews and questionnaires with people who are competent in their fields and adapted to conditions in the field. This is done to minimize the objectiveness of the analysis. The method to determine the internal strategy factors is by deciding the strength and weakness factors of Laguna Beach tourism development activities, weighting each factor according to the level of importance or level of benefit. The weight is generated from the level of benefit average of each factor divided by the average number of the level of benefit of all factors then multiplied by 100%. The total number of weights must be 100% or 1.00, calculating the ranking or Conformity Value for each factor based on the influence/response of these factors on the mangrove tourism development (rank: 4 = very good, 3 = good, 2 = fair, 1 = poor), multiplying the weight by ranking or Conformity Value to get a weighting score for each factor. While external strategy factors are determined by identifying the factors that pose opportunities and threats of the Laguna Beach Tourism development activities, weighting each factor according to the level of importance or level of benefit, calculating the ranking or Conformity Value, multiplying the weight by raking or Conformity Value to obtain a weighting score for each factor.

The SWOT Matrix analysis is done by deciding internal and external factors, then these factors are linked in the matrix to achieve several alternative strategies. This matrix allows four possible strategies that can be seen in table 2. Develop the S-O, S-T, W-O, and W-T alternative strategies using the SWOT matrix, specify the strategy priorities by conducting an assessment. The number of weighting scores sets the ranking of strategy priorities in the Laguna Beach tourism development.

Table 2 SWOT Matrix Diagram

IFAS / EFAS	STRENGTH (S) Determine the internal strength factors	WEAKNESS (W) Determine the internal weakness factors

OPPORTUNITY (O) Determine the external opportunity factors	S-O Strategy (strategy to use strength to take advantage of opportunity)	W-O Strategy (Strategy to minimize weakness to take advantage of opportunity)
THREAT (T) Determine the external threat factors	S-T Strategy (strategy using strength to overcome threat)	W-T Strategy (strategy to minimize weakness to avoid threat)

METHODS

This study was an observation therefore the data were collected through direct observation in the field or location of study. The location of study was Laguna Beach Tourist Attraction in Kaur District. The study was conducted for 3 months from February to April 2020. The study used primary data acquired through the distribution of questionnaires on the predetermined sample. The questionnaires were closed statements measured by Likert scale with score of 1-5.

The population in this study was the Department of Tourism, Youth and Sports, Laguna Beach management, stall/hotel owners around Laguna Beach. Sampling in this study used stratification method (disproportionate stratified random sampling) with a total sample of 81 people with the following details:

Table 3 Number of Research Samples

Population	Sample
Population of internal factors	
Head of Tourism Marketing and Creative Economy and Head of Tourist Destination Development	1 Person
Current Management of Laguna Beach	3 People
Population of external factors	
Homestay Owners	2 People
Laguna Beach Tourism Visitors	75 People
Number of Samples	**81 People**

Based on the number of samples above, the samples are divided into 2 categories: IFAS and EFAS samples. The IFAS sample was 1 person from the Department of Tourism, Youth and Sports as the Head of Tourism Marketing and Creative Economy that has the main duties and functions in the marketing of Laguna Beach tourism and 3 people from Laguna Beach management. The management has work agreement with Local Government since 9 years ago. The EFAS samples were taken from the community, the researchers chose 2 homestays owners around the Laguna Beach tourism because the local community can feel the negative and positive impacts on the development of Laguna Beach tourism, and 75 Laguna Beach visitors every Saturday and Sunday for 7 weeks because Laguna visitors can become the greatest capacity as Laguna Beach tourists and become a benchmark for the success of Laguna Beach tourism marketing strategy.

The presented data were analyzed using the qualitative and quantitative descriptive methods with 7P marketing strategy or Marketing Mix approach. The qualitative descriptive analysis was used to find out the marketing strategy environments that become the strengths, weaknesses, opportunities and threats faced in tourism marketing strategies. In analyzing the internal and external factors, the aspects that become strengths, weaknesses, opportunities and threats will be specified. SWOT analysis was the basis for implementing the Laguna Beach tourism marketing strategy. To establish future marketing strategies, alternative marketing strategy formulations are combined the SWOT matrix.
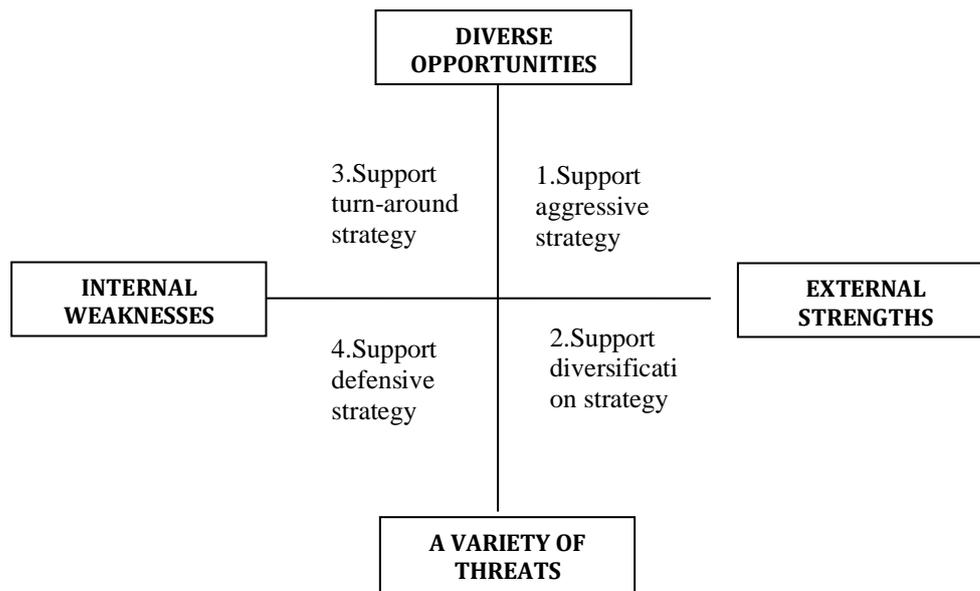
Figure 1. SWOT Analysis Diagram

The SWOT analysis diagram above indicates that the performance of the Department of Tourism, Youth and Sports is decided by a combination of internal and external factors. Both factors must be considered in the SWOT analysis. The SWOT analysis compares the external factors of opportunity and threat with internal factors of strength and weakness.

RESULTS AND DISCUSSIONS

1. Results

a. Internal and External Factors

Laguna Beach tourist attraction marketing is closely related to the stipulation of strategies that are formed by internal factors including strength and weakness as well as external factors such as opportunity and threat. The analysis of internal factors can be seen in the table as follows:

Table 4 Internal Factor Analysis Summary (IFAS)

No.	Internal Factors	Weight	Rating	Score	Comment
A	**Strengths**				
1	The existence of Laguna Beach tourist attraction can be accepted by local community customs	1	5	5	Strength
2	Laguna Beach Tourism is very strategic to be developed	0.93	4	3.72	Strength
3	Laguna Beach Tourist Attraction is introduced and included during activities related to promotion such as: Tourism Exhibition/Event in the relevant District	1	5	5	Strength
4	Laguna Beach tourism can attract investors to build hotel/inn and restaurant/food stall	0.87	4	3.48	Strength
5	The existence of Laguna Beach tourism can increase Locally-Generated Revenue (PAD) that can be in the form of tax to improve	1	5	5	Strength

		development and open employment for the local community				
		Amount	**3.94**		**22.2**	
	B	**Weaknesses**				
	1	Laguna Beach tourism is affected by climate/ tsunami issues	0.13	5	0.65	Weakness
	2	There is no public transportation to access the Laguna Beach tourism	0.33	4	1.32	Weakness
	3	The community/visitors do not have awareness to maintain SAPTA PESONA (safe, orderly, clean, cool, beautiful, friendly, memorable)	0.27	4	1.08	Weakness
	4	Investor and Local Government do not cooperate in the promotion and management of tourist area	0.13	5	0.65	Weakness
	5	The ticket price is fairly expensive based on the local community/visitors	0.2	5	1	Weakness
		Amount	**1.06**		**3.7**	
		Total	**5**		**25.9**	

Source: Results of Study, 2020

Table 5 External Factor Analysis Summary (EFAS)

No.	External Factors	Weight	Rating	Score	Comment
C	**Opportunities**				
1	Public roads to Laguna Beach tourism can be accessed easily	0.86	4	3.44	Opportunity
2	Visitors feel satisfied/happy after visiting the tourist area	0.86	4	3.44	Opportunity
3	The community is friendly to the tourists visiting the Laguna Beach tourism	0.83	4	3.32	Opportunity
4	Laguna Beach tourism provides public facilities like toilet, small mosque, shelter, and spots to take photograph	0.84	4	3.36	Opportunity
5	The existence of Laguna Beach tourism provides opportunities for local community to trade, open food stalls and inn business around the tourist site	0.85	4	3.4	Opportunity
	Amount	**4.24**		**16.96**	
D	**Threats**				
1	Tsunami or high wave issue in certain season	0.54	3	1.62	Threat
2	The Competition of Marine Tourisms both inside or outside Kaur District	0.83	3	1.66	Threat
3	The increasing current tourism trend	0.54	3	1.62	Threat
4	The arrangement of area in the tourist site does not have variation	0.55	3	1.65	Threat
5	The community/visitors are not aware of maintaining the cleanliness, especially in disposing of plastic waste	0.62	3	1.86	Threat
	Amount	**3.08**		**8.41**	
	Total	**11.56**		**28.37**	

Source: Results of Study, 2020

b. SWOT Matrix

From the SWOT analysis results, a SWOT matrix table can be prepared which consists of four strategies including SO, WO, ST and WT. Each strategy has its own characteristics and the implementation of strategy should have its own characteristics and should be performed together to support one another. The SWOT matrix is done by entering all of strength, weakness, opportunity, and threat points into the matrix and then dividing them into four efforts by allocating the weight and rating multiplication results into the SO, WO, ST and WT strategies that are a combination of all strengths, weaknesses, opportunities and threats encountered by Laguna Beach tourism in Kaur District. From the SWOT matrix analysis, several alternative strategies for Laguna Beach tourism were created. The following SWOT analysis results represent the influence of strength, weakness, opportunity, and threat factors on the Laguna Beach tourism in Kaur District.

Table 6 SWOT Matrix

IFAS	Strengths (S)	Weaknesses (W)
	❖ The existence of Laguna Beach tourist attraction can be accepted by local community customs. ❖ Laguna Beach Tourism is very strategic to be developed. ❖ Laguna Beach Tourist Attraction is introduced and included during activities related to promotion such as: Tourism Exhibition/ Event in the relevant District. ❖ Laguna Beach tourism can attract investors to build hotel/inn and restaurant/ food stall. ❖ The existence of Laguna Beach tourism can increase Locally-Generated Revenue (PAD) that can be in the form of tax to improve development and open employment for the local community.	❖ Laguna Beach tourism is affected by climate/tsunami issues. ❖ There is no public transportation to access the Laguna Beach tourism. ❖ The community/visitors do not have awareness to maintain SAPTA PESONA (safe, orderly, clean, cool, beautiful, friendly, and memorable). ❖ Investor and Local Government do not cooperate in the promotion and management of tourist area. ❖ The ticket price is fairly expensive based on the local community/visitors.
EFAS		
Opportunities (O) ❖ Public roads to Laguna Beach tourism can be accessed easily. ❖ Visitors feel satisfied/ happy after visiting the Laguna Beach tourism. ❖ The community is friendly to the tourists visiting the Laguna Beach tourism. ❖ Laguna Beach tourism provides public facilities like toilet, small mosque, shelter, and spots to take photograph. ❖ The existence of Laguna Beach tourism provides opportunities for local community to trade, open food stalls and inn business around the tourist site.	SO Strategy Utilizing the surrounding environment of Laguna Beach will become strength to promote Laguna Beach in Kaur District by attracting both local and foreign visitors with a variety of facilities that have been provided.	WO Strategy Promoting Laguna Beach tourism in Kaur District through events, exhibitions, newspapers, brochures, Facebook, Instagram can help Laguna Beach tourism become more popular and increase the number of visitors.

Threats (T)	ST Strategy	WT Strategy
❖ Tsunami or high wave issue in certain season. ❖ The Competition of Marine Tourisms both inside and outside Kaur District. ❖ The increasing current tourism trend. ❖ The arrangement of area in the tourist site does not have variation. ❖ The community/visitors are not aware of maintaining the cleanliness, especially in disposing of plastic waste.	Improving public facilities such as public transportation and enhancing the arrangement of tourist area as well as cleanliness can increase the number of Laguna Beach visitors and facilitating the access for visitors outside the tourist area.	The action to be taken is the management of Laguna Beach cooperates with the local government like an Agency for tsunami early warning and the Department of Tourism, Youth and Sports in the arrangement of tourist area so that the visitors are more comfortable and interested to visit Laguna Beach tourism.

Source: Results of Study, 2020

c. SWOT Analysis Diagram (Strengths, Weaknesses, Opportunities, and Threats)

From the above analysis, a recapitulation of calculation can be made to discover the strengths, weaknesses, opportunities and threats of Laguna Beach tourism in Kaur District.

By the results of IFAS and EFAS calculations, a recapitulation of the scores of strength, weakness, opportunity and threat of Laguna Beach tourism in Kaur District can be created.

Table 7 IFAS and EFAS Score Recapitulation

	IFAS		EFAS	
	Strength	**Weakness**	**Opportunity**	**Threat**
Marketing Strategy	22.2	3.7	16.96	8.41
Quadrant	22.2 - 3.7 = 18.5		16.96 - 8.41 = 8.55	

Source: Results of Study, 2020

The table above explains marketing strategy for Laguna Beach tourism in Kaur District. The score for strength of Laguna Beach tourism is 22.2 while the weakness is 3.7, then internal factor is 22.2 - 3.7 = 18.5. The opportunity is 16.96 and the threat is 8.41 then the external factor is 16.96 - 8.41 = 8.55, thus it falls within cell I in the SWOT analysis diagram.

Depending on the calculation results of table mentioned above, the intersection of internal and external factors can be illustrated in the SWOT analysis diagram that will indicate in which cell this intersection is located. The results can be seen in Figure 2. SWOT Analysis Diagram of Laguna Beach Tourism.

Based upon the diagram above, the Laguna Beach tourist attraction marketing strategy lies in the Aggressive Strategy. This strategy explains that Laguna Beach tourism marketing has the strength and opportunity in the development of Laguna Beach tourism in Kaur District to increase the number of visitors.

The efforts to be taken are as follows:

1. Promoting by print media, social media and participating in promotional exhibition and using the Laguna Beach as the location of event.
2. Improving facilities and public transportation so that the tourist area is more accessible for visitors.
3. Upgrading the arrangement of tourist area thus the visitors do not feel bored.
4. Collaborating with relevant party regarding the issue of tsunami early warning in order for the visitors do not feel afraid and are comfortable when visiting the tourist area.
5. Maintaining the cleanliness of the beach and putting up banners for the visitors to throw the garbage in the trash can so that the visitors and local community are more aware of the danger caused by the buildup of garbage.

The diagram of SWOT analysis results above indicates that the intersection is in Cell (quadrant) I representing that the marketing strategy of Laguna Beach tourism has great opportunities and strengths to be able to take advantage of existing business opportunities, by:

1. Expanding the promotion area to be better known by the wider community.
2. Receiving and friendly to visitors so that they feel comfortable and can provide economic opportunities to local community such as trading, parking lot or inn business.
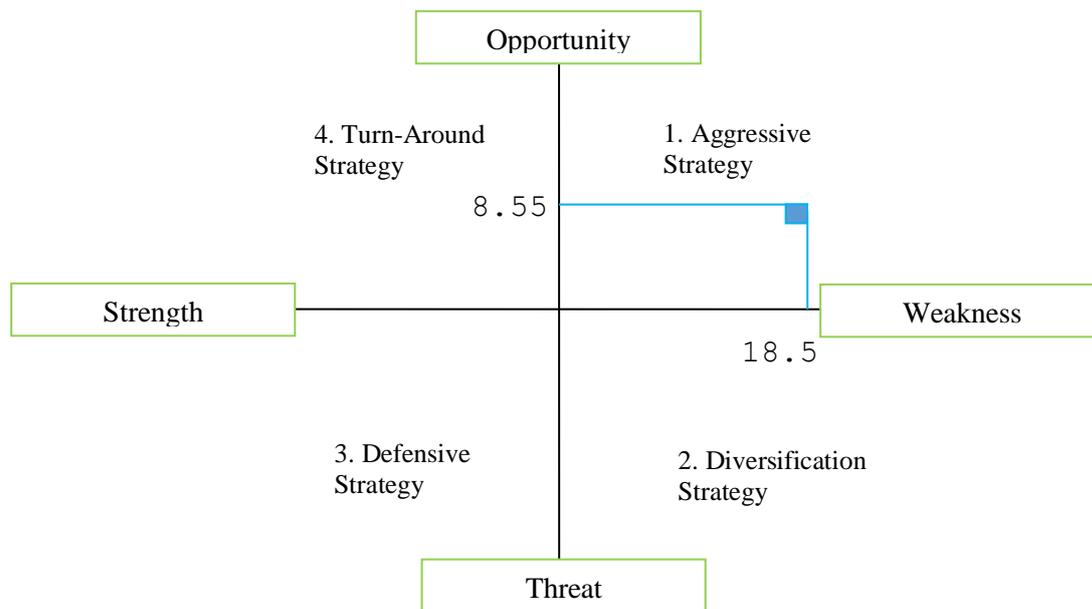3. Reducing the ticket price.

Figure 2. SWOT Analysis Diagram of Laguna Beach Tourism
Source: Results of Study, 2020

2. Discussions

By the results of a study that has been carried out on Laguna Beach tourism in Kaur District, it can be concluded that:

a.   The respondents argued that of the five statements of strength, three of them were stronger than the others, namely the first statement: the existence of Laguna Beach tourist attraction can be accepted by local community customs, the third statement: Laguna Beach tourist attraction is introduced and included during activities related to promotion such as: tourism exhibition/event in the relevant district, and the fifth statement: the existence of Laguna Beach tourism can increase Locally-Generated Revenue (PAD) that can be in the form of tax to improve development and open employment for the local community, that achieve a score of 5.

b.   The respondents thought that the weakness was the second statement: there is no public transportation to access the Laguna Beach location that makes it difficult for visitors from outside Kaur District to reach the location, with a score of 1.32.

c.   The respondents believed that the opportunity was the first statement: road to Laguna Beach tourism can be accessed easily and the second statement: visitors feel satisfied/happy after visiting Laguna Beach tourism therefore it will increase the PAD of tourism sector, with a score of 3.44.

d.   The respondents concluded that the threat was the fourth statement: community/visitors are not aware of maintaining the cleanliness, through observation during the survey process at Laguna Beach, the researchers noticed that visitors did not maintain cleanliness and did not throw the garbage in the trash can resulting the damage to the beauty of nature, with a score of 1.86.

e.   From the results of IFAS and EFAS as well as the addition results, the strength of Laguna Beach tourism was 22.2, while the weakness was 3.7, then the internal factor was 22.2 - 3.7 = 18.5. The opportunity of marketing strategy was 16.96 and the threat was 8.41, then the external factor was 16.96 - 8.41 = 8.55, thus it was in cell I of the SWOT analysis diagram.

f.   The marketing strategy was an aggressive strategy using all opportunities and strengths. This strategy was based on the existing efforts using all of the strengths in utilizing the opportunities. This strategy was favorable because the efforts have opportunities and strength in developing the Laguna Beach tourism in Kaur District.

CONCLUSION

The results of study and analysis on the marketing strategy of Laguna Beach tourism in Kaur District concluded that Laguna Beach tourism marketing strategy feel within cell (quadrant) I, in this case it indicated a highly favorable situation in which the strengths were used to utilize the existing opportunities. The aggressive strategy must be used.

The suggestions for developing Laguna Beach tourism in Kaur District are using all of the strengths to take advantage of the opportunities by expanding the promotion in the form of print media, social media as well as participating in promotional exhibitions and events at Laguna Beach location, improving public facilities and public transportation so that the visitors will have better access to the location, upgrading the arrangement of tourist area in order the visitors do not feel bored, cooperating with relevant party regarding the tsunami early warning issue hence the visitors do not feel afraid and are comfortable when visiting the tourist site.

REFERENCES

Abdillah, D. (2016). Development of Maritime Tourism in Coastal Lampung. Journal of Indonesian Tourism Destinations, *1*(1), 45–65.

Amida, S. Bambang, S. D. (2019). Ecotourism Development Strategy in the Kertomulyo Coastal Mangrove Conservation Area, Trangkil, Pati. *Journal of Maquares*, *8*.

Mahadi, K., & Indrawati, F. (2010). Directions for the Development of Tanjung Beach Coastal Tourism Object in Tangerang Regency. *Jurnal Planesa*, *1*(1), 19–27.

Nawawi, A. (2015). Community Participation in the Management of Depok Beach Tourism in Kretek Village, Parangtritis. *Community Participation in the Management of Depok Beach Tourism in Parangtritis Kretek Village*, *5*(2), 103–109. https://doi.org/10.22146/jnp.6370

Prasetya, D., & Rani, M. (2014). Development of Tourism Potential in Sumenep Regency, Madura, East Java (Case Study: Lombang Beach). *Jurnal Politik Muda*, *3*(3), 412–421.

Shinno, H., Yoshioka, H., Marpaung, S., & Hachiga, S. (2006). Quantitative SWOT analysis on global competitiveness of machine tool industry. *Journal of Engineering Design*, *17*(3), 251–258. https://doi.org/10.1080/09544820500275180

Soeswoyo, D. M. (2019). Contribution of the Tourism Sector and Realization of the City Tourism Development Master Plan. *Journal of Social Humanities*, *10*(2), 108. https://doi.org/10.30997/jsh.v10i2.2024

Valentin, E. K. (2001). Swot Analysis from a Resource-Based View. *Journal of Marketing Theory and Practice*, *9*(2), 54–69. https://doi.org/10.1080/10696679.2001.11501891