

# *SWOT Strategy Analysis in Co-Management-Based Ecotourism Development in the Plentong Beach of Indramayu Regency*

Pramuji Sandisasmita, Djoko Suprpto, Frida Purwanti

Coastal Management Study Program

Faculty of Fisheries and Maritime Affairs, Diponegoro University, Indonesia



**Abstract** – *The purpose of this study is to determine the potential of resources in Plentong Beach which are a tourist attraction, determine the issues of Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) so that they can develop community-based ecotourism development strategies in Plentong Beach. Plentong Beach is an ecotourism object that has not been developed optimally which was built by the tourism driving community together with the Ujunggebang Village government. The study was conducted in October to December 2019 in Ujunggebang Village, Indramayu Regency. The purpose of this study is to compile a SWOT analysis of community-based ecotourism development in Plentong Beach. The method used is descriptive qualitative, data collection is done by means of interviews, field observations and questionnaires with a total of 6 stakeholders. Data analysis uses the SWOT analysis method. The results of the SWOT analysis for the strategy of developing community-based ecotourism in Plentong Beach are in the quadrant 1 position of an aggressive strategy Strength - Opportunities (SO). The priority of the SO strategy is that the management community plans and improves coordination with companies, institutions and government for development on Plentong Beach.*

**Keywords** – *Ecotourism, SWOT Analysis, Tourism Development, Plentong Beach*

## **I. INTRODUCTION**

Indonesia has the potential of natural beauty and high-value cultural richness in the ecotourism industry market. The natural potential can be in the form of biological natural resources and their ecosystems, diversity of flora, fauna and natural phenomena with the beauty of unspoiled scenery. Ecotourism is a concept of developing sustainable tourism which aims to support efforts to preserve the natural and cultural environment while also increasing community participation in conservative management, thus providing economic benefits (Müller, 2000; Björk, 2000; Pforr, 2001). Tourism development in particular, important matters of development will always emerge, both at the paradigmatic level, policies, strategies, and programs. This is because in the development process, policy makers and decision makers

will always be faced with various choices (Sugden & Wilson, 2002; Clifton & Benson, 2006).

Ecotourism is a form of tourism activity that relies on the potential of natural resources, the environment, natural and cultural uniqueness, which can become one of the leading sectors of the region. Based on the Minister of Home Affairs Regulation 33 of 2009 concerning ecotourism in the area explained that local governments for ecotourism planning can be assessed through the types of ecotourism, data and information, potential market share, obstacles, location, area, boundaries, cost requirements, target time for implementation and engineering design .

An integrated ecotourism management system is needed to build sustainable and community-based ecotourism the responsibilities of each party vary both the community,

government and the private sector (Hasan, 2017). The government is responsible for coordinating planning and policy making in favor of ecotourism development even though there are still shortcomings in terms of inconsistent policies (Darmawan & Putradi, 2010). Ecotourism development systems need to involve a system of planning, implementation, monitoring and evaluation that is able to integrate all the interests of each element involved, namely the government, local communities, researchers, academics, the private sector, tourists, communities, and non-governmental organizations (Meilani & Muntasib, 2013; Syahrial & Badollahi, 2020).

Tourism in Indonesia especially in Indramayu Regency has many marine tourism such as Karangsong Beach, Tirtamaya Beach, Balongan Beach and Plentong Beach. Plentong Beach before 2015 was one of the dirty and dirty beaches, Ujunggebang Village people just let it be considered as a sea of garbage for the garbage disposal of Ujunggebang Village community. In 2016 a group of young people called the tourism activist group in Ujunggebang Village had an initiative to clean and become a tourist attraction. The village government of Ujunggebang has an idea to build a tourist attraction funded by Ujunggebang Village and to create a star village program.

Plentong Beach began to become a tourist destination that is visited by many to do beach recreation activities, swimming, bananaboat, watching sunset and sunrise. The process of developing Plentong Beach tourism objects carried out by the Ujunggebang Village community management group does not have good governance in terms of management, vehicle layout, human resources, promotion and does not yet have a clear development concept due to lack of skills, creativity, innovation and tourism insight.

The purpose of this study is to determine the potential of resources in Plentong Beach which are a tourist attraction, determine the issues of Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) so that they can develop community-based ecotourism development strategies in Plentong Beach.

## **II. METHODS**

The method used in this research is descriptive qualitative, type of data obtained from primary and secondary data, primary data obtained from direct observation, namely interviews, observation questionnaires and test results. Secondary data from the Ujunggebang Village office to obtain demographic and village potential data, the Office of

Tourism and Culture to obtain local regulation data and tourism policy, the Regional Development Planning Office office to obtain spatial planning data for the Indramayu Regency, and the Plentong Beach management office to obtain data tourists, the community involved, the area of the tourist attraction, rides, facilities and development policies. The analysis used is SWOT strengths, weaknesses, opportunities, and threats.

Determination of respondents who have an interest in taking development policy including 6 stakeholders consisting of the Chief of Ujunggebang Village, Head section of Indramayu Tourism, Head of CSR PT PJB UBJ O&M PLTU (Electric steam power plant), Head of Plentong Beach Manager, Staff Section. Forum for Plentong Beach Managers, Academics, Institute of Technology and Science, Nahdlatul Ulama, Losarang Indramayu.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threat) analyzes internal and external conditions at Plentong Beach. According to Nisak (2013) internal analysis includes an assessment of the strengths and weaknesses (Weakness) and external analysis includes the opportunity factors (Opportunity) and challenges (Threats) which are then used as a basis for developing an ecotourism development strategy in Plentong Beach.

Internal and external strategic factors as follows: (Mardani et al., 2017), among others, determine the factors that become the strengths and weaknesses of management activities, determine the factors that become opportunities and threats from management, giving weight to each of these factors in accordance with the level of importance. The sum of all weights must be 1.00, calculating the rating for each factor based on the influence / response of these factors to development (value: 4 = very important, 3 = important, 2 = quite important, 1 = less important), multiplying weights with ratings to get a score. The result of this multiplication will be a weighting score for each factor.

The four alternative strategies that will emerge from the SWOT matrix are according to (Nisak, 2014) namely SO Strategy (Strengths - Opportunities): creating strategies that use strengths to take advantage of opportunities, WO Strategy (Weaknesses - Opportunities): creating strategies that minimize weaknesses to take advantage opportunities, ST Strategy (Strengths - Threats): create strategies that use strengths to overcome threats, and WT Strategy (Weaknesses - Threats): create strategies that minimize weaknesses and avoid threats.

Table 1. SWOT Matrix Diagram

| <div> <div>IFAS (X)</div> <div>EFAS (Y)</div> </div> | <i>Strengths</i>                                                                                                          | <i>Weaknesses</i>                                                                                                               |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
|                                                      | <i>Opportunities</i>                                                                                                      | <i>Threats</i>                                                                                                                  |
|                                                      | Plentong Beach Ecotourism (SO) Floating Strategy Create a strategy using force (S) to take advantage of opportunities (O) | Plentong Beach Ecotourism Strategy (WO) Creating a strategy by minimizing weaknesses (W) to take advantage of opportunities (O) |
|                                                      | Plentong Beach Ecotourism Floating Strategy (ST) Create a strategy using force (S) to overcome threats (T)                | Plentong Beach Ecotourism Strategy (WT) Creating a strategy by minimizing weaknesses (W) and avoiding threats (T)               |

### III. RESULTS AND DISCUSSION

#### General condition of research location

Plentong Beach is located in Ujunggebang Village, Sukra District, Indramayu Regency, West Java Province. It has an area of  $\pm 7$  hectares. Administratively it has a northern boundary: Java Sea, south: Sukra Village, east: Tegaltaman Village, west: Patimban Village.

#### Plentong Beach Ecotourism Development Strategy

Internal factors obtained by interviews, direct observations and filling out a questionnaire consisting of 6 stakeholders can be seen in the following table:

Table 2. Identification of Internal Strategy Issues

| No                    | Internal Issue                                                  | Weight | Rating | Score Weight x Rating |
|-----------------------|-----------------------------------------------------------------|--------|--------|-----------------------|
| <b>Strength</b>       |                                                                 |        |        |                       |
| 1                     | The community supports the development of attractions           | 0,07   | 4,0    | 0,28                  |
| 2                     | Safety in travel is pretty good                                 | 0,07   | 3,67   | 0,25                  |
| 3                     | The people are very friendly, open and ready to accept tourists | 0,07   | 3,50   | 0,23                  |
| 4                     | The price of admission is cheap                                 | 0,06   | 3,67   | 0,24                  |
| 5                     | Memadi's facilities and infrastructure facilities               | 0,06   | 3,67   | 0,24                  |
| 6                     | Creating new jobs                                               | 0,07   | 4,0    | 0,27                  |
| 7                     | Availability of ample parking lots                              | 0,07   | 3,67   | 0,25                  |
| <b>Total Strength</b> |                                                                 | 0,47   |        | 1,77                  |
| <b>Weakness</b>       |                                                                 |        |        |                       |
| 1                     | There are no plans in the development of attractions            | 0,06   | 3,50   | 0,23                  |
| 2                     | Lack of promotion and information                               | 0,06   | 3,67   | 0,21                  |

|                                           |                                                 |      |      |      |
|-------------------------------------------|-------------------------------------------------|------|------|------|
| 3                                         | Lack of Greening                                | 0,07 | 3,83 | 0,27 |
| 4                                         | Lack of game rides                              | 0,07 | 3,67 | 0,25 |
| 5                                         | Human resources are still limited               | 0,06 | 4,0  | 0,25 |
| 6                                         | Limited funds in the development of attractions | 0,07 | 3,67 | 0,26 |
| 7                                         | Signs and prohibitions are not yet available    | 0,06 | 3,50 | 0,22 |
| 8                                         | The occurrence of abrasion                      | 0,07 | 4,00 | 0,29 |
| <b>Total Weakness</b>                     |                                                 | 0,53 |      | 1,97 |
| <b>Total strengths + weaknesses (S+W)</b> |                                                 | 1,00 |      | 3,74 |

Based on table 2. Total strength component score (S) 1.77 and total weakness score (W) 1.97. The number of strengths + weaknesses (S + W) is 3.74 which indicates that Plentong Beach is in position in quadrant one describing a very good

situation because there are strengths that are utilized to seize profitable opportunities by implementing aggressive strategies.

Table 3. Identification of External Issues in Plentong Beach

| No                                    | External Issue                                     | Weight | Rating | Score Weight x Rating |
|---------------------------------------|----------------------------------------------------|--------|--------|-----------------------|
| <b>Opportunity</b>                    |                                                    |        |        |                       |
| 1                                     | Support from the Ujunggebang Village Government    | 0,14   | 4,33   | 0,60                  |
| 2                                     | Support from industry / companies                  | 0,12   | 3,50   | 0,43                  |
| 3                                     | Support from the Regency Government of Indramayu   | 0,12   | 3,17   | 0,39                  |
| 4                                     | The high interest of tourists visiting             | 0,13   | 4,00   | 0,51                  |
| <b>Total Opportunities</b>            |                                                    | 0,51   |        | 1,94                  |
| <b>Threat</b>                         |                                                    |        |        |                       |
| 1                                     | Competition with other similar tourism             | 0,12   | 2,83   | 0,34                  |
| 2                                     | Land ownership still belongs to the company        | 0,12   | 3,50   | 0,43                  |
| 3                                     | Barge (coal) ship traffic                          | 0,11   | 2,67   | 0,29                  |
| 4                                     | Cleanliness awareness of visitors is still lacking | 0,13   | 3,50   | 0,47                  |
| <b>Total Threats</b>                  |                                                    | 0,49   |        | 1,53                  |
| <b>Jumlah peluang + ancaman (O+T)</b> |                                                    | 1,00   |        | 3,47                  |

Based on table 3. Identification of external issues in Plentong Beach, the number of opportunity scores (O) 1.94 and the number of threat scores (T) 1.53. The number of opportunities + threat (O + T) is 3.47. Accumulation is obtained to determine the position of the strategy in the grand strategy matrix.

### SWOT Analysis

Merging the SWOT matrix obtained several alternative S-O strategies, S-T strategies, W-O strategies, and W-T strategies. SWOT Results Community-based ecotourism development in Plentong Beach can be seen in Table 4 below.

Table 4. Results of the SWOT Matrix

|                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div> <div>IFAS (X)</div> <div>EFAS (Y)</div> </div>                                                                                                                                                                                                                                           | <p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. The community supports the development of attractions.</li> <li>2. Security in travel is quite good</li> <li>3. The people are very friendly, open and ready to accept tourists</li> <li>4. The price of admission is cheap</li> <li>5. Memadi's facilities and infrastructure facilities</li> <li>6. Creating new jobs</li> <li>7. Availability of ample parking lots</li> </ol> | <p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. There are no plans in the development of attractions</li> <li>2. Lack of promotion and information</li> <li>3. Lack of Greening</li> <li>4. Lack of game rides</li> <li>5. Human resources are still limited</li> <li>6. Limited funds in the development of attractions</li> <li>7. Signs and prohibitions are not yet available</li> <li>8. The occurrence of abrasion</li> </ol> |
| <p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Support from the Ujunggebang Village Government</li> <li>2. Support from industry / companies</li> <li>3. Support from the Regency Government of Indramayu</li> <li>4. The high interest of tourists visiting</li> </ol> | <p>Plentong Beach Ecotourism Development Strategy (SO)</p> <ol style="list-style-type: none"> <li>1. The management community together with stakeholders need to make plans for development.</li> <li>2. Improve coordination with companies and government agencies.</li> </ol>                                                                                                                                                                    | <p>Plentong Beach Ecotourism Development Strategy (WO)</p> <ol style="list-style-type: none"> <li>1. Structuring the location, repairing and adding infrastructure facilities.</li> <li>2. Making break water and planting mangroves</li> <li>3. Improving the quality of human resources through cooperation and HR training programs.</li> <li>4. Increased online and offline promotions.</li> </ol>                                                |
| <p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. Competition with other similar tourism</li> <li>2. Land ownership still belongs to the company</li> <li>3. Barge (coal) ship traffic</li> <li>4. Cleanliness awareness of visitors is still lacking</li> </ol>                 | <p>Plentong Beach Ecotourism Development Strategy (ST)</p> <ol style="list-style-type: none"> <li>1. The addition of rides is more complete</li> <li>2. Management of the legality of land belongs to the government</li> <li>3. Provide education about the importance of cleanliness</li> <li>4. Change barge traffic</li> </ol>                                                                                                                  | <p>Plentong Beach Ecotourism Development Strategy (WT)</p> <ol style="list-style-type: none"> <li>1. Preparation of spatial or tourism zoning with the Ujunggebang Government and Plentong Beach Managers</li> <li>2. Increase cooperation between steak holders in the development of ecotourism</li> </ol>                                                                                                                                           |

### Determination of Strategy Priorities

Alternative strategies that have been obtained are used to determine the priority of the tourism development strategy in

Plentong Beach to get strategic positions in quadrant I (SO). The alternative strategy is to maximize the strengths and opportunities obtained as follows:

Table 5. Determination of Priority Strategies (SO)

| Strategy S-O                                                                               | Elementary Relationship               | Ranking |
|--------------------------------------------------------------------------------------------|---------------------------------------|---------|
| 1. The management community together with stakeholders need to make plans for development. | S1, S2, S3, S4, S5, S6<br>O1,O2,O3,O4 | I       |
| 2. Improve coordination with companies and government agencies.                            | S1, S2, S4, S5, S6<br>O1,O2,O3        | II      |

Based on Table 5. Determination of Priority Strategy S-O gets the position of Strategy I (SO) that the development of community-based ecotourism in Plentong Beach. The management community together with stakeholders need to make plans for development and improve coordination in the form of attention / assistance with companies and government agencies. It aims to have directed planning and development.

#### IV. CONCLUSION

The conclusion obtained based on the results of the study is the strategy (SO): the community management together with stakeholders need to make plans for development, improve coordination with companies and government agencies. Strategy (WO): structuring locations, improving and adding infrastructure facilities, making break water and planting mangroves, improving the quality of human resources through cooperation and HR training programs, increasing online and offline promotions. Strategy (ST): the addition of a more complete vehicle, the management of the legality of land becomes the property of the government, providing education about the importance of cleanliness, changing barge traffic. Strategy (WT): preparation of spatial planning or tourism zoning with the Ujunggebang Government and the management of Plentong Beach, increasing cooperation among stakeholders in the development of ecotourism. The priority strategy that can be done is (SO) that the development of community-based ecotourism in Plentong Beach. Community management together with stakeholders need to make plans for development and improve coordination in the form of attention / assistance with companies and government agencies. It aims to have directed planning and development.

#### REFERENCES

- [1] Müller, F. G. (2000). Ecotourism: an economic concept for ecological sustainable tourism. *The International Journal of Environmental Studies*, 57(3), 241-251.
- [2] Björk, P. (2000). Ecotourism from a conceptual perspective, an extended definition of a unique tourism form. *International journal of tourism research*, 2(3), 189-202.
- [3] Pforr, C. (2001). Concepts of sustainable development, sustainable tourism, and ecotourism: Definitions, principles, and linkages. *Scandinavian Journal of Hospitality and Tourism*, 1(1), 68-71.
- [4] Sugden, R., & Wilson, J. R. (2002). Economic development in the shadow of the consensus: a strategic decision-making approach. *Contributions to Political Economy*, 21(1), 111-134.
- [5] Clifton, J., & Benson, A. (2006). Planning for sustainable ecotourism: The case for research ecotourism in developing country destinations. *Journal of sustainable tourism*, 14(3), 238-254.
- [6] Hasan, I. (2017). *Analisis Peran Pemerintah, LSM, dan Masyarakat dalam Pengelolaan Ekonomi Wisata Hutan Mangrove di Lantebung Kelurahan Bira Kecamatan Tamalanrea Kota Makassar*. Thesis, Universitas Islam Negeri Alauddin Makassar.
- [7] Darmawan, D. P., & Putradi, J. (2010). Analisis Struktur Pengembangan Ekowisata Di Kawasan Pusat Informasi Mangrove Kota Denpasar. *dwijenAGRO*, 1(2).
- [8] Syahril, S., & Badollahi, M. Z. (2020). Development of a Community-Based Marine Tourism Attraction in the Samboang Beach in Bulukumba Regency. *Journal La Bisecoman*, 1(2), 1-9.
- [9] Meilani, R., & Muntasib, E. H. (2013). Peran Kementerian Dalam Negeri Dalam Pengembangan Ekowisata di Indonesia. *Media Konservasi*, 18(3).
- [10] Mardani, A., Purwanti, F., & Rudiyantri, S. (2017). Strategi pengembangan ekowisata berbasis masyarakat di Pulau Pahawang Propinsi Lampung. *Management of Aquatic Resources Journal*, 6(1), 1-9.
- [11] Nisak, Z. (2013). Analisis SWOT untuk menentukan strategi kompetitif. *Jurnal Ekbis*, 9(2), 468-476.