Original Research Article

DETERMINATION OF ALTERNATIVE STRATEGIES FOR THE DEVELOPMENT OF TANJUNG KELAYANG AREA AS A SUSTAINABLE TOURIST AREA, INDONESIA

Abstract

Tanjung Kelayang tourist area has beautiful natural potential to be developed as a famous tourist destination and become a superior destination in Belitung. Since the outbreak of the covid-19 pandemic has had an impact on the decrease in the number of tourists visiting. To revive the tourism sector in Tanjung Kelayang, research is needed to encourage sustainable tourism development, taking into account economic, ecological and social aspects. This research aims to determine the priority of sustainable and adaptive tourist destination development strategies to disasters in Belitung Regency. The method used to establish priority strategies using the *Quantitative Strategic Planning Matrix* (QSPM) method is also supported by the Matrix IE method and SWOT Analysis. The data used in the study was obtained from library search results, questionnaires, interviews, observations and FGD involving stakeholders. Based on the IE matrix, the position of tanjung kelayang tourist destinations in cell IV is to grow and build (grow*and build)* with a total value of IFE 3,131 and and and a total value of EFE 2,496Tiga strategy that is the priority with the highest value is designing a strong tanjung kelayang icon / branding (7,635), refocusing tanjung kelayang marketing strategy (7,420), optimization of tourism supporting infrastructure in the internal tourist area and towards the tourist area (7,290).

Keyword : Tanjung Kelayang, tourism, strategy, SWOT, QSPM

INTRODUCTION

Tourism is one of the strategic development sectors for the improvement of a country's economy. tourism has experienced increased development and expanded diversification, and it is becoming one of the fastest developing financial sectors around the world (Abdou et al., 2020). Good management of the tourism industry can increase state revenues beyond oil and gas. Tourism is one of the strategic development sectors such as energy, food, infrastructure (Hasibuan et al., 2019). The tourism industry is a growing service industry such as hotel services, transportation services, entertainment services, tour services and so on. Tourism one of the largest industries supporting regional economic growth and development(Su et al., 2021). The tourism industry is a dynamic activity that involves many parties and brings to life various business fields. Tourism is a constantly growing and economically important sector on a global and local level (León-Gómez et al., 2021).

Indonesia is a country that has great tourism potential supported by geographical conditions and cultural heritage. In Indonesia, tourism is one of the important sectors in the sustainability of Indonesia's economy (Sembiring et al., 2019). Tourism in Indonesia has a potential for its nature, culture, and other tourism activities. Natural resources become a big backbone for economic growth and emerging Micro, Small and Medium Enterprises (SMEs) in Indonesia (Sinaga et al., 2021). In nature tourism in Indonesia is very varied with the

existence of beaches, mountains, forests, lakes, beautiful and interesting rivers. Coastal areas have strategic value that plays an important role in improving the economy and welfare of local communities (Rudiastuti et al., 2018). An area that has beautiful nature will manage as a tourist destination for the area's source of income. Clearly the impact of sustainable tourism on economic growth that helps people's well-being (León-Gómez et al., 2021). In managing tourist destinations the government must invite all interested parties to participate. The success of the development of tourism destinations is determined by good planning and administration, and involves all stakeholders (Perbawasari et al., 2019).

Tourism has been one of the most affected sectors of the coronavirus pandemic since it began in March 2020. The decrease inthe number of tourists makes the product of cultural results and consumption levels in tourist areas decrease. One of those affected is Belitung. Even so, Belitung actually wants to take advantage of this pandemic moment to revive their tourism sector. One of the tourist destinations in Belitung is Tanjung Kelayang Beach. Tanjung Kelayang Beach is one of the beaches located in Bangka Belitung Islands. Its location is located in Sijuk District and is about 27 kilometers from Tanjung Pandan which is the capital of Belitung Regency. Tanjung Kelayang Beach is designated as one of the priorities of tourism destination development and is designated as a Special Economic Area through Government Regulation No. 6 of 2016. With a total area of 324.4 Ha, Tanjung Kelayang economic area has the concept of sustainable and environmentally minded tourism development. In the context of encouraging sustainable tourism development, there needs to be strategic efforts in the development of existing tourism potential taking into account economic, ecological and social aspects and adaptive to efforts to minimize the impact of potential disasters. Departing from this thinking, it is necessary to study the strategy of developing sustainable and adaptive tourist destinations to disasters in Belitung Regency.

METHOD

The method is to analyze the internal environment (strengths and weaknesses) and external environment (opportunities and threats) of tanjung kelayang tourist destinations that are the basis for doing SWOT analysis. This method can be used to identify favorable and unfavorable factors and conditions, solve current problems in a targeted manner, recognize the challenges and obstacles faced, and formulate strategic plans to guide scientific decisions (Wang & Wang, 2020). The SWOT method is perfect for exploring the internal and external factors of a business to design a development strategy (Irfan et al., 2020).

The SWOT analysis is conducted through the IFE *(Internal Factor Evaluation)*matrixwhich will outline the company's biggest strength and weakness factors and the EFE matrix (External Factor *Evaluation)* which will outline the opportunities and threat factors that the destination has and the IE matrix that shows where the company is currently positioned. In order to ensure the sustainable development of tourism destination , it is necessary to analyze its planning in many aspects using the superiority, weakness, opportunity and threats analysis method (Shang et al., 2020).

The QSPM method is a tool for evaluating alternative strategy options objectively based on previously identified internal and external *key success factors.* QSPM can be used to comprehensively analyze various factors in sustainable tourism business development (Chandra & Kumar, 2021). To determinant development strategies, strengths, weaknesses, opportunities, threats (SWOT) and based on results a quanti- tative strategic planning matrix (QSPM) approach were used to manage the proper sustainabil- ity of ecotourism (Mallick et al., 2020). Alternative strategies formed in SWOT will be assessed using a winasity score. There are six steps to take to create a QSPM matrix :

1. Compile a list of strengths, weaknesses, opportunities and threats in the capination of

Tanjung Kelayang tourism in accordance with the SWOT matrix.

2. It gives weight to each of your strengths, weaknesses, opportunities and threats. This weight is equal to the weight given to the IFE and EFE matrices.
3. Develop alternative strategies that will be evaluated.
4. Set *an Attractiveness Score* (US) on a scale between 1 to 4. The U.S. is a value of attraction determined by observing every major external and internal factor that influences it. If these factors have no effect on the alternative strategies under consideration, they are not given U.S. value. The U.S. value scale is as follows: a. Value 1 = has no attraction b. Value 2 = low attraction c. Value 3 = the attraction is d. Value 4 = high attractiveness
5. Calculate *the Total Attractiveness Score* (TAS). In this step, the weight is multiplied by the U.S. of each external and internal factors on each strategy. The bigger the TAS, the more attractive the suggested strategy.
6. Calculate the total number of TAS. In this step, the TAS in each strategy column is summed. Alternative strategies that have the greatest total value are the best strategies.

RESULTS AND DISCUSSIONS

Alternative strategies formulated to accept strengths, overcome weaknesses, take advantage of opportunities and deal with threats are formulated in detail in the S-O, S-T, W-O and W-T states. The alternatives that are compiled have adopted a grand strategy of grow and built based on the position of Tanjung Kelayang as a tourist area. Here are the alternative strategies devised:

SO Strategy institutional strengthening of management that optimizes community participation, optimization of tanjung kelayang promotion in a digital rich *story telling*.Strategy ST refocusing Tanjung Kelayang's marketing strategy, designing a *travel pattern that* is adaptive to Covid. WO strategy diversification of tourist products that respond to various market segments, optimization of tourism support infrastructure in the internal tourist area and towards the tourist area. WT Strategy designing a strong Tanjung Kelayang icon/branding, strengthening human resources to support tourism development.

QSPM Analysis

QSPM is an analytical tool to decide the strategies used based on alternative strategies . Respondents will give the U.S. an alternative so that TAS is obtained. Alternative strategies with the highest TAS become a priority to be applied, while alternative strategies with the lowest TAS become the alternative strategy of the last resort. The results of weighting and assessment of the score of internal and external strategic factors as an alternative to the best strategic decisions that must be implemented immediately in the QSPM analysis are as follows:

Table 1. Attractive score

Strategic Factors	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength									
1	0.052	2.600	0.135	3.000	0.155	3.600	0.187	3.400	0.176
2	0.055	3.600	0.198	4.000	0.220	4.000	0.220	3.600	0.198

Strategic Factors	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
3	0.061	3.000	0.183	3.400	0.207	3.800	0.232	3.600	0.220
4	0.058	3.200	0.185	3.400	0.197	3.800	0.220	3.400	0.197
5	0.058	3.600	0.209	3.600	0.209	3.800	0.220	3.600	0.209
6	0.061	3.800	0.232	3.400	0.207	3.600	0.220	3.400	0.207
7	0.055	3.800	0.209	3.400	0.187	3.800	0.209	3.400	0.187
8	0.052	3.600	0.187	3.600	0.187	3.800	0.197	3.400	0.176
9	0.058	3.600	0.209	3.400	0.197	3.800	0.220	3.400	0.197
10	0.046	2.600	0.119	3.000	0.137	3.000	0.137	3.400	0.155
11	0.049	2.600	0.127	3.000	0.146	3.400	0.166	3.200	0.156
12	0.058	3.800	0.220	3.800	0.220	4.000	0.232	3.400	0.197
13	0.055	2.800	0.154	3.600	0.198	3.800	0.209	3.800	0.209
14	0.049	3.200	0.156	3.600	0.176	4.000	0.195	3.800	0.185
Sum			**2.520**		**2.642**		**2.862**		**2.668**
Weakness									
1	0.021	3.000	0.064	2.800	0.060	3.600	0.077	3.400	0.073
2	0.027	3.000	0.082	2.800	0.077	3.400	0.093	3.000	0.082
3	0.027	3.800	0.104	2.200	0.060	3.400	0.093	3.000	0.082
4	0.021	3.200	0.068	3.000	0.064	3.400	0.073	3.400	0.073
5	0.021	3.400	0.073	2.400	0.051	3.200	0.068	3.000	0.064
6	0.018	3.200	0.059	2.800	0.051	3.400	0.062	3.800	0.070
7	0.024	3.400	0.083	3.400	0.083	3.800	0.093	3.600	0.088
8	0.021	3.200	0.068	3.800	0.081	3.600	0.077	3.400	0.073
9	0.024	3.200	0.078	3.200	0.078	3.200	0.078	3.600	0.088
10	0.027	3.200	0.088	3.600	0.099	3.800	0.104	3.600	0.099
Sum			**0.767**		**0.704**		**0.818**		**0.790**
Opportunities									
1	0.132	3.800	0.502	3.800	0.502	4.000	0.529	3.800	0.502
2	0.132	3.200	0.423	3.600	0.476	3.600	0.476	3.200	0.423
3	0.140	3.400	0.478	3.600	0.506	3.600	0.506	3.800	0.534
4	0.165	3.800	0.628	3.800	0.628	4.000	0.661	3.800	0.628
5	0.165	3.800	0.628	4.000	0.661	4.000	0.661	3.800	0.628
Sum			**2.660**		**2.774**		**2.833**		**2.716**
1	0.066	2.600	0.172	3.000	0.198	3.400	0.225	3.400	0.225
2	0.074	2.400	0.179	3.000	0.223	3.200	0.238	3.800	0.283
3	0.058	3.600	0.208	3.200	0.185	3.800	0.220	4.000	0.231
4	0.066	3.200	0.212	3.200	0.212	3.400	0.225	3.400	0.225
Jumlah			**0.770**		**0.818**		**0.907**		**0.964**
Total			**6.717**		**6.938**		**7.420**		**7.138**

Strategic Factors	Weight	Alternative Strategies							
		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength									

Strategic Factors	Weight	Alternative Strategies							
		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	0.052	3.400	0.176	3.800	0.197	3.800	0.197	2.800	0.145
2	0.055	3.800	0.209	3.600	0.198	4.000	0.220	3.600	0.198
3	0.061	3.400	0.207	3.600	0.220	3.800	0.232	3.600	0.220
4	0.058	3.600	0.209	3.600	0.209	3.800	0.220	3.600	0.209
5	0.058	3.400	0.197	3.600	0.209	3.800	0.220	3.600	0.209
6	0.061	3.600	0.220	3.800	0.232	3.800	0.232	3.800	0.232
7	0.055	3.400	0.187	3.600	0.198	3.800	0.209	3.800	0.209
8	0.052	4.000	0.207	3.600	0.187	4.000	0.207	3.800	0.197
9	0.058	3.400	0.197	3.600	0.209	3.800	0.220	3.800	0.220
10	0.046	3.200	0.146	3.000	0.137	3.600	0.165	3.400	0.155
11	0.049	3.800	0.185	3.400	0.166	4.000	0.195	3.600	0.176
12	0.058	3.800	0.220	3.600	0.209	4.000	0.232	3.600	0.209
13	0.055	3.800	0.209	3.600	0.198	4.000	0.220	3.000	0.165
14	0.049	4.000	0.195	3.600	0.176	4.000	0.195	3.600	0.176
Sum			**2.763**		**2.740**		**2.962**		**2.716**
Weakness									
1	0.021	3.000	0.064	3.600	0.077	3.600	0.077	3.000	0.064
2	0.027	3.400	0.093	3.400	0.093	3.800	0.104	3.000	0.082
3	0.027	2.600	0.071	3.000	0.082	3.200	0.088	4.000	0.110
4	0.021	3.600	0.077	3.200	0.068	3.800	0.081	3.400	0.073
5	0.021	3.200	0.068	4.000	0.085	4.000	0.085	3.600	0.077
6	0.018	3.400	0.062	3.600	0.066	3.800	0.070	3.400	0.062
7	0.024	3.800	0.093	3.400	0.083	4.000	0.098	3.600	0.088
8	0.021	3.200	0.068	3.200	0.068	3.800	0.081	3.600	0.077
9	0.024	3.200	0.078	3.400	0.083	3.800	0.093	3.400	0.083
10	0.027	3.400	0.093	3.400	0.093	4.000	0.110	3.600	0.099
Sum			**0.768**		**0.799**		**0.886**		**0.814**
Opportunities									
1	0.132	3.800	0.502	3.800	0.502	4.000	0.529	3.800	0.502
2	0.132	3.200	0.423	3.800	0.502	3.600	0.476	3.400	0.450
3	0.140	4.000	0.562	3.800	0.534	4.000	0.562	3.400	0.478
4	0.165	4.000	0.661	3.800	0.628	3.600	0.595	3.800	0.628

Strategic Factors	Weight	Alternative Strategies							
		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
5	0.165	3.600	0.595	4.000	0.661	4.000	0.661	4.000	0.661
Sum			**2.744**		**2.828**		**2.823**		**2.719**
Threat									
1	0.066	4.000	0.264	3.800	0.251	3.800	0.251	2.800	0.185
2	0.074	3.600	0.268	3.000	0.223	3.400	0.253	3.400	0.253
3	0.058	3.800	0.220	3.400	0.197	3.600	0.208	3.400	0.197
4	0.066	3.600	0.238	3.800	0.251	3.800	0.251	3.600	0.238
Sum			**0.990**		**0.922**		**0.964**		**0.873**
Total			**7.266**		**7.290**		**7.635**		**7.122**

Tabel 2. **Alternative Strategies**

No.	Alternative Strategies	Nilai TAS	Peringkat
1	Institutional strengthening of management that optimizes community participation	6.717	8
2	Optimization of tanjung kelayang promotion in a digital rich story telling	6,938	7
3	Refocusing Tanjung Kelayang's marketing strategy	7.420	2
4	Designing a travel pattern that is adaptive to Covid	7.138	5
5	Diversification of tourist products that respond to various market segments	7.266	4
6	Optimization of tourism support infrastructure in the internal tourist area and towards the tourist area	7.290	3
7	Designing a strong Tanjung Kelayang icon/branding	7.635	1
8	Strengthening human resources to support tourism development	7.122	6

The results of this study show that all internal and external factors must be considered in the design of tanjung kelayang destination development strategy. Tanjung Kelayang as a new tourist destination, has challenges and obstacles in its development efforts towards sustainable tourist destinations. One of the strategies for sustainable destination development is to solve the obstacles (Paunović et al., 2020). In general, the challenges and obstacles faced, Tanjung Kelayang is relatively the same as other tourist destinations in Indonesia. Development of ecological tourist destinations can reduce the potential of the mass tourism industry to degrade the quality of the environment (Mastika & Nimran, 2020). Common obstacles faced by tourist destinations include institutional aspects, human resources, infrastructure and facilities and the problem of sposses. Changes in tourism values, interests

and preferences make tourism likely to protect the natural environment and culture (Choi et al., 2020).

When viewed from the three strategies that rank highest all in business aspects, namely branding design, marketing focus and infrastructure optimization around Tanjung Kelayang. The development of tourist destinations must involve the knowledge of all stakeholders to jointly overcome existing problems. (Varelas & Apostolopoulos, 2020). These results show that for Tanjung Kelayang development priorities are still focused on economic aspects, only then following the ecological and social aspects in the concept of sustainable development. Economic development is often the first step in the sustainable development of a service industry. (Tkachuk et al., 2020). The design of sustainable tourist destination development strategies must make the priority stage until finally achieving the desired results. Business development must create a marketing control mechanism with performance achieved (Hadrian et al., 2021). To achieve a leap in the marketing of tourist services can use tourism information media (Majeed et al., 2020).

CONCLUSION

The most influential internal factors in terms of strength are a clean environment and overnment programs that focus on strengthening tourism for weaknesses namely very limited public transportation. The most influential external factors in terms ofhuggers. The shift of promotional methods from conventional to digital so as to accelerate and expand the dissemination of information, Unesco's claim to the Global Geopark while in terms of threats, namely apandemic covid.

Based on the IE matrix, the position of tanjung kelayang tourist destinations in cell IV is growing and building (grow*and build)* with a total value of IFE 3,131 and and a total value of EFE 2,496. The three strategies that are the highest priority are designing a strong Tanjung Kelayang icon /branding, refocusing Tanjung Kelayang's marketing strategy, optimizing tourism supporting infrastructure in internal tourist areas and towards tourist areas.

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