

Development Strategy of Madasari Beach Marine Tourism, Pangandaran Regency, Indonesia

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ABSTRACT

Madasari Beach has an advantage with its beautiful natural panorama. Madasari Beach is a marine tourism that was only developed in 2018 and is relatively new. So, it is necessary to develop marine tourism on Madasari Beach. This study aims to identify and determine the potential on Madasari Beach. The method used in this study is the SWOT method analyzing the internal and external factors of marine tourism on Madasari Beach through the IFAS and EFAS matrix, SWOT Diagram, and SWOT Analysis Table. The results indicate that marine tourism on Madasari Beach supports aggressive strategies where there are 9 alternative strategies in the development of marine tourism on Madasari Beach.

INTRODUCTION

In this modern era, tourism is widely developed and deeply embedded in society. People need entertainment and recreation to intersperse the busy time of daily activities (Urbanus & Febianti, 2017). Tourism is a promising sector in the economic field. The tourism sector can increase the number of jobs so that unemployment decreases, increasing the country's foreign exchange and the region's income. The establishment of tourist attractions in an area will help improve quality, such as accessibility and public facilities, making the area more developed and more advanced than other areas (Yakup 2019). Indonesia is an archipelago rich in natural, cultural, and historical potential (Sari & Najicha, 2022). This can open up opportunities for the community to find existing tourism opportunities. Therefore, exploration activities are needed to explore more broadly the potential and attractions in an area to become a tourist attraction (Heryati, 2019). The tourism sector has a very long economic chain and provides many jobs for people around it. As a result, increased community income is generated from goods and services sold by restaurants, hotels, travel agencies, souvenirs, and so on. A larger number of tourists will generate more foreign exchange, encouraging the development of other tourist infrastructure.

Pangandaran Regency is one area with many tourist destinations, especially marine tourism destinations. According to the Central Bureau of Statistics of West Java (2022), the number of tourists visiting Pangantaran Regency reached 3.8 million in 2022. That figure is higher than in the previous 2 years when it only reached 3.6 million tourists. One reasonably newly developed marine tourism destination with a beautiful natural charm and unspoiled conditions is Madasari Beach, which is stated in the 2018-2025 Regional Tourism Development Master Plan in Pangandaran Regency Regional Regulation No. 7 of 2018. The panoramic natural beauty of Madasari Beach is still maintained, so there is a need for marine tourism development at Madasari Beach. For this reason, this research aims to formulate a marine tourism development strategy for Madasari Beach, Pangandaran Regency.

LITERATURE REVIEW

Analisis SWOT (Strength, Weakness, Opportunities, Threats)

SWOT analysis is a strategic planning technique that evaluates a project or business's strengths, weaknesses, opportunities, and threats or assesses one's and competitors' product lines. To conduct an analysis, the business objectives must be determined or the object to be analyzed. Opportunities and threats are considered external, while strengths and weaknesses are categorized into internal factors. After identifying the key internal and external factors, proceed with giving ratings and weights to these factors, which serve to classify which subjects are strengths or weaknesses, as well as opportunities and threats (Rangkuti, 2014).

The essential internal and external factors that have been identified determine the weight value of the importance of each factor. The weight value

The analysis used in this study used descriptive statistical analysis and Strengths, Weaknesses, Opportunities Threats (SWOT) analysis. The steps of the SWOT analysis procedure referring to Rangkuti (2014) are carried out as follows:

1. Determine internal and external factors (strengths and weaknesses)
2. Assign weights and ratings to each internal and external factor
3. Assign a score to each factor.
4. Develop an Internal Strategic Factors Analysis Summary (IFAS) matrix and an External Strategic Factors Analysis Summary (EFAS) matrix.
5. Can compile a SWOT diagram
6. Developing the SWOT Matrix

RESEARCH RESULT

Description of Madasari Beach

Madasari Beach is administratively located in Cimerak District, Pangandaran Regency, West Java Province, Indonesia. Madasari Beach has been designated as a tourism area in Pangandaran Regency. As stated in Pangandaran Regency Regional Regulation No. 7 of 2018. Article 24, paragraph (2) number 1 states that Madasari Beach is included in the strategic tourism area of Cimerak and its surroundings. The division of areas that include the Madasari beach area is listed in Article 27, paragraph (8). This beach, located at the western end of Pangandaran, is one of the hidden exotic beaches that is now starting to be visited. This beach is trendy because it has a beautiful sunset charm.

The name Madasari Beach is taken from one of the legends of the Bugis people, whose name was changed to Madasari. The characteristics of Madasari Beach are that it has a fine sandy bottom substrate that is black. There is a giant rock that becomes one of the attractions of Madasari Beach. The waves on Madasari Beach are pretty high, so visitors are prohibited from swimming and going too far into the middle of the sea. Natural tourist attractions that can be done on Madasari Beach are enjoying the charm and beauty of the beach. This is the main attraction for tourists visiting Madasari Beach because it offers a beautiful panorama. Meanwhile, the artificial attractions are recreation, culinary, and camping. The beauty of Madasari Beach can be seen in Figure 2.

Madasari Beach is a beach that is only visited by a few tourists from outside the area. This is because Madasari Beach access is far from Pangandaran Beach and must pass through several steep roads. Therefore, most tourists who visit this beach are generally young people who go camping because there is a camping ground on the beachside in Madasari Beach. Even so, there are general tourists who visit this beach, but the number is fewer than tourists in Pangandaran Beach. Other activities can be done at Madasari Beach, such as relaxing, chatting, and taking pictures.



Figure 2. Madasari Beach

IFAS Factor Analysis (Internal Strategic Analysis Summary).

IFAS matrix obtained that there are 9 factors of strengths and weaknesses of marine tourism at Madasari Beach. The description of the internal factors is presented in table 1.

Based on the results of the data obtained in the IFAS table show that the total weight score for strengths and weaknesses is 3,040. This indicates that the Madasari Beach area is in an influential position in utilizing its strengths to deal with the weaknesses contained in the Madasari Beach marine tourism area. The IFAS value above (3.00) indicates that Madasari Beach is able to overcome its weaknesses with existing strengths. The highest strength factor owned by Madasari Beach is having beautiful natural tourism scenery with a value of 0.640. Meanwhile, the main weaknesses owned by Madasari Beach are the need for more facilities and infrastructure contained in tourist attractions (provision of landfills, public toilets, places of worship, provision of health facilities) and beach conditions that have strong and high currents so that swimming is prohibited.

Table 1. IFAS (Internal Strategic Analysis Summary) factors.

No.	Internal Factors	Weight	Rating	Score (W x R)
Strength (S)				
1	Has a beautiful natural tourist attraction	0,120	4	0,480
2	Strategic location	0,120	3	0,360
3	The existence has begun to be recognized by tourists who visit	0,120	3	0,360
4	Camping on the beach is an attraction for marine	0,160	4	0,640
Sub-total				1,840

Weakness (W)

1	There is still a lack of facilities and	0,080	2	0,160
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	infrastructure contained in tourist attractions (provision of trash, bins, public toilets, places of worship, provision of health facilities)			
2	Promotion is still not maximized	0,160	3	0,480
3	Beach conditions have strong and high currents	0,080	2	0,160
4	No management from the local government / still managed by the local village	0,080	3	0,240
5	Steep road access			
Sub-total				1,200
Total				3,040

EFAS (External Strategic Analysis Summary) Factor Analysis

In the development of Madasari Beach Maritime Tourism, external conditions are analyzed to consider strategic factors that include opportunities and threats. Table 2 shows the results of the matrix analysis (EFAS). The results of the EFAS factor analysis obtained a score value through opportunities and threats of 3,053. This indicates that the EFAS factor, which has a value above (3.00), then shows that Madasari Beach has a strong external position in utilizing opportunities and can overcome the threats faced to minimize the impact of threats that may arise. The main opportunity in developing marine tourism at Madasari Beach is providing lodging facilities such as hotels, resorts, restaurants, and cafes with a score of 0.842. The main threat faced in marine tourism development at Madasari Beach is the competition of marine tourism objects in Pangandaran Regency, with a score of 0, 211. The description of external factors is presented in table 2.

Table 2. EFAS (External Strategic Analysis Summary) factors

No.	External Factors	Weight	Rating	Score (W x R)
Opportunities (O)				
1	The potential of local people to become laborers	0,157	3	0,474
2	As a marketing place for souvenirs and typical culinary tours with a marine theme	0,105	3	0,316
3	Increased number of tourists visiting Pangandaran Regency	0,105	4	0,421
4	Support from the government or investors for the development of hotels, resorts, restaurants and cafes	0,210	4	0,842
Sub-total				2,053
Threats (T)				
1	Decrease in the quality of panoramic beach scenery due to lack of understanding of tourists about maintaining environmental cleanliness	0,157	2	0,316
2	The existence of marine tourism competition	0,105	2	0,211

	in Pangandaran Regency			
3	There is a threat of natural disasters such as Tsunami	0,157	3	0,474
Sub-total				1,000
Total				3,053

SWOT development quadrant direction

The IFAS and EFAS factor analysis calculation results were 3.40 and 3.053, respectively. Therefore, to find out the location of the strategic quadrant, which is considered to have a high priority and essential to be implemented immediately, namely using the X and Y axis formulation, where X is EFAS (Opportunities - Threats). Meanwhile, the Y axis is IFAS (strengths - weaknesses), which is presented with a value according to the total scoring results. The SWOT quadrant diagram is presented in Figure 3.

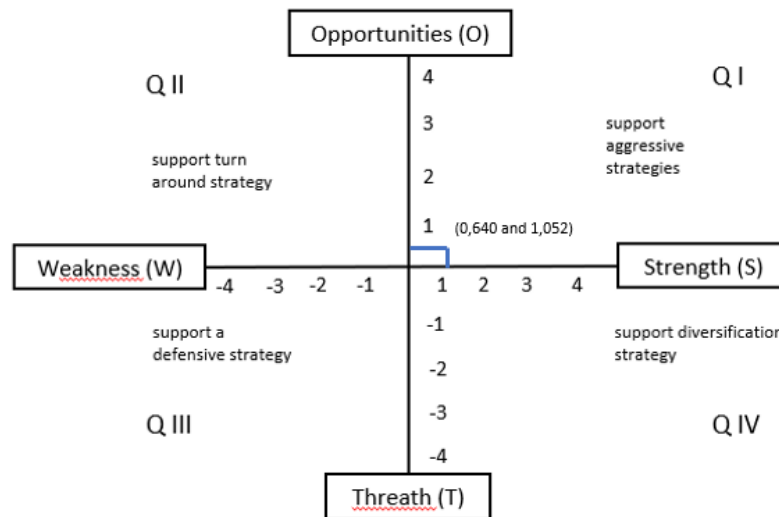


Figure 3. SWOT Quadrant Diagram

Based on the calculation of the difference between strengths and weaknesses, it is 0.640. Meanwhile, the difference between opportunities and threats is 1.052. Madasari Beach Marine Tourism's coordinate position is in Quadrant I, where Madasari Beach Marine Tourism is in the Strategic Aggressive Support position. These results can be interpreted to mean that Madasari Beach has good marine tourism, so it can be supported to carry out further development.

SWOT Matrix

The Strength-Opportunity (SO), Strength-Threat (ST), Weakness-Opportunity (WO), and Weakness-Threat (WT) matrix tables below show some

alternative development strategies for Madasari Beach marine tourism. The description of the SWOT matrix is in Table 3.

Table 3. SWOT Matrix

identify factors	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Has a beautiful natural tourist attraction 2. Strategic location 3. The existence has begun to be recognized by tourists who visit 4. Camping on the beach is an attraction for marine 	<ol style="list-style-type: none"> 1. There is still a lack of facilities and infrastructure contained in tourist attractions (provision of trash, bins, public toilets, places of worship, provision of health facilities) 2. Promotion is still not maximized 3. Beach conditions have strong and high currents 4. No management from the local government / still managed by the local village 5. Steep road access
Opportunities (O)	Strategy SO	Strategy WO
<ol style="list-style-type: none"> 1. Potential of local people to become laborers 2. As a marketing place for souvenirs and typical culinary tours with a marine theme 3. Increased number of tourists visiting Pangandaran Regency 4. Support from the government or investors for the development of hotels, resorts, restaurants and cafes 	<ol style="list-style-type: none"> 1. Developing souvenir products and culinary specialties combined with the natural panorama of the beach can be the main attraction for tourists. 2. Empowerment of local communities for entrepreneurship in making typical marine souvenirs 3. In addition to the availability of tent rentals for camping, the government and investors can support the development of hotels, resorts, restaurants, and cafe facilities for tourists from outside the city and abroad. 	<ol style="list-style-type: none"> 1. Developing public facilities and maximizing tourism potential to increase tourists. 2. Increasing the repair of steep and potholed road access and providing street lights to tourist attractions. 3. The development of tourist attractions needs government support to be able to advance Madasari Beach marine tourism.
Threat (T)	Strategy ST	Strategy WT

<ol style="list-style-type: none"> 1. Decrease in the quality of panoramic beach scenery due to lack of understanding of tourists about maintaining environmental cleanliness. 2. The existence of marine tourism competition in Pangandaran Regency 3. There is a threat of natural disasters such as Tsunami 	<ol style="list-style-type: none"> 1. Carry out maintenance on facilities located at tourist attractions 2. Creating events or events on certain days by inviting artists to enliven them. 	<ol style="list-style-type: none"> 1. Increase promotion through digital platforms to increase tourist arrivals.
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1. SO (Strength - Opportunities) Strategy

S-O strategy is a strategy that optimizes strength factors to take opportunities. The below is the strategy of the Madasari Beach marine tourism:

- a) The number of tourists who want to visit Madasari Beach is due to the presented natural beauty. So, this is the main attraction offered to tourists. In addition, developing souvenir products and culinary specialties combined with the natural panorama of the beach, can be the main attraction for tourists.
- b) The development of marine tourism at Madasari Beach can also work with the local community with the support of the Pangandaran Regency Tourism and Culture Office to empower the community to create souvenirs.
- c) Madasari Beach marine tourism, which has a strategic location with available accessibility, has a high opportunity to become one of the attractions of interest to tourists. In addition to the availability of tent rentals for camping, the government and investors can support the development of hotels, resorts, restaurants, and cafe facilities for tourists from outside the city and abroad.

2. WO (Weakness - Opportunities) Strategy

The W-O strategy can be implemented by maximizing available opportunities and minimizing existing weaknesses. The following strategies can be used:

- a) Madasari Beach is still classified as a newly developed marine tourism site. So, it is necessary to provide public facilities to support marine tourism development at Madasari Beach, such as more trash bins, public toilets,

places of worship, and health and security facilities. Public facilities can work with the local government to support marine tourism development at Madasari Beach. Furthermore, with the accessibility that has been available before, it needs to be improved for the convenience of tourists visiting, such as repairing steep and potholed roads and lighting street lights.

- b) Repairing steep and potholed road access and providing street lights to tourist attractions will make it easier for tourists visiting Madasari Beach.
- c) The development of marine tourism also requires support from the government, such as the Pangandaran Regency Tourism and Culture Office, in promoting and monitoring tourist attractions in the Pangandaran Regency.

3. ST (Strength-Threats) Strategy

S-T strategy is a strategy that utilizes existing opportunities to overcome possible threats. Strategies that can be done are:

- a) Awareness of all parties in maintaining environmental cleanliness for the beauty of Madasari Beach which is the main attraction for tourists to visit. Therefore, it is necessary to maintain public facilities in tourist attractions so that tourists are comfortable for vacations or recreation.
- b) In addition, in the face of competition from other marine tourism in Pangandaran Regency, there is a need for a certain event or event that characterizes Madasari Beach marine tourism by inviting artists or artists to attract more tourists.

4. WT (Weakness - Threat) Strategy

W-T Strategy is used to improve internal weaknesses and defend against external threats. The strategies used for Madasari Beach marine tourism are as follows: In this digital era, Madasari Beach marine tourism managers must also promote through digital platforms to reach domestic and foreign tourists.

DISCUSSION

Most people consider beaches as essential tourist attractions. Beautiful natural panorama, fresh air, clean sand, diversity of coastal biota, and clear water can attract tourists to the beach for recreation and vacation. Scenic views are essential for tourism and economic growth in coastal areas, although human development and utilization often affect these areas. The opinion of Giorgio et al. (2018) suggested five main factors in determining the success of a beach vacation. These five factors include safety, water quality, facilities, scenery, and litter. According to Kirillova et al. (2014), Naushin & Yuwanond (2016) emphasized that the key parameter that can attract tourists to come is the scenery around the beach. The main attraction presented by Madasari Beach is the beauty of the beach, so many tourists come on vacation to enjoy the natural scenery. This natural potential should be cared for and maintained for sustainable marine tourism.

In the development of tourism in Indonesia, research has been conducted using SWOT strategies in different locations such as Razak et al. (2017) researched Malalayang Beach, Manado City, North Sulawesi, by obtaining the results of the SWOT strategy in quadrant I, where the main strategy to develop tourist areas by building and expanding existing tourism potential. In addition, maintain biodiversity resources and marine biota at Malalayang Beach to increase tourist attraction. Then, develop facilities and infrastructure for tourist attractions and develop culinary tourism as a complement to marine tourism. Furthermore, the results of research by Irianto & Nasikh (2022) on tourist attractions in Tlogo Land Malang Regency, East Java Province, suggest a SWOT strategy used with the results of the calculation of the quadrant I diagram, including the development of tour packages, improving facilities and quality of service at tourist attractions and optimizing human resources by empowering local communities. This is similar to the research that has been done where the results in quadrant I, namely, the strategy used is to support an aggressive strategy to help companies take advantage of existing opportunities and maximize their strengths (Hermawan et al. 2019). The strategy carried out in the development of marine tourism on Madasari Beach is the provision of public facilities, improving accessibility to the need to carry out promotions to increase tourists visiting tourist attractions.

CONCLUSIONS AND SUGGESTIONS

The strategy used in marine tourism development at Madasari Beach uses SWOT analysis, which shows that the strategy is in quadrant I, which supports aggressive strategies located between internal strengths and external opportunities. This is the primary strategy in developing marine tourism at Madasari Beach by developing souvenir products, souvenirs to typical culinary tours. In addition, public facilities were provided, including trash bins, public toilets, places of worship, and health facilities. The government works with investors to develop lodging facilities such as hotels and resorts and improve road facilities to facilitate tourists visiting Madasari Beach.

Suggestions given to the manager in facing competition with other marine tourism objects, namely by promoting through digital platforms such as making social media (youtube, Instagram, tiktok, etc.) so that Madasari beach can be more widely known and can attract more tourists.

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