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## **Development of Marine Tourism Objects in Tanjung Benoa, Nusa Dua, Bali**

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### **ABSTRACT**

Tourism is one of the hospitality and service industry activity and the dominant sector for increasing foreign exchange earnings in the country's on non-oil and gas sector. Tourism has indirectly played an important role in the development of Indonesian culture. Tourism development as the main industry for promoting economic growth and increasing regional income. The purpose of this study is that Tanjung Benoa has a good potential to develop into a maritime tourism area with many interesting things that have not yet been optimised for development. The methods used in this study were descriptive quantitative methods and used case studies, using questionnaires to generate quantitative data inputs. Quantitative data were processed using SWOT analysis methods. The results of the study indicate that the marine tourism development strategy of Tanjung Benoa Beach falls in the first quadrant, or somewhere between external opportunities and internal resources. The strategic development of maritime tourism at Tanjung Benoa Beach requires the development of tourism facilities and infrastructure, as well as more functional leadership and management from the government and private sector. , the tourism goals of both parties to sustainable development of Tanjung Benoa Beach. With more centralized and better management of tourist destination infrastructure and government and private sector, both sides agreed to work together for developing Tanjung Benoa Beach tourist destination in a sustainable manner.

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Keywords: Development, SWOT analysis , Marine Tourism

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### **1. Introduction**

Tourism is one of the service industry activities and the leading sector that increases the country's foreign exchange earnings in the non-oil and gas sector. Tourism indirectly plays an important role in the development of Indonesian culture. Tourism can more easily introduce tourists to cultural diversity, such as traditional arts, religious ceremonies or traditional culture, which can attract the attention of foreign tourists as well as Indonesian tourists. Tourism is an economic sector that grows very fast compared to other economic sectors (Priono, 2011). Tourist interest in a tourist area needs to be maintained by knowing a good development management strategy.

The best development and utilization of tourism can encourage economic growth and create new jobs. Reliable managers are needed to develop tourist areas in Indonesia. Reliable managers are able to find out the problems in each tourist area, then find the best solution to overcome the existing problems. Requires the drive and ability of Leaders to cultivate and promote the assets they have. Increasing the usefulness of the object and tourist attraction can be enjoyed by citizens (Zebua, 2016). Other efforts that can be done include promotion through print, electronic and multimedia media so that people can understand the existence of tourist areas and participate in their development.

The government through the Ministry of Culture and Tourism stated that based on Indonesian tourist areas, the classification of tourist destination areas (WTW) has been determined nationally. Each region will have their respective advantages as a tourist destination, one of which is the Province of Bali. Bali is on a tourism route which has a variety of tourist areas that have the potential to become a tourist destination. Responding to these conditions, Bali needs to develop the tourism sector in order to attract local and foreign tourists to make tourist visits, especially to Tanjung Benoa, Nusa Dua Bali. Tanjung Benoa is a fishing village where most of the population are fishermen, before developing marine tourism activities. Currently, commercial places such as tourist agencies, hotels, cafes, and shopping areas have been built all over the coast. The marine area around Tanjung Benoa has become a resource designed to be used as an asset for marine tourism activities. Tanjung Benoa marine tourism is managed by many tourism management companies, including Nusa Dua Dive Centre, Taman Sari Wisata Bahari, Bali Apollo, Lingga Sampurna, Tirta Harum, etc. Some of the activities offered are various water sports and visits to turtle islands (Pratiwi, 2014).

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## 2. Methodology

The data collection techniques used in this study are as follows:

1. Literature study is carried out by searching for literacy sources in the form of books, scientific manuscripts, research reports, documents, and journals that aim to formulate concepts and theories as the basis of research.
2. Observation is a method of collecting complex data by direct observation and systematic recording of the object to be studied (Sugiarto; Hendratono; Sudibyo. 2015). Observations were carried out by researchers by observing and recording the conditions in the marine tourism area on the Tanjung Bena beach.
3. Respondents' data were collected using a purposive sampling method for tourists and communities around the Tanjung Bena coast. The purposive sampling method is a sampling method that is carried out intentionally (Kuncoro, 2018). The type used is Nonprobability sampling which is a technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample. Sampling was carried out on 40 people with 10 village officials and managers as key informants. This is because the number is considered sufficient to represent the sample, especially with the presence of key informants (Sugiyono, 2012).
4. Respondents filled out questionnaires by asking questions to respondents both orally and in writing, which had been prepared in advance (in appendix 1). As for before the questionnaires are distributed, they must pass two test stages first, namely validity test and reliability test.

SWOT analysis is used to analyze internal factors in an industrial area, so that it is known what factors are strengths and weaknesses. External factors were analyzed to determine the opportunities and threats faced (Rangkuti, 2015).

This study uses primary data and secondary data. Primary data obtained from questionnaires that have been given to respondents to be used in the SWOT analysis. Secondary data is obtained from the management agency concerned, one of which is data on the average number of visitors that will be used as supporting data.

In the internal analysis to evaluate the strategic factors, the IFAS (Internal Factor Analysis Summary) matrix is used which consists of strengths and weaknesses. Determination of the weights on the IFAS matrix using the IFAS matrix.

In the external analysis to evaluate the strategic factors, the EFAS (External Factor Analysis Summary) matrix is used which consists of opportunities (Opportunities) and threats (Threats). Determination of weights on the IFAS matrix EFAS matrix.

Data analysis to develop strategic factors, processed in the form of a SWOT matrix. This matrix can clearly describe how external opportunities and threats may arise, as well as adjustments to their strengths and weaknesses. The matrix can produce four possible alternative strategies in detail.

The determination of the Tanjung Bena Beach management strategy is carried out by formulating a strategy based on data that has been made through a SWOT analysis combination table, where each SWOT element is connected to obtain alternative strategies that refer to the ecological condition of resources and community perceptions.

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## 3. Results

### 3.1 Tanjung Bena Beach Conditions

Tanjung Bena Beach is one of the beaches in Bali. Tanjung Bena Beach is located in the Tanjung Bena Village area in the South Kuta sub-district, Badung Regency, Bali Province. Tanjung Bena Beach is geographically located at coordinates -8.7586798, 115.2143892. Tanjung Bena Beach is 16 km from Bali Ngurah Rai International Airport and 23 km from Denpasar city.

The type of beach owned by Tanjung Bena Beach is a beach with a relatively flat or sloping surface with white sand, characterized by a flat morphology which is dominated by white sand material and pebble-sized stones. The operation of marine tourism activities on Tanjung Bena Beach is adjusted to daily tidal conditions. This is the basis for consideration of the safety of the end before doing various games of marine tourism attractions. In addition to water sports activities, Tanjung Bena Beach also offers services across the island to visit Turtle Island which is not far from the coast of Tanjung Bena Beach to enjoy fauna tourism such as turtles.

#### 1. Calculation of the Matrix of Internal Strategic Factors Analysis Summary (IFAS)

The results of the calculation of the Internal Strategic Factors Analysis Summary (IFAS) Matrix at Tanjung Bena Beach are shown in Table 1.

**Table 1 IFAS Matrix Calculation**

No	Factor	Value	Rating	Score (Value x Rating)
<b>Strength</b>				
1	The beauty of the scenery owned by Tanjung Benoa Beach	0.134	3	0.402
2	Tanjung Benoa Beach conditions are good for tourism	0.135	3	0.405
3	The Attitude and Hospitality of the People at Benoa Beach	0.133	3	0.399
4	Completeness of marine tourism facilities and packages at Tanjung Benoa Beach	0.131	3	0.393
<b>Total Strength</b>		<b>0.533</b>		<b>1,599</b>
<b>Weaknes</b>				
1	Promotion of tourism on Tanjung Benoa beach is still lacking	0.1	2	0.2
2	The high cost of traveling on Benoa beach	0.122	3	0.366
3	Lack of service from officers at Tanjung Benoa Beach	0.101	3	0.303
4	Lack of interest Mr / Mrs to travel to Tanjung Benoa beach due to the Covid-19 pandemic	0.144	4	0.576
<b>Total Weakness</b>		<b>0.467</b>		<b>1.445</b>
<b>Total Internal Factor</b>		<b>1.00</b>		<b>3.044</b>
<b>(total strength + total weakness)</b>				

Based on the data in Table 1. it is known that the score obtained on the strength factor is higher, namely 1.599 compared to the weakness factor, which is 1.455. The highest score on the strength factor is found in the second indicator, namely "Tanjung Benoa Beach Conditions are Good for Tourism" with a score of 0.405. The highest score on the weakness factor is found in the fourth indicator, namely "Lack of interest, Mr. / Mrs. to travel to Tanjung Benoa beach due to the Covid-19 pandemic" with a score of 0.576.

## 2. Calculation of the External Matrix Strategic Factors Analysis Summary (EFAS)

The results of the calculation of the Strategic Factors Analysis Summary (EFAS) External Matrix at Tanjung Benoa Beach are shown in Table 2.

**Table 2. Calculation of EFAS . Matrix**

No	Factor	Value	Rating	Score (Value x Rating)
<b>Opportunity</b>				
1	Tanjung Benoa Beach Tourism is widely known by the public	0.114	3	0.342
2	Marine tourism in Tanjung Benoa is very interesting to visit	0.133	3	0.399
3	Development of tourist facilities in Tanjung Benoa	0.136	3	0.408
4	Development from investors in Tanjung Benoa Beach	0.147	4	0.588
<b>Total Opportunity</b>		<b>0.530</b>		<b>1.737</b>
<b>Threat</b>				
1	Public transportation access to Tanjung Benoa beach	0.119	3	0.357
2	Threat of other attractions	0.117	3	0.351
3	The condition of the road to Tanjung Benoa Beach	0.121	3	0.363
4	Government support for Tanjung Benoa Beach attractions	0.113	3	0.399
<b>Total Threat</b>		<b>0.470</b>		<b>1.410</b>
<b>Total External Factors (EFAS)</b>		<b>1,00</b>		<b>3.147</b>
<b>(total opportunities + total threats)</b>				

Based on the data in Table 2, it is known that the score obtained on the opportunity factor is higher at 1.737 compared to the threat factor, which is 1.410. The highest score on the opportunity factor is found in the fourth indicator, namely "Development from investors in Tanjung Bena Beach" with a score of 0.588. The highest score on the threat factor is found in the fourth indicator, namely "Government support for Tanjung Bena Beach tourism objects" with a score of 0.399.

### 3.2 SWOT matrix analysis

The results of the four components are included in the SWOT matrix. This matrix can clearly describe the opportunities and threats (external factors) faced by the organization and can be adjusted to the strengths and weaknesses it has. This matrix can generate 4 sets of possible strategic alternatives. The SO (Strength-Opportunities) strategy shows the use of strengths to seize existing opportunities. ST strategy (Strengths-Threats) is a strategy in using the strengths possessed to overcome threats. The WO (Weaknesses Opportunities) strategy is a strategy that is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. WT strategy (Weaknesses-Threats) is this strategy based on activities that are defensive in nature and try to minimize existing weaknesses and avoid threats. The SWOT Matrix Graph is shown in Figure 1

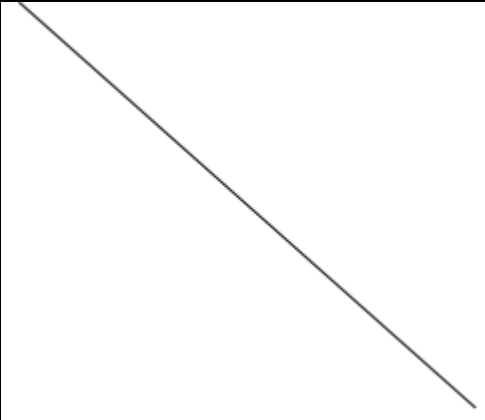
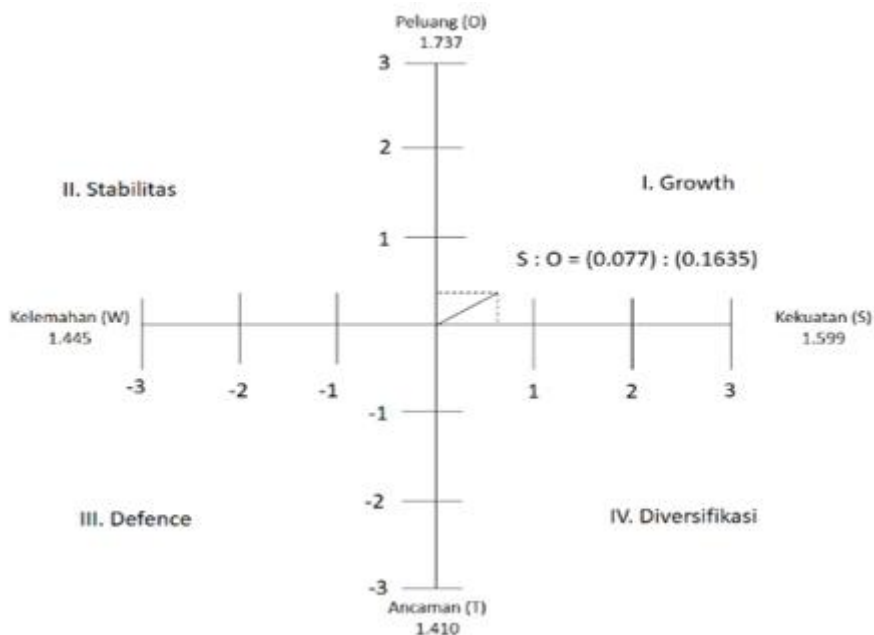
	<b>Strengths (S)</b> Keindahan pemandangan yang dimiliki oleh Pantai Tanjung Bena Kondisi Pantai Tanjung Bena yang baik untuk Wisata Sikap dan Keramahan Masyarakat di Pantai Bena Kelengkapan fasilitas dan paket wisata bahari yang ada di Pantai Tanjung Bena	<b>Weakness (W)</b> Promosi mengenai wisata di pantai Tanjung Bena masih kurang Mahalnya biaya berwisata di pantai Bena Kurangnya pelayanan dari petugas di Pantai Tanjung Bena Kurangnya minat Bapak / Ibu untuk berwisata ke pantai Tanjung Bena akibat pandemic Covid-19
<b>Opportunity (O)</b> Wisata Pantai Tanjung Bena banyak dikenal masyarakat Wisata bahari di Tanjung Bena sangat menarik untuk dikunjungi Perkembangan fasilitas wisata di Tanjung Bena Pengembangan dari investor di Pantai Tanjung Bena	<b>Strategi SO (Strengths –Opportunity)</b> Dengan memanfaatkan pengembangan dari investor dan perkembangan fasilitas untuk menambah kelengkapan fasilitas dan paket wisata bahari yang ada di Pantai Tanjung Bena (O3, O4, S4)	<b>Strategi WO (Weakness-Opportunity)</b> Melakukan promosi melalui sosial media agar lebih dikenal masyarakat (W1, O1)
<b>Thearts (T)</b> Akses transportasi umum menuju ke pantai Tanjung Bena Ancaman objek wisata lain Kondisi jalan menuju ke Pantai Tanjung Bena Dukungan pemerintah terhadap objek wisata Pantai Tanjung Bena	<b>Strategi ST (Strengths – Thearts)</b> Keindahan pemandangan yang dimiliki oleh Pantai Tanjung Bena dan kondisi yang baik untuk berwisata (S1, S2, T2,T3)	<b>Strategi WT (Weakness-Thearts)</b> Meningkatkan minat Bapak/Ibu untuk berwisata ke pantai Tanjung Bena akibat pandemi dengan dukungan pemerintah (W4, T4)

Figure 1. Classic SWOT Matrix Scheme for Marine Tourism Objects in Tanjung Bena

Based on the results of calculations on these factors, it can be described in a SWOT diagram, which can be seen in the image below. The formula for finding the coordinates of a point. Using the formula from (Freddy Rangkuti, 2014) as follows:

Coordinates of internal analysis : coordinates of external analysis

$$\begin{aligned}
 &= \frac{\text{Total strength score} - \text{total weakness score}}{2} ; \frac{\text{Total opportunity score} - \text{total threat score}}{2} \\
 &= \frac{S - W}{2} ; \frac{O - T}{2} \\
 &= \frac{1.599 - 1.445}{2} ; \frac{1.737 - 1.410}{2} \\
 &= 0.077 ; 0.1635
 \end{aligned}$$



The coordinates of the point are located at (0.077;0.1635)

**Figure 2. Cartesian SWOT chart**

From the results of the calculation analysis, it was found that the position of the Maritime Tourism Object in Tanjung Benoa is located in quadrant I (Growth Quadrant).

Based on the results of questionnaires from visitors and managers of Tanjung Benoa Beach, it is known that Tanjung Benoa Beach has several advantages that are an attraction compared to other beaches such as natural beauty and scenery, completeness of tour packages such as water sports tours and underwater natural beauty that other beaches do not have as well as conditions adequate beach and facilities. According to Alfiaturrohmaniah et al. (2020), the potential for marine tourism on Tanjung Benoa Beach is the strength it has to be able to attract the interest of tourists. Therefore, Tanjung Benoa Beach has a high potential to be utilized by the surrounding community as a marine tourism object that generates income and creates jobs for the people around Tanjung Benoa Beach. Based on the results of preliminary observations with interviews with watersport managers, the facilities and infrastructure provided at the Tanjung Benoa Beach tourist attraction to support snorkeling activities, namely, the provision of snorkeling equipment, public bathrooms, rinse places, provision of boats to go to the snorkeling spot and health protocols.

Due to the uncertain PSBB (Large-Scale Social Restrictions) regulations, tourist visitors who mostly come from outside the island of Bali cannot visit the island of Bali. This resulted in unstable visitor conditions in Tanjung Benoa. tourism sector revenues decreased sharply by up to 97% on Tanjung Benoa Beach during the COVID-19 pandemic. This happened due to the implementation of the regional quarantine (Lockdown) followed by PSBB (Large-Scale Social Restrictions) as an effort by the government to suppress the spread of the COVID-19 virus. This is in accordance with Prayudi's statement (2020) that the Covid-19 pandemic has caused a decrease in the level of tourist visits and has an impact on employment in the tourism sector and can result in the risk of losing turnover. Based on data on the number of visitors to Tanjung Benoa Beach, it is known that there has been a decrease in the number of visitors during the Covid 19 Pandemic. This is in line with Sedarmayanti (2018)'s opinion that "weaknesses are limitations / deficiencies in one or more capability resources of a company relative to its competitors, which becomes an obstacle. in meeting customer needs effectively."

Internal factors in the development of Tanjung Benoa Beach tourism consist of strengths and weaknesses. The internal strength factor, namely the strength of this marine tourism object in Tanjung Benoa, is the beauty of the scenery owned by Tanjung Benoa Beach that tourists can enjoy when visiting Tanjung Benoa Beach, such as white sand, the beauty of the blue sea. Tanjung Benoa Beach conditions are good for tourism. Tourists who visit the marine tourism object in Tanjung Benoa will get the friendliness and courtesy of the residents around Tanjung Benoa Beach.

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