



Development Strategy of Mbolata Beach as a Tourist Attraction in East Manggarai

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ABSTRACT

Mbolata Beach in East Manggarai Regency has significant tourism potential, showcasing natural beauty with white sands, high waves, and a backdrop of mountains and savannas. However, the management of this area as a primary tourist destination remains suboptimal due to limited supporting facilities such as road access, toilets, and accommodations. Additionally, a lack of cooperation among stakeholders and issues related to land ownership hinder further development. This study aims to evaluate the tourism potential of Mbolata Beach and formulate an appropriate development strategy to enhance its attractiveness as a tourist destination.

This research uses a descriptive qualitative method, with data collection techniques including observation, interviews, questionnaires, and literature review. Data analysis was conducted using a SWOT approach. The results indicate that Mbolata Beach has a high opportunity score (3.47) and low threat score (0.25), yielding a total EFAS score of 3.22. SWOT analysis places Mbolata Beach in quadrant III (WO), indicating the need for strategies to minimize weaknesses by leveraging available opportunities.

Recommended strategies include investment in infrastructure development and improvement, increased cooperation with local security to provide regular patrols, the formation of a Tourism Awareness Group (TAG), and diversification of tourist attractions. These strategies are expected to increase tourist visits and positively impact the local economy.

Keywords: *Community Strategy, Development, Coastal Tourism, SWOT*

Introduction

Tourism is one of the industrial sectors that has a significant impact on the country's foreign exchange earnings and also drives economic growth. This sector not only helps reduce unemployment rates but also enhances productivity and the overall well-being of a country. The development of tourism in a country becomes a crucial factor in promoting the economic growth of that nation. The better the tourism development in a country, as indicated by the increasing number of foreign tourist visits, the better the economic growth of that country.

To develop effective tourism, several aspects need to be considered. Good tourism development should be based on fulfilling several essential elements that support each other. According to Yoeti (2008), tourism development should pay attention to the fundamental principles of development. Ideally, the development of tourism should be based on four fundamental principles: 1) Ecological sustainability, meaning that tourism development must ensure the preservation and protection of resources. 2) Sustainability of life and culture, which means that tourism development should enhance the role of the community in overseeing life through values that have been created and collectively embraced as identity and independence. 3) Economic sustainability, meaning that tourism development must guarantee opportunities for all parties to participate in economic activities through healthy competition. 4) Improving and enhancing the quality of life of local communities by providing them with opportunities to engage in tourism development.

In Indonesia, one of the strategies implemented in tourism development can be seen in the program of five super-priority destinations, which include Labuan Bajo, Lake Toba, Borobudur Temple, Likupang, and Mandalika. This program, initiated by the Ministry of Tourism and Creative Economy, has successfully attracted the attention of foreign tourists. In 2022, the number of foreign tourists visiting Indonesia reached 5,889,031 (five million eight hundred eighty-nine thousand thirty-one) tourists (BPS, 2022).

One of the super-priority destinations that has seen significant development and is popular among tourists is Labuan Bajo. Labuan Bajo is one of the super-priority destinations located in West Manggarai Regency, East Nusa Tenggara. Labuan Bajo has become a popular destination among both domestic and international tourists. The Tourism and Creative Economy Office of West Manggarai Regency recorded that from January to July 2023, the number of tourist visits to Labuan Bajo was 80,580 visitors, consisting of 36,867 domestic tourists, 42,411 foreign tourists, and 1,302 local tourists (Prasetya,

2023). Besides its status as a super-priority destination, Labuan Bajo's popularity is also due to its readiness to develop the 4A components. As one of the super-priority destinations, Labuan Bajo has attractive attractions such as Pink Beach, Padar Island, Komodo Island, Phinisi boats, Mirror Stone Cave, Golo Mori Tourism Village, and many other attractions. In terms of accessibility, Labuan Bajo has one international airport, one passenger port, and other access routes to the existing attractions. Regarding amenities, Labuan Bajo offers several accommodation facilities such as hotels, guesthouses, villas, and restaurants. Some well-known accommodations in Labuan Bajo include Ayana Komodo Hotel, Loccal Collection Hotel, Sylvya Beach Villa, Bintang Flores Hotel, and many other facilities (Tripadvisor.com, 2023). In terms of ancillary services, Labuan Bajo has institutions that significantly influence tourism development there. There are several tourism awareness groups (Pokdarwis) in Labuan Bajo, such as Pokdarwis Komodo Village, Pokdarwis Look Tana Mori, and Pokdarwis Coal Tourism Village.

The development of Labuan Bajo as one of the super-priority destinations should bring fresh air to tourism in East Nusa Tenggara, especially on Flores Island, as it is supported by relatively close connectivity between its regions. The progress of tourism in Labuan Bajo should be well-utilized by other areas on Flores Island to develop tourism in their regions. Tourist attractions in other areas should be developed as well as possible to become options for tourists visiting Labuan Bajo. Tourism development in this area must be made as attractive and effective as possible to entice tourists to visit.

One of the regions located on Flores Island is East Manggarai Regency. East Manggarai is one of the regencies that is not too far from Labuan Bajo, which is in West Manggarai Regency. This proximity makes connectivity between Labuan Bajo and East Manggarai easier. Therefore, the advancement of the tourism sector in Labuan Bajo as a super-priority destination should be leveraged by the East Manggarai government to develop the tourism sector in their area.

East Manggarai Regency has several potential attractions for development, such as Cepi Watu Beach, Liang Mbala Beach, Rana Mese Lake, Rana Tonjong Lake, Colol Tourism Village, Bamo Tourism Village, Mbolata Beach, and many other potential attractions. One of these potential attractions is Mbolata Beach. Mbolata Beach is a tourist attraction located in Watunggene Village, Kota Komba District, East Manggarai Regency. This beach has very appealing features with white sand stretching along the beach, high waves, and beautiful views of mountains and savanna fields. This attraction already indicates that Mbolata Beach has the potential to be developed. However, to become a leading tourist attraction, it is not enough to rely solely on its natural potential. The development of the 4A components must also be carried out at this attraction. Currently, the development of the 4A components at Mbolata Beach is still very minimal or even has not been implemented. In terms of supporting facilities at Mbolata Beach, they are still inadequate. Currently, the only facility available at Mbolata Beach is a toilet that is in very poor condition. In terms of access to the location, the road to Mbolata Beach can be considered not very good, even though this beach is a very popular destination among local tourists.

With inadequate facilities and poorly developed supporting factors, Mbolata Beach has become merely a recreational spot for local visitors. Mbolata Beach is only a recreational place for local visitors on weekends and during holidays. This situation occurs because there are no adequate accommodations, leading potential tourists to choose not to stay or spend several days there. Therefore, a strategy for developing the potential of Mbolata Beach's attractions is needed, focusing on the aspects of attraction, amenities, ancillary services, and accessibility. Currently, Mbolata Beach is only a recreational spot for local visitors who come to take photos and swim. Many improvements are still needed to make Mbolata Beach a more attractive tourist destination, such as developing the 4A components, starting from attractions, accessibility, amenities, and ancillary services. As it stands, Mbolata Beach offers stunning views as a tourist attraction. However, it is essential to note that the supporting factors are still inadequate, and it can be said that they are very lacking. As a tourist attraction, Mbolata Beach is in the early stages of development, particularly focusing on improving supporting facilities (Meko, 2023).

In addition to the lack of supporting facilities and accommodations, the development of Mbolata Beach is also hindered by the absence of cooperation among stakeholders such as the government, the community, and tourism operators. One of the main obstacles faced by the government is the unclear land ownership status around Mbolata Beach, which is still controlled by certain parties, both individuals and groups. The government often faces difficulties in intervening in development or allocating funds when the land is privately owned or in dispute. This hampers the government's ability to contribute in the form of infrastructure development or public facilities that can support sustainable tourism development (Interview with Roffin Hibur Hijau, 2024).

Based on the issues presented above, strategies are needed to develop the tourist attraction of Mbolata Beach. Therefore, research on the theme of development strategies for the tourist attraction of Mbolata Beach must be conducted to enhance the quality of the attraction through an academic work.

Methodology

1. Qualitative Descriptive Analysis Technique

In this research, the author employs qualitative data analysis techniques, which involve methods of data analysis using interviews and observations. According to Miles & Huberman (1994), analysis consists of three concurrent activities: data reduction, data presentation, and conclusion drawing/verification. The three activities are explained in more detail as follows:

a. Data Reduction

Data reduction is defined as the process of selecting, focusing attention on simplification, abstraction, and transformation of raw data that emerges from written field notes. Data reduction occurs continuously throughout the qualitative research project. Anticipation of data reduction is already evident when the researcher decides (often without fully realizing it) on the conceptual framework of the research area, the research problems, and the data collection approaches chosen. This data reduction/transformation continues after field research until the final report is completed. Data reduction is part of the

analysis. It is a form of analysis that sharpens, classifies, directs, discards unnecessary information, and organizes data in such a way that final conclusions can be drawn and verified. With data reduction, researchers do not need to interpret it as quantification. Qualitative data can be simplified and transformed in various ways, such as through strict selection, summarization or brief descriptions, and categorization into broader patterns, among others.

b. Data Presentation

After the data reduction stage is completed, the next stage is data presentation. At this stage, the researcher presents the data that has been grouped and simplified in the previous stage, which can then be presented in the form of brief descriptions, charts, graphs, and similar formats. This data presentation makes it easier to understand and comprehend the issues that arise in the research based on the information obtained.

c. Conclusion Drawing

The final stage in data analysis is conclusion drawing. This stage can be conducted after the data has been simplified and then organized based on the information obtained from the research data. Initial conclusions are only temporary because, as previously stated, the problems and formulations of problems in a study will be adjusted according to the situation in the field. Therefore, both the problems and the formulations of problems in the research remain provisional and will evolve as the researcher is in the field.

2. SWOT Data Analysis Technique

Literally, in English, SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a method for developing conditions and evaluating a problem, project, or business concept based on internal and external factors, namely strengths, weaknesses, opportunities, and threats.

Yoeti (1995) explains how SWOT analysis in the context of tourism development is as follows:

Strengths: Understanding the strengths of a region's tourism allows for development that can sustain itself in the market and compete for further development. In this case, strengths can be maximally utilized to seize opportunities.

Weaknesses: Any factors that are unfavorable or detrimental to the tourism sector. Generally, identified weaknesses include lack of promotion, poor service, unprofessional tourism operators in the field, and limited public transportation to tourist attractions.

Opportunities: All opportunities that arise as a result of government policies, applicable regulations, or economic conditions.

Threats: These can include factors that may cause losses to tourism, such as regulations that do not facilitate business operations, environmental degradation, and so on.

In SWOT analysis, there is a matrix that can generate four sets of possible strategic alternatives. The following is an explanation of the four sets of alternatives and the SWOT matrix:

SO Strategy: This strategy is developed based on the planner's and manager's thought processes by utilizing all strengths to seize and maximize opportunities.

ST Strategy: This strategy involves using existing strengths.

WO Strategy: This strategy is applied based on utilizing available opportunities while minimizing existing weaknesses.

WT Strategy: This strategy is based on activities aimed at maintaining and minimizing existing weaknesses while avoiding threats.

Results

Potential of Mbolata Beach Tourism

In developing a tourist attraction, it is essential to understand the potential that a tourist attraction possesses for further development. In the process of tourism development, there are four components that must be present, as stated by Cooper et al. (1995): attraction, amenity, accessibility, and ancillary services.

Based on the above concept, through observations and interviews conducted, the following is a detailed discussion regarding the condition of the Mbolata Beach tourist attraction:

1. Attraction

Mbolata Beach is one of the tourist attractions in East Manggarai that has a unique appeal compared to other attractions. Mbolata Beach boasts stunning beauty, featuring the backdrop of Mount Inerie to the east (see Figure 4.2) and the Mausui Savanna to the west.

In addition to the scenic views of Mount Inerie and the Mausui Savanna, Mbolata Beach also has another unique feature: a vast expanse of rice fields surrounding the beach. This rice field adds a distinctive color that enhances the beauty of Mbolata Beach.

Besides its natural attractions, visitors can also enjoy cultural tourism experiences at Mbolata Beach. At this tourist attraction, visitors can taste the local specialty drink known as Sopi. Sopi is a traditional drink of the Manggarai people or NTT in general, made primarily from the sap of the lontar tree. This

drink is often served to celebrate ceremonies or to welcome guests and relatives. In Mbolata, visitors can generally enjoy two types of Sopi: tuak bakok and BM (Bakar Menyala). Tourists can also observe and learn about the process of making Sopi firsthand.

Furthermore, the residents of Mbolata Beach and the Watu Nggene Village generally consist of four ethnic groups: the Rongga, Bajawa, Sabu, and Manggarai tribes. This diversity adds a unique cultural richness to the Watu Nggene community, where various customs and traditions exist. Such cultural aspects can be attractive to tourists. During the "penti" (harvest celebration), visitors can witness traditional rituals of the Manggarai and Rongga, during which several dances are performed, such as the vhera dance, danding, mbata, and caci.

In addition to Mbolata Beach, Watu Nggene Village itself has several other tourist attractions, such as the Mausui Savanna, Wati Susu Rongga, and the Watu Nggene site. These attractions are connected to Mbolata Beach, allowing visitors to explore them when visiting Mbolata Beach.

2. Accessibility

Accessibility refers to all aspects related to the infrastructure or facilities that can be used as access for tourists to reach their intended tourist destinations. Accessibility can include road conditions, directional signs, transportation facilities, and information related to the tourist destination.

One aspect of accessibility to Mbolata Beach can be the presence of directional signs. Directional signs are crucial as they help visitors or tourists find their way to the desired attractions. These signs provide information regarding the location of the destination to tourists.

In addition to directional signs, an important aspect of accessibility in tourism is the condition of the main roads. Good road conditions mean that the roads can be traversed by private and public vehicles, whether two-wheeled or four-wheeled, providing safe and comfortable access for tourists. The road leading to Mbolata Beach is considered to be in very good condition. This is supported by the fact that the road is paved and can be easily traversed by various types of vehicles, both two-wheeled and four-wheeled. Moreover, access to Mbolata Beach is quite easy due to its proximity to the main Trans Flores route. This supports tourists or visitors traveling along the Trans Flores route to transit or visit Mbolata Beach.

3. Amenity

Amenities refer to all types of facilities or infrastructure that can be used to support the needs and requirements of tourists while visiting a tourist attraction. The infrastructure mentioned includes accommodations, lodging, restaurants, toilets, transportation, and others.

Currently, the public facilities at Mbolata Beach can be considered limited but adequate. Some of these public facilities include toilets, parking areas, places of worship such as churches and mosques, and local community stalls. As for accommodations, there is a private villa at Mbolata Beach. This villa has 5 units that are still in good condition and suitable for staying. Tourists can access this villa through Google by searching for Mbolata Beach Cottage.

4. Ancillary Services

Ancillary services refer to additional services or facilities provided by the local government of a tourist destination, both for tourists and for tourism operators at the related tourist attraction.

At the Mbolata Beach tourist attraction, the ancillary services provided include individual tourism services. This service is in the form of a tourist guide managed by Mr. Very Huik. The tour guide services offered by Mr. Very Huik at Mbolata Beach include welcoming tourists or visitors who come to his villa, where they receive personal and in-depth service regarding the tourist spots around the beach. In addition to the tour guide services, Mr. Very also provides food services featuring fresh seafood. This adds value for visitors, as they can enjoy local seafood dishes prepared from fresh ingredients sourced directly from local fishermen.

Based on the explanation above, it can be concluded that the tourism potential at Mbolata Beach still heavily relies on its natural attractions. Meanwhile, the availability of artificial attractions has not yet been established at Mbolata Beach. The supporting facilities available at Mbolata Beach are very minimal, consisting of public toilets that are already in poor condition. Other supporting facilities are still very lacking. Mbolata Beach also has a villa, which is the only accommodation available there.

Analysis of the Development of Mbolata Beach Based on the Tourism Area Life Cycle (TALC) Theory

This section discusses the development of Mbolata Beach as a tourist attraction based on the Tourism Area Life Cycle (TALC) theory. This framework facilitates the assessment of Mbolata Beach's development as a tourist destination in East Manggarai Regency and identifies potential strategies for enhancing its appeal.

1. Attraction

Mbolata Beach has become a popular tourist destination for many residents of East Manggarai and its surroundings. The beach is frequently visited by local visitors, especially on weekends and during holidays. It is commonly used for family recreation, with activities such as swimming, playing on the beach, and taking photographs. The beach sees the highest visitor numbers during religious holidays, including Christmas, Eid, Easter, and New Year.

Mbolata Beach features brown sand and offers stunning views of Mount Inerie to the east and the Mausui Savanna to the west. The area around Mbolata Beach remains clean and pristine, with clear blue waters. The shoreline is adorned with various trees, such as ketapang, waru, and mangroves, which thrive and enhance the beach's cool atmosphere. To the west of the beach lies Wae Wole Harbor, which serves as an additional attraction for visitors. According to an interview with a visitor on May 31, 2024, one guest expressed:

“I am very happy to visit Mbolata Beach because of its beautiful sand, calm waves, and the stunning natural scenery with the towering mountains. Additionally, the local community is very kind and welcoming to visitors.” (Interview with Andy Pe, a visitor)

Furthermore, in an interview with the Head of the Tourism and Culture Office of East Manggarai, Mr. Rofin Hijau, on May 29, 2024, he stated:

“Mbolata Beach is an excellent tourist attraction due to its strategic location. It also offers breathtaking views, with Mount Inerie to the east and the Mausui Savanna to the west.” (Interview with Mr. Rofin Hijau, Head of Tourism, East Manggarai)

The natural attractions of Mbolata Beach are a significant component of tourism and a primary factor that makes this beach a favorite among local residents. Located in the capital of the Kota Komba district, it is often the first choice for the people of Kota Komba and its surroundings. Access to the beach can be reached in approximately 45 minutes from the city center of Borong and about 15 minutes from Aimere Harbor to the beach entrance. Additionally, Mbolata Beach's proximity to the Trans Flores route makes it a strategic destination for tourists.

However, the attractions available at Mbolata Beach have not yet captivated tourists to stay longer. This is primarily because the offerings are limited to natural attractions. Visitors can only enjoy the beautiful scenery, engage in family recreation, and swim at the beach. Meanwhile, other tourist attractions that could enhance activities and meet tourists' needs have not been developed. This lack of variety diminishes tourists' interest, especially for those wishing to stay longer, leading to boredom due to the limited activities available.

2. Availability of Supporting Facilities

Infrastructure is crucial for the development of beach tourism. The limitations and lack of infrastructure at Mbolata Beach represent a significant weakness. The absence of essential public facilities to support tourist activities is a primary issue that needs addressing. The condition of supporting facilities, such as toilets, is quite concerning.

For parking, visitors can utilize the spacious area surrounding the beach. It is hoped that the availability of supporting infrastructure will continue to improve, thereby increasing the number of tourists visiting the area.

Accommodation is also a vital factor for tourists, especially for those wishing to stay overnight. Currently, the availability of accommodations at Mbolata Beach is very limited, with only one villa consisting of five units. This lack of options is a significant drawback that reduces tourists' interest in staying.

The cleanliness of Mbolata Beach poses a threat to its development strategy. Cleanliness is a key factor in the comfort of beach tourism. Visitors often encounter litter in the toilets and around the beach area. In an interview on May 31, 2024, one visitor remarked:

“The tourist facilities here are still lacking, and the existing ones are not functioning well. There are many poorly maintained facilities, such as broken toilets and improperly utilized trash bins. There are also no food stalls. Unlike Cepi Watu Beach, there are no facilities like gazebos here. These amenities should be developed to support tourist activities. Many facilities are underutilized, such as accommodations that are rarely occupied.” (Interview with Andy Pe, a visitor)

Based on the above interview, it can be concluded that the limited availability of supporting facilities is indicative of the low quality of tourism at Mbolata Beach. This situation arises from a lack of collaboration with the private sector, which is exacerbated by insufficient budget allocations for tourism development. The government's lack of attention to developing tourism potential and the absence of prioritization by the East Manggarai Regency government regarding Mbolata Beach's tourism sector are contributing factors to the suboptimal efforts to enhance tourism quality in the area.

The accessibility to Mbolata Beach is one aspect that has been developed well. The road leading to the beach is now adequate, supported by a paved road that can accommodate both two-wheeled and four-wheeled vehicles, making it easier for visitors to reach Mbolata Beach. The proximity of mosques and churches also supports tourism activities, providing comfort and safety for visitors. In an interview with a local resident on May 31, 2024, it was stated:

“Mbolata Beach is now very popular. The road infrastructure is adequate, as evidenced by the visitors arriving in private vehicles, and there are no complaints about damaged roads or a lack of transportation.” (Interview with Mr. Petrus Meka, a local resident)

Based on the above interview, the availability of facilities supporting tourist accessibility has been well developed, facilitating visitor access to Mbolata Beach.

3. Tourism Promotion

Mbolata Beach has significant potential to develop into a well-known tourist destination; however, one of the main challenges faced is the lack of intensive and strategic promotion. Prospective tourists can only find information about Mbolata Beach through available websites on Google. Most of the promotion relies on word-of-mouth methods. There has yet to be any incentive promotion utilizing technological advancements, such as social media. This situation arises because Mbolata Beach is not yet prepared to accommodate a large number of tourists.

4. Visitors

Mbolata Beach is primarily visited by local tourists, especially on weekends. Families come to relax, enjoy the beach, swim, play in the sand, and take photos together. They typically spend several hours at the beach before returning home. These local visitors often seek comfortable facilities, such as play areas for children, seating, and kiosks selling food and beverages. Most visitors arrive in private vehicles, making the beach particularly crowded on Saturdays and Sundays.

In addition to local visitors, Mbolata Beach also attracts foreign tourists, although in smaller numbers and for shorter visits. Foreign tourists often stop briefly while traveling along the Flores tourist route. They typically pause to rest, enjoy the scenery, or take a few photos before continuing their journey. Their visits usually last between 30 minutes to an hour, and they tend to seek information about tourism, comfortable resting places, and basic facilities such as toilets and dining options.

The lack of intensive promotion has resulted in Mbolata Beach being relatively unknown outside the local community. Currently, information about the beach is primarily disseminated through word-of-mouth recommendations from previous visitors to their friends and family. While this method can create trustworthy recommendations, its reach is limited, and the spread of information is slow. Consequently, Mbolata Beach remains less recognized among a broader audience of national and international tourists.

This situation presents several challenges. Without broader promotion, the number of visitors does not significantly increase, especially on weekdays. This impacts the local economy, which has substantial potential if more tourists were to visit. Additionally, the lack of foreign visitors reduces the opportunity for Mbolata Beach to gain international recognition. In an interview with Andy Pe on May 31, 2024, he stated:

“This is not our first visit to Mbolata Beach. We choose Mbolata because we know that every weekend, there are many visitors here. So, we also come to join the crowd. Especially during New Year, Mbolata Beach becomes very crowded as families come together. Moreover, the natural scenery of Mbolata is not boring to visit repeatedly.” (Interview with Andy Pe, a visitor)

Being located in the district capital gives Mbolata Beach an advantage, making it accessible and recognized by various community groups. Mbolata Beach is typically most visited during holidays, especially at the beginning of the year and on other occasions. Visitors usually come from various regions, particularly local tourists and those from nearby areas.

5. Institutional Factors

One of the factors hindering the development of Mbolata Beach is the lack of involvement from the East Manggarai Regency government, particularly the Tourism and Culture Office, in developing Mbolata Beach as a tourist attraction. This lack of government involvement is a significant issue, as the role of government as a stakeholder is crucial in the development of a tourist destination. Mbolata Beach was once a prominent tourist attraction managed by the East Manggarai Tourism and Culture Office. However, since 2013, the beach has not been managed by this office due to land ownership issues, as much of the surrounding land is privately owned.

According to an interview with the Head of the East Manggarai Regency, he stated:

“Mbolata Beach was previously managed by us. However, since 2013, the Tourism Office has not managed Mbolata Beach because most of the land around the beach is owned by the Ruteng Diocese and some by private individuals.” (Interview with Mr. Rofin Hijau, Head of Tourism, East Manggarai)

This situation negatively impacts the development of Mbolata Beach itself, as the absence of government intervention makes it more challenging to develop the beach, especially since Mbolata is still in the exploration stage of development. This also affects various aspects, such as the lack of economic benefits for the regional revenue, the neglect of supporting facilities, and the inability of the government to build or improve these facilities.

Community involvement in the development of tourism at Mbolata Beach is also minimal. The local community does not actively participate in the development of Mbolata Beach. The absence of tourism awareness groups (Pokdarwis) is evidence that the community has not engaged actively in tourism development. This is unfortunate because the residents of Mbolata Beach are generally very welcoming to visitors. In an interview with a community leader on May 31, 2024, Mr. Petrus Meka stated:

“The community here is very enthusiastic about tourism activities at Mbolata Beach. We are happy to see many visitors coming here. We can also benefit by selling handicrafts and fruits like coconuts and mangoes.” (Interview with Mr. Petrus Meka, community leader)

However, one reason for the community's lack of active involvement in the development of Mbolata Beach is the insufficient awareness of environmental conservation. Environmental awareness is crucial for maintaining the sustainability of the Mbolata Beach tourism area. On June 5, 2024, the researcher interviewed the secretary of Watu Nggene Village, Mr. Frederikus, who stated:

“The main issue at Mbolata Beach is waste. There is a lot of trash there. Sometimes visitors bring snacks and throw the wrappers on the beach. However, local residents also sometimes dispose of waste improperly on the beach. The residents also pay little attention to the cleanliness of their yards, even though their homes are near the road leading to Mbolata Beach. This makes the view along the road to Mbolata less clean.” (Interview with the Secretary of Watu Nggene Village)

The lack of community participation in preserving the beach is due to insufficient awareness and involvement in conservation efforts. The low level of community awareness is linked to educational factors and the lack of socialization regarding the importance of tourist attractions in community development, as well as the absence of strict actions against violators. The government must foster community understanding of the importance of beach conservation and involve the community in decision-making and social oversight in all activities conducted by the government.

Cycle Stage	Characteristics	Yes	No
Discovery	Destination is not widely known by tourists	√	

	Very few tourists, limited to adventurers or seekers of new experiences	√	
	Minimal or no tourism infrastructure	√	
	No specific tourist facilities, only attractive natural or cultural resources	√	
Involvement	Local community begins to engage in tourism activities		√
	Tourists visit regularly, though still in limited numbers		√
	Basic facilities for tourism (e.g., homestays, food stalls) begin to emerge	√	
	Minor improvements in infrastructure such as roads or local transport	√	
Development	Significant increase in the number of tourists		√
	Rapid development of tourism infrastructure (hotels, restaurants, recreational facilities)		√
	Domestic and international tourists begin to arrive in large numbers	√	
	Tourism promotion efforts are intensified	√	
Consolidation	Tourist numbers peak or stabilize		√
	Infrastructure is excellent and professional, with comprehensive tourism services		√
	Destination is widely recognized, both nationally and internationally	√	
	Significant social and environmental impacts emerge due to tourism activities	√	
Stagnation	Tourist numbers begin to decline or stagnate		√
	Destination capacity approaches or reaches maximum limits		√
	Tourist attractions begin to decline due to the destination's inability to adapt or innovate	√	
	Quality of tourist experience declines due to over-tourism or facility degradation	√	
Decline	Drastic decrease in tourist numbers		√
	Many tourist facilities close or experience a decline in quality	√	
	Destination loses appeal in the tourism market	√	
	Revenue from the tourism sector declines drastically	√	
Renewal	Efforts are made to revitalize the destination with new tourism products or rebranding	√	
	Tourism infrastructure and facilities are renovated or upgraded	√	
	New tourist segments are targeted (e.g., eco-tourism, cultural tourism, adventure tourism)	√	
	Destination begins to attract tourists again with a new image and appeal	√	

It can be concluded that the development of Mbolata Beach as a tourist attraction in East Manggarai is still in the exploration or discovery stage. This is evident from several indicators, such as the destination not being widely known by tourists, the very limited number of visitors primarily consisting of adventurers or seekers of new experiences, minimal or nonexistent tourism infrastructure, and the absence of specific tourist facilities, relying solely on attractive natural or cultural resources.

Tourism Development Strategies for Mbolata Beach Based on SWOT Analysis

The development strategy implemented is based on the analysis of internal and external factors obtained from field research, reviewed from the criteria of the creative industry. This allows for the identification of strengths, weaknesses, opportunities, and threats.

1. Identification of Internal Factors

Internal environmental factors consist of strengths and weaknesses within the organization, which are typically beyond the short-term control of top management. According to Bryson (2005:145), the purpose of assessing the internal environment of an organization is to identify strengths and weaknesses, as well as aspects that facilitate or hinder the achievement of the organization's mission and fulfillment of its mandate.

a. Strengths

Strengths are resources, skills, or other advantages of a product over competitors and market needs. In tourism, strengths include natural resources, management, and other advantages related to tourism compared to similar competitors. Based on the research conducted at Mbolata Beach, the following are some identified strengths:

1. Attractive natural tourist attractions
2. Strategic location that is easily accessible to reach the tourist site
3. The area is already well-known among many visitors
4. Friendly and welcoming local community
5. Visitors can experience the diverse local culture and traditions of the surrounding community

b. Weaknesses

Weaknesses are limitations or deficiencies in natural resources, skills, and capabilities that seriously hinder the effective performance of an organization. Weaknesses in a tourism area include limitations or deficiencies in natural resources, skills, and management capabilities in the tourism industry. The following are some weaknesses identified at Mbolata Beach that may hinder development:

1. Lack of clear management from both the government and the local community
2. Limited maintenance and care of supporting facilities
3. Attractions offered are limited to natural tourism
4. Insufficient availability of accommodations
5. Lack of security and supervision facilities

2. Identification of External Factors

a. Opportunities

Opportunities are favorable situations or trends in the business environment. Opportunities in the tourism area are favorable situations or trends that benefit the tourism industry within a specific area. The following are some identified opportunities:

1. Formation of tourism awareness groups (Pokdarwis)
2. Stunning views with white sand and clear water can attract tourists seeking natural beauty
3. Integrating local culture and traditions into the tourism experience can attract visitor interest
4. Investment in facilities, such as accommodations, restaurants, and toilets, can enhance attractiveness
5. Offering tour packages that include beach rides on horseback and local activities can attract more visitors

b. Threats

1. Limited understanding of the importance of environmental conservation can lead to destructive behavior
2. Insufficient facilities such as accommodations and services can reduce attractiveness to tourists
3. Security issues, such as crime or accidents at sea, may deter tourists from visiting
4. Suboptimal management that prevents the quality of attractions from developing effectively
5. Lack of coordination and cooperation between the government, local communities, and tourism operators regarding the development attractions makes it difficult to enhance the appeal, especially in developing quality tourism human resources

From the analysis of internal and external factors, strategies can be formulated in the form of a matrix that generates four sets of strategic alternatives as follows:

Internal Factors	Strengths (S)	Weaknesses (W)
1	Attractive natural tourist attractions	Lack of clear management from both the government and the local community
2	Strategic location that is easily accessible to reach the tourist site	Limited maintenance and care of supporting facilities
3	The area is already well-known among many visitors	Attractions offered are limited to natural tourism
4	Friendly and welcoming local community	Insufficient availability of accommodations
5	Visitors can experience the diverse local culture and traditions of the surrounding community	Lack of security and supervision facilities
External Factors	Opportunities (O)	SO Strategies
1	Formation of tourism awareness groups (Pokdarwis)	Build a tourist information center that provides complete information about attractions, accommodations, and other facilities.
2	Stunning views with white sand and clear water can attract tourists seeking natural beauty	Organize annual events or festivals showcasing local culture and traditions, such as music, dance, culinary, and craft exhibitions.
3	Integrating local culture and traditions into the tourism experience can attract visitor interest	Develop community-based homestays and accommodations.
4	Investment in facilities, such as accommodations, restaurants, and toilets, can enhance attractiveness	Diversify tourist attractions by developing new attractions that complement natural tourism.
5	Offering tour packages that include beach rides on horseback and local activities can attract more visitors	
Threats (T)	ST Strategies	WT Strategies
1	Limited understanding of the importance of environmental conservation can lead to destructive behavior	Increase environmental awareness through educational programs and awareness campaigns for visitors and the local community.
2	Limited facilities such as accommodations and services can reduce attractiveness to tourists	Form a local tourism forum or council consisting of representatives from the government, community, and tourism businesses.
3	Security issues, such as crime or accidents at sea, may deter tourists from visiting	Raise funds and support from government and private sectors to improve accommodation and service facilities.
4	Suboptimal management that prevents the quality of attractions from developing effectively	Conduct educational programs and environmental awareness campaigns for local communities and tourists.
5	Lack of coordination and cooperation between the government and the community	Collaborate with universities and higher education institutions for research and tourism development.

After identifying the internal and external factors, the next step is to analyze the values of the internal factor indicators (IFAS) and external factors (EFAS). The Internal Strategy Factor Analysis Summary (IFAS) includes several internal factors, namely strengths and weaknesses, while the External Strategy Factor Analysis Summary (EFAS) includes several external factors, namely opportunities and threats. After analyzing the internal and external

factors, scoring will be conducted using the SWOT quadrant to determine the appropriate strategies for the development of Mbolata Beach. Below is the scoring of the internal and external factors:

No	Internal Factors	Weight	Rating	Score
	Strengths			
a.	Attractive natural tourist attractions	0.16	4.8	0.76
b.	Strategic location that is easily accessible to reach the tourist site	0.15	4.7	0.7
c.	The area is already well-known among many visitors	0.14	4.2	0.63
d.	Friendly and welcoming local community	0.15	4.5	0.67
e.	Visitors can experience the diverse local culture and traditions of the surrounding community	0.15	4.6	0.69
	Total Strengths			3.45
	Weaknesses			
a.	Lack of clear management from both the government and the local community	0.04	1.2	0.04
b.	Limited maintenance and care of supporting facilities	0.04	1.2	0.04
c.	Attractions offered are limited to natural tourism	0.05	1.6	0.08
d.	Insufficient availability of accommodations	0.04	1.4	0.05
e.	Lack of security and supervision facilities	0.04	1.2	0.04
	Total Weaknesses			0.25
	IFAS Score			3.2

From the IFAS calculation results presented in Table 4.6, it can be seen that the final score for the strength components is higher, reaching 3.45. This indicates that Mbolata Beach has advantages in certain aspects, particularly in terms of attractive natural tourist attractions and a strategic location. Meanwhile, for weaknesses, the total score is 0.25. The total IFAS score of 3.20 is obtained by subtracting the total weakness score from the total strength score.

No	External Factors	Weight	Rating	Score
	Opportunities			
a.	Formation of tourism awareness groups (Pokdarwis) for the sustainability of tourism development at Mbolata Beach	0.15	4.7	0.7
b.	Stunning views with white sand and clear water can attract tourists seeking natural beauty	0.15	4.6	0.69
c.	Integrating local culture and traditions into the tourism experience can attract visitor interest	0.15	4.6	0.69
d.	Investment in facilities, such as accommodations, restaurants, and toilets, can enhance the quality of attractions	0.15	4.7	0.7
e.	Offering tour packages that include horseback rides to attractions and activities can attract more visitors	0.15	4.6	0.69
	Total Opportunities			3.47
	Threats			
a.	Limited understanding of the importance of environmental conservation can lead to destructive behavior	0.04	1.4	0.05
b.	Limited facilities such as accommodations and services can reduce attractiveness to tourists	0.04	1.4	0.05
c.	Security issues, such as crime or accidents at sea, may deter tourists from visiting	0.04	1.3	0.05

d.	Suboptimal management that prevents the quality of attractions from developing effectively	0.04	1.4	0.05
e.	Lack of coordination and cooperation between the government and the community regarding the development of attractions makes it difficult to enhance appeal, especially in developing quality tourism human resources	0.04	1.3	0.05
	Total Threats			0.25
	EFAS Score			3.22

For the EFAS calculation, it can be seen that the final score for opportunities is higher, reaching a total score of 3.47. This indicates that Puro Mangkunegaran has the potential to take advantage of various existing opportunities. Meanwhile, for threats, the total score is 0.25. Therefore, the total EFAS score is 3.22, which is obtained by subtracting the total threat score from the total opportunity score.

The strength score obtained is 3.25, while the weakness score is 0.25, resulting in a difference of 3.2. For the opportunity factor, the score is 3.47, and the threat score is 0.25, with a difference of 3.22. Consequently, these difference values form the coordinate point (3.22 : 3.2).

After conducting the SWOT analysis, the results indicate that the optimal development strategy position for Mbolata Beach lies in Quadrant III, specifically in the WO (Weakness and Opportunities) position. The recommended strategy is to create a new strategy aimed at minimizing weaknesses while leveraging existing opportunities.

Based on the information in Table 4.4, the SWOT matrix indicates that the appropriate development strategy for enhancing Mbolata Beach as a tourist attraction is the Weakness-Opportunity strategy. This strategy aims to address the weaknesses at Mbolata Beach by utilizing available opportunities. The strategy is based on the 4A concept, which includes the development of attractions, accessibility, amenities, and ancillary services. This strategy is also designed to elevate the position of Mbolata Beach's tourist attraction, which is currently at the exploration stage, to the involvement stage.

Here are some strategies developed for Mbolata Beach:

1. Investment in Infrastructure Development and Improvement:

- Invest in the construction and improvement of infrastructure facilities such as accommodations, restaurants, public toilets, and parking areas to enhance visitor comfort. Building supporting facilities is crucial for developing an attraction. At Mbolata Beach, many supporting facilities are still lacking or insufficient to meet tourist needs. Therefore, investment is needed for the development of supporting facilities as follows:
- Accommodations: Building and improving accommodation facilities around Mbolata Beach will provide comfort for tourists who wish to stay longer. Good and comfortable accommodations can include various types such as villas and homestays. Clean, safe, and comfortable accommodations will enhance the tourist experience and encourage them to return in the future. This can be achieved by inviting investors to invest in accommodation businesses at Mbolata Beach. Additionally, the government can encourage local communities to develop accommodation businesses by providing training and financial assistance.
- Restaurants: The presence of restaurants with a variety of interesting and quality menus will enhance the appeal of Mbolata Beach. Restaurants offering local and international cuisine will cater to various visitor tastes. Moreover, restaurants with beautiful beach views can serve as an additional attraction.
- Public Toilets: Clean and well-maintained public toilet facilities are essential for visitor comfort. Adequate toilets will reduce discomfort and help maintain environmental cleanliness. Proper toilet management also reflects concern for tourists' basic needs.
- Parking Areas: A spacious, safe, and organized parking area will facilitate visitors arriving by private vehicles. Good parking management will also reduce congestion and enhance the overall experience for visitors. Parking close to beach access makes it easier for tourists to bring their equipment.

The above strategies relate to previous research by Susana Marisa Dampung (2021), which focused on the development strategy of Cepiwatu Beach, emphasizing the construction of supporting tourism facilities such as trash bins, gazebos, toilets, and sales areas for MSMEs.

2. Enhancing Cooperation with Local Security:

- Collaborate with local security to provide routine patrols and security posts in tourist areas. Involve local communities in monitoring and security training to ensure tourists feel safe during their visit. Routine patrols by police or security personnel can help prevent crime and respond quickly in case of incidents. Strategically located and easily accessible security posts will provide additional safety for visitors. This can also be achieved by involving local communities in monitoring and security training, which not only enhances security effectiveness but also empowers local residents.

3. Establishing and Activating Tourism Awareness Groups (Pokdarwis):

- Involve local communities and government in jointly managing tourism. Pokdarwis (Tourism Awareness Groups) are organizations consisting of local residents who care about and are involved in tourism development in their area. The establishment of Pokdarwis at

Mbolata Beach is a strategic effort to improve overall beach management. Pokdarwis, consisting of local residents and collaborating with the government, has great potential to manage the beach better through various initiatives and programs. These programs include:

- **Environmental Preservation:** Pokdarwis can initiate programs aimed at preserving the environment around Mbolata Beach. This includes beach cleaning activities, waste management, and educating visitors about the importance of maintaining cleanliness and environmental sustainability. With direct community involvement, these programs can be more effective and sustainable.
- **Improvement of Facilities and Infrastructure:** Pokdarwis can collaborate with the government and private sector to enhance facilities and infrastructure at Mbolata Beach. This includes the construction and maintenance of facilities such as public toilets, trash bins, parking areas, as well as accommodations and restaurants. Improving these facilities will make the beach more comfortable and attractive to tourists.
- **Cultural Tourism and Local Economic Development:** Pokdarwis can develop tourism programs showcasing local cultural richness, such as traditional dance and music performances, craft exhibitions, and local cuisine. Through these activities, tourists can enjoy not only the beauty of the beach but also a unique cultural experience. Additionally, this program helps boost the local economy by providing business opportunities for local residents.
- **Tourist Safety and Comfort:** Pokdarwis can also play a role in enhancing the safety and comfort of tourists at Mbolata Beach. This can be achieved through collaboration with local security to provide routine patrols and security posts, as well as involving the community in environmental monitoring programs. With guaranteed safety, tourists will feel more comfortable and secure during their visit.
- **Promotion and Marketing:** Pokdarwis can actively participate in promoting and marketing Mbolata Beach through various media, including social media, websites, and brochures. With effective promotion, Mbolata Beach can gain wider recognition and attract more tourists.

The development strategy of Pokdarwis is related to one of the strategies in the research conducted by Melly Febriani Jayadi (2020). In that research, it was explained that one of the strategies to be implemented in the development of Blimbingsari Beach is to form tourism awareness groups (Pokdarwis), consisting of young people.

4. Diversification of Tourist Attractions:

- Diversifying tourist attractions is an important strategy to attract more visitors and extend their stay at Mbolata Beach. By developing various tourist attractions that complement natural tourism, the beach can offer a more complete and engaging experience for tourists. Here are some steps in diversifying tourist attractions based on the analysis of existing tourism potential at Mbolata Beach, East Manggarai:
- **Cultural Tourism:** Developing cultural tourism can provide a unique and in-depth experience for visitors. Cultural tourism includes:
 1. **Traditional Art Performances:** Showcasing traditional dances and music characteristic of the local area. These performances can be held regularly or as part of special events.
 2. **Art and Craft Exhibitions:** Providing space for exhibitions of local art and crafts. Tourists can view and purchase unique craft products and learn about the production process.
 3. **Historical and Cultural Tours:** Organizing tours that explain the history, traditions, and local culture. Tourists can visit historical sites such as Watu Wusu Rongga and Watu Nggene sites.
- **Culinary Tourism:** Culinary tourism is another way to attract visitors and give them the opportunity to taste local specialties. Additionally, seafood cuisine such as grilled fish, shrimp, and others can also be developed.
- **Other Tourism Developments:** Besides natural, cultural, and culinary tourism, there are many other tourism activities that can be developed to attract tourists to Mbolata Beach:
 1. **Horseback Riding Tours:** Offering horseback riding tours along the beach or through surrounding nature trails. This provides a different and exciting experience for visitors.
 2. **Water Sports Activities:** Developing various water sports activities such as snorkeling, diving, and surfing.

The above strategies relate to the strategies described in the research by Melly Febriani Jayadi (2020). In that research, it was explained that the development of Blimbingsari Beach should include the development of several other attractions, not just relying on natural attractions but also developing various attractions to attract tourist interest.

4. Conclusion

Based on the research findings, it can be concluded that Mbolata Beach has significant potential for natural tourism development. Several supporting and inhibiting factors exist in the development of Mbolata Beach as a tourist attraction. The beach boasts beautiful natural attractions, a strategic location near the Flores Crossroad, an open community welcoming visitor, and cultural diversity. However, there are also notable shortcomings, such as a lack of supporting facilities, absence of management, insufficient accommodations, and a scarcity of engaging attractions. According to the tourism area life

cycle theory, Mbolata Beach is still in the exploration stage, as evidenced by indicators like limited recognition among tourists, a small number of visitors, minimal infrastructure, and attractions primarily derived from natural resources.

The development strategy for Mbolata Beach is formulated through steps that identify internal factors encompassing strengths and weaknesses, as well as external factors including opportunities and threats. Following this identification, a SWOT matrix analysis is conducted to derive appropriate strategies. Key strategies include: a) investing in the construction and improvement of infrastructure facilities such as accommodations, restaurants, public toilets, and parking areas; b) enhancing cooperation with local security while involving the community in monitoring and security training to ensure tourists feel safe during their visit; c) establishing and activating Tourism Awareness Groups (Pokdarwis) that engage local communities and government in joint tourism management; and d) diversifying tourist attractions by developing new offerings that complement natural tourism, such as cultural experiences, culinary options, and other recreational activities.

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