

The Strategic Development Of Pugung Raharjo Megalithic Park Using Swot Analysis

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Abstract : Lampung has the potential for tourism and it can be developed on a national or international scale. A varied tourism destination ranging from natural, nautical, agritourism, culture, and artificial tourism make Lampung be an attractive tourism alternative for domestics and foreign tourists. One of the tourism destinations in Lampung Province is a cultural heritage in the megalithic era. It is Pugung Raharjo Megalithic Park in East Lampung. However, the emergence of tourism causes the Pugung Raharjo Megalithic Park to have an imbalance in tourist visits between other tourist destinations in the same district. It is because the quality of tourist destinations is not evenly distributed among one another. The purpose of this study was to measure the strategic development for Pugung Raharjo Megalithic Park by using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The results of the analysis showed that Pugung Raharjo Megalithic Park positioned on Growth Quadrant. It explained that it is based on SWOT-4K Matrix, suitable to implement Stable Growth Strategy including implementation in improving the accessibility within the tourist attraction, providing the cultural information facilities, providing the cultural information facilities, packaging the natural potential of the village environment and culture as an attraction.

Keywords: SWOT Analysis, Strategic Development, Tourism Destination

1. INTRODUCTION

Indonesia is an archipelago country with potential in almost all sectors including the tourism sector. The progress of tourism will have an impact on improving the economy for the country or region that manages a tourist destination and it also makes the area known nationally and internationally. This advantage has prompted many local governments in Indonesia to start developing their tourism industry, including the regional governments in East Lampung Province, which are seriously working on the tourism sector.

One of the tourist destinations was offered by East Lampung Regency. It has also been stipulated in Regional Regulation No. 3 of 2016 concerning the Regional Tourism Development Master Plan of East Lampung Regency for 2016-2030 mentioned three leading tourism destinations, namely Way Kambas National Park, Pugung Raharjo Megalithic Park, and Kerang Mas Beach as Leading Tourism Areas.

Among several tourist objects in East Lampung, which offer natural tourism, a variety of cultures and traditions, such as historical relics from the megalithic era are found in the Pugung Raharjo Megalithic Park. The advantages of Pugung Raharjo Megalithic Park includes the natural beauty, the existence of punden-punden (sacred buildings where the spirits of ancestors made in multilevel forms), dolmen (stones for offerings to the ancestors), menhirs (memorial stone of the dead), statues, site complexes, Hindu, Buddhist, and Islamic cultural heritage, ceramic artifacts from various foreign dynasties, war equipment and megalithic heritage pools. It is surrounded by embankments and fortresses and houses typical of East Lampung customs. The Regional

Government in order to attract local and international tourist visitors every year on October 28 holds the Pugung Raharjo Park Napak Tilas Festival with a series of historical tour activities, traditional dance competitions, photography competitions, and other competitions.

Visitors of the Pugung Raharjo Megalithic Park have increased every year. Nevertheless, from the data of East Lampung Regency Tourism Office in 2019, the number of visitors to the Leading Tourism Area shows that Pugung Raharjo Megalithic Park has the least number of visitors (13,257) compared to Way Kambas visitors (77,550 visitors) and Kerang Mas Beach (38,600 visitors). The imbalance in tourist visits is due to the fact that the local government in managing the quality of tourist destinations is not evenly distributed. The manager of the Pugung Raharjo Megalithic Park states that lack of access for transportation and lack of information on road signs hinders mobility to these attractions, limited infrastructure, and coverage are still far from comfortable, and maintenance. Furthermore, it is also still lack of the quality of the tourist attraction.

The manager of Pugung Raharjo Megalithic Park in the strategy formulation is still unable to thoroughly find the internal and external conditions of the Pugung Raharjo Megalithic Park tourist destination. From the facts compiled above, to overcome the problem of visitor inequality at the Pugung Raharjo Megalithic Park through internal and external strategic planning, using SWOT analysis and then formulating development strategies that refer to Regional Tourism Development Strategies of East Lampung Regency.

2. LITERATURE REVIEW

2.1. *Tourism Destination*

Tourism destinations are places that have various forms of actual or perceived boundaries such as the physical boundaries of an island, political boundaries, or even created boundaries (Hermawan, 2017). According to Umanskaya (2018), tourism destinations are defined by identifying their major assets, which include: a geographical location, a package of tourism products and services, a specific tourism business climate and facilities, and a brand image perceived and embraced by consumers. And according to D'Agata (2013), tourism destination is a structure that involves both natural and artificially created resources such as museums, theme parks, and sport complexes, as well as a vast amount natural, cultural, and artistic resources. In terms of several aspects, Pugung Raharjo Megalithic Park is a tourist destination in the form of nature, with the potential for cultural heritage sites of the megalithic era and event aspects with the holding of its Napak Tilas Festival.

2.2. *Strategic Management*

Strategic management is the art and knowledge of formulating and evaluating decisions so that an organization achieves a goal and strategic management is used to refer to the formulation and implementation and evaluation. According to Suwarsono in Yusendra (2015), strategic management is an attempt to managerial growth of company strength and exploit emerging business opportunities to achieve company goals. According to Rangkuti (2015), a company can develop strategies to overcome external threats and seize opportunities through a process of analysis, formulation and evaluation of various strategies.

The Regional Regulation No.3 of 2016 concerning for the Regional Tourism Development Master Plan 2016-2030, Pugung Raharjo Megalithic Park has strategic direction for tourism development which includes:

1. Improving the accessibility in tourist attraction areas that are safe for tourists.
2. Providing the cultural information which includes the history of the tourist attraction.

3. Repairing the facilities and infrastructure that support tourism activities in these attractions.
4. Packaging the natural potential, village environment and culture as a tourist attraction.

Therefore, before building strategic decisions in the future, it is necessary to carry out a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to determine the strategic position so that it can determine the right strategic management.

2.3. SWOT Analysis (*Strength, Weaknessess, Opportunities, Threats*)

According to Rangkuti (2015), SWOT analysis is to identify various factors systematically to formulate a company strategy. This analysis is based on the logic that maximizes strengths, weaknesses, opportunities, and threats.

1. Strengths

The definition of strength applies to all of company's tools, including both hard and softskill, as well as others advantages that are related to the company's competitors and business needs. Strength is storm of rivalry that can provide competitive advantages over other businesses.

2. Weaknesses

A company's weakness (in terms of its capital, employees' capacities, and mastery of skills) is a disadvantage and weakness that will hinder potential company success. Facilities, incentives, company financial capital, and skills are among the other constraints that impede the company's operations, management skills, as well as communications savvy.

3. Opportunities

Opportunity is a desirable opportunity that each company looks forward to. In general, the opportunities that come to a company are advantageous to the company, but due to some limitations, certain opportunities that do not come immediately are accepted by the company. Technological advances, as well as bettering partnerships with consumers and suppliers, are examples of potential prospects that can benefit the business. Technological advances, as well as bettering partnerships with consumers and suppliers, are examples of potential prospects that can benefit the business.

4. Threats

In comparison to opportunity, a threat is a serious situation that does not favor the company; it disrupts operations and jeopardizes the company's market position as well as its objectives. New government regulations that are particularly disruptive to businesses are an example of a challenge that corporations often face.

3. METHOD

The method in this study used a case study method (observational case studies) with a quantitative approach, combining qualitative and quantitative data input (Mix Method). This research produced qualitative data input (human perception) with questionnaire. Qualitative data were processed into quantitative data using SWOT analysis. This study was a descriptive study to be examined by the status and certain objects supported with data from sources to provide an assessment of the observed objects. The determined parties in doing the assessment were 1) district officials; 2) managers of tourist objects; 3) visitors to tourist attractions.

Methods of data processing and data analysis were carried out using the EFAS (External Factors Analysis Summary) and IFAS (Internal Factors Analysis Summary) and continued with the SWOT-4K matrix for determining strategic positions in the certain quadrant.

4. RESULT AND DISCUSSION

4.1 EFAS and IFAS Identification

The first stage is to look for several SWOT indicators consisting of IFAS and EFAS through observations, interviews with stakeholders. Internal environmental analysis is intended to understand the strengths and weaknesses of the institution such as such as land resources, human resources, finance. External environmental analysis is intended to understand the opportunities and threats that the institution has, such as identifying aspects of society, government, policy, technology.

4.2 EFAS and IFAS Value Calculation

After identification was carried out to find and compare external factors EFAS, namely: Opportunities and Threats with internal factors (IFAS), namely: Strength and Weakness. Then, it was calculated by the EFAS and IFAS values with the listed results in the table below.

Table 1. IFAS Analysis

| Strengths | Total | Point | Rating | Point of X Rating |
|---|-------------|-------------|--------|-------------------|
| 1. Unique tourist attraction for ancient relics | 134 | 0,10 | 4,5 | 0,45 |
| 2. The location is close to Bandar Lampung | 135 | 0,10 | 5,5 | 0,55 |
| 3. Marine tourism variety has archeologic site | 136 | 0,10 | 4,6 | 0,46 |
| 4. Affordable prices | 136 | 0,10 | 4,6 | 0,46 |
| 5. Performing regional arts | 133 | 0,10 | 4,4 | 0,44 |
| 6. Ability to hold events | 142 | 0,10 | 4,8 | 0,48 |
| Total | 816 | 0,60 | | 2,84 |
| Weaknesses | Total | Point | Rating | Point of X Rating |
| 1. Lack of adequate road access | 95 | 0,07 | 3,2 | 0,22 |
| 2. Lack of adequate transportation | 89 | 0,06 | 2,9 | 0,17 |
| 3. Lack of coordination with the tourism office | 94 | 0,07 | 3,1 | 0,21 |
| 4. Management has not been maximized | 97 | 0,07 | 3,2 | 0,22 |
| 5. The absence of a souvenir shop | 98 | 0,07 | 3,2 | 0,22 |
| 6. Lack of infrastructure provided | 83 | 0,06 | 2,7 | 0,16 |
| Total | 556 | 0,40 | | 1,20 |
| Total of Strengths and Weaknesses | 1372 | 1 | | 4,01 |

Tabel 2. EFAS Analysis

| Opportunities | Total | Point | Rating | Point of X Rating |
|--|--------------|--------------|---------------|--------------------------|
| 1. High Tourist Interest | 139 | 0,11 | 4,6 | 0,50 |
| 2. Developing East Lampung Tourism Sector | 148 | 0,11 | 4,9 | 0,53 |
| 3. Community Awareness and Participation in the World of Tourism | 134 | 0,10 | 4,4 | 0,44 |
| 4. Increasing the Quality of Economic and Social Society | 140 | 0,11 | 4,6 | 0,50 |
| 5. Access and clear information | 145 | 0,11 | 4,8 | 0,48 |
| 6. High Commitment from The Government and Stakeholders | 149 | 0,11 | 4,9 | 0,53 |
| Total | 855 | 0,65 | | 2,98 |
| Threats | Total | Point | Rating | Point of X Rating |
| 1. The emergence of a sense of dissatisfaction | 67 | 0,05 | 2,2 | 0,11 |
| 2. The increasing number of competitors among tourism objects | 74 | 0,06 | 2,4 | 0,14 |
| 3. There is a negative public message about tourism in East Lampung (Robber/Begal) | 81 | 0,06 | 2,7 | 0,16 |
| 4. Lack of cooperation between agencies related to tourism development | 77 | 0,06 | 2,5 | 0,15 |
| 5. Tourism demand in Lampung is generally elastic | 74 | 0,06 | 2,4 | 0,14 |
| 6. The management of the surrounding waste does not meet the standards | 77 | 0,06 | 2,5 | 0,15 |
| Total | 450 | 0,35 | | 0,85 |
| Total of Opportunity And Threat | 1305 | | | 3,83 |

From the two tables above, it stated that the Pugung Raharjo Megalithic Park had a higher strengths than the weaknesses factor (2,84:1.20) and it had a greater opportunity than threats (2,98:0,85).

4.3 SWOT Matrix

Furthermore, to formulate a development strategy using the auxiliary diagram, namely the SWOT-4K matrix, the results obtained that the strategic position of Pugung Raharjo Megalithic Park was located in quadrant I (Growth Quadrant), because the difference between IFAS (4.01) and EFAS (3.83) and weighted value of Strength is smaller than the Opportunities was determining the choice of strategy to the Stable Growth Strategy. It can be seen in Figure 1. SWOT-4K Matrix.

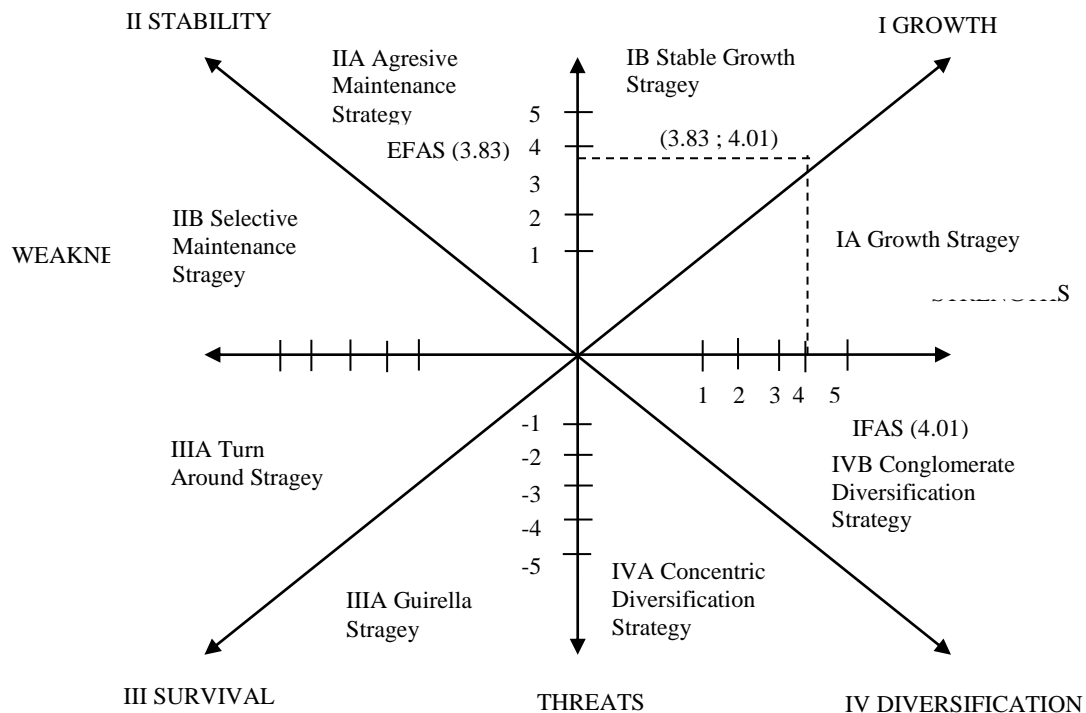


Figure 1. Position of Pugung Rahario Megalithic Park in the SWOT-4K Matrix

4.4 Tourism Development Strategy

Based on the results of the study, it showed that the strength was smaller than the available opportunities ($S < O$). Thus, the regional tourism development strategy refers to the Regional Regulation of East Lampung Regency No. 3 of 2016, the tourist destination of Pugung Raharjo Megalithic Park was recommended to implement:

1. Improving the accessibility within the tourist attraction area included:
 - a. Improvement of accessibility to and out of tourist destination locations required path engineering or road arrangement and directions to tourist sites.
 - b. Provision of adequate transportation, either from the local government or was able to involve the local community for rental transportation.
 - c. Tightening security related to crimes when entering the East Lampung Regency area to tourist objects.
2. The providing the cultural information facilities included:
 - a. The development of a market penetration strategy, namely by actively providing information on tourist attractions to increase the number of visitors by conducting promotions through the creation of an official website to introduce Pugung Rahajo Megalithic Park and management on social media.
 - b. In collaboration with the community to promote the Pugung Raharjo Megalithic Park and was also to collaborate with nearby tourist objects regarding the information on the Pugung Raharjo Megalithic Park.
 - c. Provision of information boards in order to produce narratives/stories that attracted tourists to learn them, including area name boards, road signs, prohibition boards, and so on.

- d. Creating a social experience program to dampen negative messages from the people of East Lampung Regency.
3. Improving the facilities and infrastructure included:
 - a. Collaborating with non-governmental organizations for preservation and cleanliness of the Pugung Raharjo Megalithic Park.
 - b. Provision of adequate facilities such as toilets, comfortable and complete shelter, gazebo for temporary resting, souvenir shops, and regional specialties including a parking area.
 - c. Development of technology-friendly tourism objects for good communication networks such as the availability of internet access.
4. Packaging the natural potential of the village environment and culture as an attraction which included:
 - a. Outreach activities to the community coordinate with the Tourism Office to foster enthusiasm and involved the community in the preservation of the cultural heritage of the Pugung Raharjo Megalithic Park.
 - b. Organizing the annual Festival of the Napak Tilas Megalithic Park Pugung Raharjo as a national event published at the regional, national, and international levels.
 - c. Optimizing culture by establishing a more modern and comfortable museum to visit.
 - d. Provision of artificial tourist objects such as photo spots and attractive garden concepts to take advantage of the market potential of young people who have a self-centered trend by building tourist objects that have iconic and instagrameable appeal.

5. CONCLUSIONS

Based on the results of the research conducted, it concluded that the Pugung Raharjo Megalithic Park was in the IB quadrant. It interpreted that this tourist destination was in a growth stage with a strategy to be done with Stable Growth or significantly. It explained that the advantages or strengths of the Pugung Raharjo Megalithic Park tourist destination were smaller than with the available opportunities ($S < O$). The needed recommendation to maximize strength was to make promotional efforts effectively and carry out a tourism development strategy in accordance with the possessed factors from these tourist destinations.

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