Marketing Strategy through Swot Analysis on the Puncak Mas Tourist Attraction in Bandar Lampung

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Abstract— **The tourism sector in Indonesia is currently considered to have an effective role in increasing the country's foreign exchange. The Covid-19 pandemic has an impact on tourism sector activities and recorded losses of up to IDR 10 trillion during the implementation of the Large-scale social restrictions or LSSR (Indonesian: Pembatasan Sosial Berskala Besar or PSBB). The 2020 report states that the number of tourists has decreased by 75% compared to 2019. In this study, data was obtained through distributing questionnaires to visitors in Puncak Mas tourist attraction. It was processed using a SWOT analysis technique. The result of this study showed that Puncak Mas tourist attraction had strength in Internal Factors and there were various threats of quite inhibiting. Diversification must be carried out so that there was development in tourist areas and tourism renewal that provides innovation, security, and comfort for Puncak Mas tourist attraction.**

Keywords— Marketing Strategy, SWOT, Tourism

I. INTRODUCTION

Indonesia has great potential in tourism development. it was because of the diversity of culture, language, customs, and natural conditions as a tourist attraction. The development of the tourism sector is currently growing in Indonesia. directly, it has an impact on the community to improve the local economy. However, the Covid-19 virus hit all human activities including Indonesia in 2020. In Indonesia, the first case of Covid-19 was confirmed on March 2, 2020 and spread to all provinces. The government uses the term of Large-scale social restrictions or LSSR (*Bahasa: Pembatasan Sosial Berskala Besar or PSBB*) to break the spread of Covid-19 in Indonesia and close various public accesses, including in the tourism sector..

The Indonesian Chamber of Commerce and Industry (*Bahasa: Kamar Dagang dan Industri Indonesia or Kadin*) claims that the tourism sector has losses of up to Rp. 10 trillion due to the implementation of the Large-Scale Social Restrictions (PSBB) policy. Total foreign tourist visits to Indonesia in 2020 amounted to 4.02 million. On the contrary, compared to 2019, the number of foreign tourists decreased by 75.03 percent.

Lampung Province has a variety of decline tourist attractions in the pandemic era. The Bandar Lampung City Government has implemented restrictions on community activities in an effort to prevent the increasing spread of the Covid-19 virus so that some public access is temporarily closed. There has been a rate decrease in the spread of COVID-19. The government has reopened public access by implementing COVID-19 Health and Safety Protocols including in the tourism sector. Although the implementation of the COVID-19 Health and Safety Protocols has been carried out, the number of tourist visits is not as significant as before the pandemic. To increase visits and maintain existing tourism potential, it is necessary to carry out an evaluation from tourists and tourism managers to be taken into consideration in taking the next step.

It is a challenge to the government and tourism managers in Lampung to try to carry out the proper marketing strategy to increase the number of tourist visitors in the pandemic era outbreak while still following the health protocols set by the government to increase visitor confidence and maintain the existence of tourism in dealing with problems. One of them is the Puncak Mas tourist attraction which has decreased. As ecotourism in Lampung Province, "Puncak Mas" is one of the tourism products that utilize natural resources in beautiful natural panoramas combined with various tourism aspects. Thus, it produces a blend that has economic value.

Table 1. Number of Visitors to Puncak Mas Tourist Attraction

Month	Visitor in 2019	%	Visitor in 2020	%
1	10.137	9	9.121	-
2	9.693	9	8.985	-2
3	9.753	9	Lockdown	-
4	10.330	10	Lockdown	-
5	8.538	8	2.458	-26,6
6	8.456	8	2.501	2
7	7.472	7	2.476	-1
8	8.175	9	2.629	6
9	7.341	7	2.583	-2
10	7.854	7	2.702	4
11	8.486	8	2.863	6
12	10.659	10	3.203	11
Total	106.894		39.521	

Based on the observations and interviews with Puncak Mas management and visitors, there has been a decline of 26.6 percent since it reopened in May 2021. The management needs to make strategic planning by taking into the factors that affect the tourists to visit again beside the impact of the COVID-19 pandemic. The factors were internal and external factors from Puncak Mas Tourist Attraction. By analyzing these factors, Puncak Mas can determine what marketing strategy is appropriate to develop sustainable tourism with its advantages and disadvantages so that it can continue to survive in the face of tough competition in a developing era.

Previous research has shown that a strategy is needed to develop and increase the number of visits to tourist objects (Sadeghi, 2021) where the results show that the tourism object has development constraints, an appropriate marketing strategy based on SWOT is needed. In another study, a SWOT analysis showed that the potential of coastal and marine natural resources in Kotania Bay is very likely to be developed as marine ecotourism (Lelloery, 2021). The purpose of the research conducted is to find out the right marketing strategy at Puncak Mas Tourism, so it is expected that it will have an impact on increasing the number of visitors.

II. THEORITICAL FRAMEWORK

A. Tourism

Yoeti in Utama (2017) tourism comes from Sanskrit, consisting of two words, namely "Pari" which means full or all, and "Wisata" which means to travel. A trip is called a tourist trip if (1) The trip is carried out from one place to another, (2) The purpose of the trip is for pleasure, (3) As a consumer in the place visited.

B. Marketing Strategy for Tourism

In marketing activities, it is necessary to have a strategy to achieve the objectives of holding marketing activities. Marketing strategy is an arrangement of processes starting from research, planning, preparation, to implementing a tool that is used to assist the information process, improve management, solve problems that are being faced by management, make strategic decisions, and control the marketing process both by utilizing the internal environment. and the external environment of a company or organization (Kurniawati, 2020).

C. 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.

III. METHODOLOGY

The method in this study used a case study method (observational case study) with a quantitative approach. It was combined with qualitative and quantitative data input (Mix Method). This study produced qualitative data input (human perception) with a questionnaire to obtain descriptive data namely: finding data, analyzing root causes, and formulating alternative strategies to be a basis for the development of Puncak Mas. Qualitative data was processed into quantitative data using SWOT analysis. The parties specified in conducting the assessment were 1) Puncak Mas Tourism Operations Manager; 2) visitors to tourist attractions; 3) surrounding community.

Data processing and data analysis methods were used EFAS (External Factors Analysis Summary) and IFAS (Internal Factors Analysis Summary) and followed by a SWOT matrix for determining strategic positions in certain quadrants.

IV. RESULT AND DISCUSSION

A. EFAS and IFAS Identification

From the results, it stated that the current condition of Puncak Mas Tourist Attraction through IFAS (Internal Strategic Factors) and EFAS (External Strategic Factors). This result was to view, identify, and evaluate the main strengths, weaknesses, opportunities, and threats in the business functionality area to identify and evaluate the relationships between these areas. Some important internal and external factors (IFAS and EFAS) were as follows:

Table 2. Matrix of IFAS

Internal Factor Strategy	Weight	Rating	Rating X Weight
Strengths			
Interesting and unique tours with natural beauty	0.18	3.73	0.653
Natural beauty coupled with photo spot facilities that attract tourists	0.15	3.40	0.516
The location is close to Bandar Lampung	0.13	3.03	0.389
Affordable prices	0.13	3.27	0.436
Natural panorama for the sunrise in a tourist attraction	0.14	3.00	0.415
Accommodation provided	0.14	3.40	0.487
Natural beauty combined with views of the city of Bandar Lampung	0.13	3.20	0.416
Sub Total	**1.00**		**3.312**

Table 3. Matrix IFAS (Cont'd)

Weaknesses			
Lack of tourism promotion	0.15	2.10	0.323
Lack of the Villa Gardenia Management system	0.14	2.43	0.333
No insurance in covering the safety of tourists visiting tourist attraction locations	0.15	2.40	0.354
Does not collaborate with online-based hotel lodging and travel agents	0.10	2.27	0.216
There are no updated packed of the tour so visitors feel bored	0.16	2.73	0.433
The lack of human resource capabilities in managing tourism objects	0.15	2.53	0.385
Does not have a well-written business plan for the long-term continued development of tourism	0.16	2.10	0.328
Sub Total	**1.00**		**-2.372**
TOTAL			**0.940**

Table 4. Matrix EFAS

External Factor Strategy	Weight	Rating	Rating X Weight
Opportunities			
Increasing number of tourists visiting Lampung province every year	0.17	3.20	0.554
The strategic tourist objects for other tourist objects	0.15	2.90	0.435
The friendliness of society around the tourist attraction to tourists	0.13	2.97	0.372
Lampung provincial government in supporting tourism	0.15	2.80	0.407
Online media as a support for the promotion of business activities	0.18	2.83	0.500
There are many travel agencies as business partners	0.11	2.80	0.314
The location of the tourist attraction is close to the city and shopping	0.12	2.67	0.312
Sub Total	**1.00**		**2.895**
Threats			
Natural disasters that occur suddenly	0.16	3.47	0.564
There are many competitors with the same tourism concept	0.16	2.73	0.428
The growth of new tourist objects by relying on different uniqueness	0.16	3.07	0.499
Inadequate road access leading to tourist attractions	0.12	2.77	0,324
Lack of public facilities available around the attraction	0.09	2,67	0,253
Lack of public transportation that supports tourists to tourist objects	0.15	2.57	0,379
Tourist perceptions related to the safety and comfort of tourist objects	0.15	3.07	0,466
Sub Total	01.00		-2.931
TOTAL			**-0.035**

From the tables, it stated that Puncak Mas had a power factor with a total of 3,312. Meanwhile, the weakness with a total of 2,372. It concluded that Puncak Mas tourism had higher strength, compared to its weakness factor. Furthermore, the total weight was multiplied by rating on opportunities with a total of 2,895 and threats with a total of 2,931. It showed that Puncak Mas had not been able to take full advantage of existing opportunities in dealing with various threats.

The SWOT analysis was divided into 4 quadrants. In determining the quadrant, the coordinates of Puncak Mas Tourism must be known. to determine the coordinates used the value of each factor that had been calculated in the IFAS and EFAS tables.
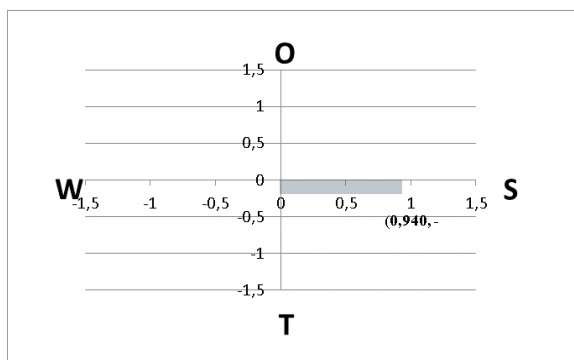

Figure 1. SWOT Quadrants

The figure showed that the results of the SWOT analysis of the Puncak Mas tourist attraction were in quadrant 4, namely the diversification quadrant. It described that Puncak Mas tourist attraction faced threats, but it had internal strength.

The strategy was to use strength to avoid or reduce the impact of external threats by doing a diversified strategy (product/market). Seeing these conditions, it was necessary to diversify from developing and updating more attractive tourism, preserving nature by beautifying the natural beauty of the Puncak Mas tourist attraction, and cooperating with various parties. so, Puncak Mas tourist attraction was ready to face threats and keep pace with other competitors. Based on the analysis above, it showed that the performance of the Puncak Mas tourist attraction was determined by a combination of internal and external factors. The combination of these two factors with the following strategic plan namely:

ST Strategy (Strengths-Threats)
1. Promoting safety and health insurance for visiting tourists
2. Adding photo spot areas to create the characteristic of tourist attractions
3. Promoting the uniqueness of the restaurant menu, live music entertainment, and scenery in the tourist attraction location
4. Empowering the society around the tourist attraction as a local transportation agency to shuttle tourists through an online system.
5. Holding interesting attractions as innovations.

V. CONCLUSION

The result of this study found that Puncak Mas Tourism Object was in the Diversification Quadrant position using the SWOT matrix. It meant that Puncak Mas Tourism Object already had strong internal factors. Nevertheless, Puncak Mas faced a quite problem in external factors. Diversification must be carried out in developing the tourist areas and the tourism renewal to provide innovation, safety, and comfort for the Puncak Mas tourist attraction. Puncak Mas can be done with local communities and make the surrounding attractions that are different fromother. Also the potencial of natural resources around the Puncak Mas is strongly encouraged to be developed as ecotourism.

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