Analysis of Santolo Beach Tourism Management, Pamalayan Village, Cikelet District, Garut Regency

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The tourism sector in Indonesia is up-and-coming and is still in the process of development and development. Santolo Beach has coral reefs and coastal land that can be used for tourism. Many strategies can be used to develop Santolo Beach. This research was conducted using a qualitative descriptive method. The research was conducted at Santolo Beach, Pamalayan Village, Cikelet District, Garut Regency, in August 2021. The data used in this research is primary. Primary data was conducted by interview using purposive sampling technique and questionnaire using an accidental sampling technique Data analysis was carried out using SWOT and QSPM analysis. The results show the value of the IFE 3.58 and EFE 3.98 matrices, showing that Santolo Beach tourism management is in cell one, which supports developing and building strategies. Some strategies that can be carried out are developing coastal tourism areas by managers in collaboration with the government, private institutions, and the community, supervising and maintaining existing facilities in the Santolo beach area, collaborating with the government or tourism institutions to develop their potential. Santolo Beach, improving the quality of professional workforce to manage and maintain to reduce physical damage to the beach, and structuring the area with a zoning system for tourism and fishery activities.

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1. INTRODUCTION

The territory of Indonesia is very strategic as one of the economic centers so that it does not become a tourism issue. The tourism sector in Indonesia is up-and-coming and is still under construction and development, so that many investors support the tourism sector. Many areas in Indonesia are growing and are being visited, such as Bali, Raja Ampat, Santolo.

Management of coastal areas includes planning, utilization, supervision, and human interaction in utilizing coastal resources. Coastal areas have various characteristics according to geographical conditions, history, culture, political interests, and various potentials. Regional development in coastal areas, as well as regional development in other areas, always has the main goal of improving people's welfare [1]

In connection with the development of the city of Garut, where Garut is used as a tourist city, Pamalayan Village has also become one of the areas used as tourist attractions. Not all coastal resources can be used for tourism purposes. But the coast in the Pamalayan Village area of South Garut has coral reefs where ornamental fish breeding populations, mangroves, and coastal areas form an ecosystem that can be used for tourism. Therefore good management is needed for this Santolo beach.

There are still many facilities and infrastructure on Santolo Beach that are lacking or not even available. Facilities that are not available are information signs, parking lots, and public toilets. While the facilities that are/are not available include a tourist information center, cleaning facilities, and gazebos. However, the available facilities are much broader, including lodging, restaurants, modes of transportation, souvenir kiosks, places of worship, and places for paying entrance tickets [2].

2. MATERIALS AND METHODS

2.1 Materials

This research was conducted using a quantitative descriptive method. The research was conducted at Santolo beach, Pamalayan village, Cikelet district, Garut regency in august 2021. The data used in this research is primary. Primary data was conducted by interview using purposive sampling technique and the person being interviewed was the village head of Pamalayan, the questionnaire used accidental sampling technique and the person asked to fill out the questionnaire was a tourist who was on the spot.

2.2 Data Analysis Method

Data analysis was carried out using SWOT and QSPM, and Swot analysis was used to find strategies for development And Qspm Analysis Was Used To Make Strategic Decisions That Were Best Suited To The Internal And External Environment Pamalayan Village.

2.2.1 SWOT

SWOT analysis is used because it can consider and analyze several factors, both internal and external. SWOT analysis can be used to conduct strategic analysis, and the ability lies in the ability of strategy makers to maximize strength factors and take advantage of opportunities as well as act as a tool to suppress weaknesses that exist in the company's body and suppress the impact of threats that arise and must be faced [3].

The way the SWOT analysis works with a matrix is to include internal environmental factors such as weaknesses and strengths in the horizontal cell and external factors such as opportunities and threats in the vertical cell. Then the cell that brings together the internal and external factors is an alternative strategy generated by the SWOT analysis.

2.2.1.1 IFE

Internal Factor Evaluation (IFE) is to analyzes internal factors consisting of strengths and weaknesses. Strengths and Weaknesses is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in the functional areas of the business and forms the basis for identifying and evaluating the relationships between these areas.

The steps in identifying the IFE matrix are as follows [4];

1. List the main internal factors as identified in the internal audit process.
2. Assign a weight ranging from 0.0 (not important) to 1.0 (very important) to each

factor. The weight assigned to each factor indicates the relative importance of the factor to the company's success in the industry. The sum of all weights must be 1.0.

3. Assign a rating of 1 to 4 to each factor to indicate whether the factor indicates major weakness (rating = 1), or minor weakness (rating = 2), minor strength (rating = 3), or major strength (rating = 4).

4. Multiply each factor weight by its rating to determine the weighted average for each variable.

5. Add up the weighted average for each variable to determine the total weighted average.

2.2.1.2 EFE

External Factor Evaluation (EFE) is used to determine the company's external factors related to opportunities and threats that are considered essential. External data is collected to analyze matters concerning economic, social, cultural, demographic, environmental, political, government, legal, technology, and competition issues.

The steps in identifying the IFE matrix are as follows [4];

1. List the main internal factors as identified in the internal audit process.

2. Assign a weight ranging from 0.0 (not important) to 1.0 (very important) to each factor. The weight assigned to each factor indicates the relative importance of the factor to the company's success in the industry. The sum of all weights must be 1.0.

3. Assign a rating of 1 to 4 to each factor to indicate whether the factor indicates major weakness (rating = 1), or minor weakness (rating = 2), minor strength (rating = 3), or major strength (rating = 4).

4. Multiply each factor weight by its rating to determine the weighted average for each variable.

5. Add up the weighted average for each variable to determine the total weighted average.

2.2.1.3 IE

The values obtained in the IFE matrix and the EFE matrix are then entered into the Internal-External (Internal-External) matrix to determine the company's current position. Furthermore, based on the position, the company can determine the right core strategy to be implemented. The total IFE weight score in the IE matrix, placed on the x-axis, and the total EFE weight score on the y-axis. Fits the x-axis of the IE matrix.

Table 1. Matrix SWOT

Internal factor / External factor	Strenghts (S) Find some power factor	Weaknes (W) Find some Weaknes factor
Opportunuties (O) Find some opportunuties factor	Strategy SO Create strategies that use strengths to take advantage ofopportunities	Strategy WO Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T) Find some threats factor	Strategy ST Create strategies that use strength to overcome threats	Strategy WT Create strategies that minimize weaknesses and avoid threats

Table 2. Matrix IFE

No	Strength	Rating	Weight	Weight x Rating
1				
2				
	Weaknes			
1				
2				
	TOTAL			

Table 3. Matrix EFE

No	opportunities	Rating	Weight	Weight x Rating
1				
2				
	threats			
1				
2				
	TOTAL			

Table 4. Matrix IE

	Strong 3.0-4.0	Average 2.0-2.99	Weak 1.0-1.99
High 3.0-4.0	I	II	III
Medium 2.0-2.99	IV	V	VI
Low 1.0-1.99	VII	VIII	IX

The IE matrix is divided into three major sections that have different strategic implications, namely [5]:

1. Divisions in cells I, II, or IV can carry out a growth and build strategy. The strategies commonly used are intensive strategies (market penetration, market development, and product development) or integrative strategies (backward integration, forward integration, and horizontal integration).
2. Divisions that are in cells III, V, or VII can implement the strategy to maintain and maintain (hold and maintain). The strategies commonly used are market penetration and product development.
3. The division in cells VI, VII, or IX, which is the strategy of harvesting or divesting. The strategies commonly used are divestment strategy, conglomerate diversification strategy and liquidation strategy.

2.2.2 QSPM

Quantitative Strategic Planning Matrix (QSPM) is an analytical tool in decision making. QSPM analysis makes it possible to evaluate alternative strategies objectively based on previously identified internal and external success factors [6].How to create a QSPM table is as follows:

1. Create a SWOT list from the IFE and EFE matrices.
2. Giving weight to each internal factor and external factor (such as the IFE and EFE matrices).
3. Observe and identify alternative strategies that can be recommended from the results of the SWOT matrix that must be considered and implemented by the company.
4. Determine the Attractive Score (AS), namely the attractiveness value for each strategy that can be applied. AS is determined by examining internal and external factors, and the role of each factor in the strategy-selection process. The range of values from the US is 1 to 4 with indicators from "not attractive" to "very attractive".
5. Calculate the Total Attractiveness Score (TAS) by multiplying the weight with the AS. TAS demonstrates the relative attractiveness of alternative strategies, taking into account the impact of adjacent internal or external critical success factors. The higher the total score obtained, the more attractive the alternative is.
6. Calculate the total number of total attractiveness by adding up the total danceability score in each strategy column

of QPSM. Higher scores are more attractive, meaning that all relevant internal and external factors can influence strategic decisions.

3. RESULTS AND DISCUSSION

3.1 Analysis IFE

The internal factor evaluation matrix is used to evaluate internal factors which include strengths and weaknesses.

Based on the calculation of the IFE matrix, it can be seen that the strength factor that has a great influence is the beautiful sunset view in the afternoon with a score of 0.57. In the evening, tourists begin to visit the beach area to relax while enjoying the sunset. This is one of the attractions of this beach that is sought after by tourists. The most important elements that become the attraction of a tourist destination / ecotourism are its natural conditions, unique, rare and endemic flora and fauna conditions, conditions of natural phenomena, conditions of customs and culture [7].

The minor excess score has water rides facilities with a score of 0.30. Based on interviews with the village head, water rides facilities such as banana boats, surfboard rentals, and tire rentals are usually only carried out on weekends and national holidays. The attractiveness of a tourist area location is the main reason for visitors to visit tourist sites to carry out tourism activities [8]

The weakness factor with the highest score is the lack of marketing and beach development, with 0.43. The marketing carried out by the Santolo beach manager is not optimal. This causes this beach to be not visited by many tourists from

outside west java, and its development has not been carried out optimally because the local manager prioritizes the construction of SayangHeulang beach, which is next to Santolo beach. Marketing has an essential role in the company in maintaining and increasing company revenue [9]

The lowest score on weakness is that infrastructure, information, and signs on the beach are less supportive, with a score of 0.40. Infrastructure, information, and signs on Santolo beach are still minimal. Therefore it is necessary to add information boards to make it easier for tourists to get information. The development of tourist facilities in tourist destinations and particular tourist objects must be adjusted to the needs of tourists both quantitatively and qualitatively. Tourism facilities quantitatively refer to the number of tourist facilities that must be provided, and quantitatively which indicates the quality of services provided and reflected in the satisfaction of tourists who receive services [10].

3.2 Analysis EFE

The external factor evaluation (EFE) matrix evaluates external factors, which include opportunities and threats.

Based on the calculation of the EFE matrix, it can be seen that the opportunity factor that has a significant influence is Establishing cooperation between local managers and government or private institutions related to tourism with a score of 0.57. Cooperation is all the forces that arise outside the organization's boundaries that can influence decisions and actions within the organization. Therefore it is necessary to have cooperation with the forces that are expected to arise [11].

Table 5. Matrix IFE of santolo beach tourism management

No	Strength	Rating	Weight	Weight x Rating
1	The fishery potential is huge	4,0	0,14	0.56
2	Has water rides	3,0	0,10	0.30
3	Beautiful sunset view in the afternoon	4,0	0,14	0.57
4	Availability of lodging, stalls, prayer rooms, and washrooms	3,9	0,12	0.47
	Weaknes			
1	Cleaning facilities are not good	3,2	0,13	0.42
2	Inadequate tourist safety	3,4	0,12	0.41
3	Infrastructure, information and signs on the beach are less supportive	3,3	0,12	0.40
4	Beach marketing and development is lacking	3,2	0,13	0.43
	Total		**1.00**	**3.58**

Table 6. Matrix EFE of santolo beach tourism management

No	Opportunities	Rating	Weight	Weight x Rating
1	Establish cooperation between local managers and government or private institutions related to tourism	4,1	0,14	0.57
2	Development into a tourism and fisheries area	4,1	0,13	0.54
3	Adequate infrastructure development	4,1	0,11	0.45
4	Improving the quality of tourism services and environmental sustainability	4,0	0,11	0.44
	Threats			
1	Climate change is hard to predict	3,8	0,11	0.41
2	Disruptive visitor activity	4,3	0,10	0.43
3	Sectoral ego increases because each sector wants to dominate	4,3	0,16	0.66
4	Sectoral ego increases because each sector wants to dominate	3,2	0,13	0.45
	Total		**1.00**	**3.98**

The opportunity factor with the most miniature score is improving the quality of tourism services and environmental sustainability with 0.44. The quality of tourism services and environmental sustainability are opportunities to be improved because these two things will become important assets for Santolo Beach to develop. Good service quality, which satisfies consumers, is the first step to the company's success in the future [12].
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The threat factor that has the highest score is increasing sectoral ego because each sector wants to dominate with a score of 0.66. Sectoral ego owned by government institutions, which seem prestige to cooperate, ask for help or just ask other government institutions. So what is meant by the problem of coordination can be stated that the problem of cooperation between government officials and their relationship with each other is a problem of government coordination [13].

The threat factor that has the lowest score is climate change which is difficult to predict with a score of 0.41. The unpredictable climate becomes a threat because if the waves are high, it will be dangerous for tourists and local residents. The biggest threat from global warming and climate change is sea level rise which can threaten human life and other ecosystems in coastal areas [14].

3.3 Analysis Matrix IE

Based on the results of the calculation of the IFE (internal factor evaluation) matrix and the EFE (external factor evaluation) matrix, the scores from each matrix are entered into the IE (internal-external) matrix to determine the appropriate strategy for the management of Santolo beach tourism. The total value of the IFE matrix is 3.58, while the total value of the EFE matrix is 3.98. The following are the results of the internal-external matrix contained in the table below.

Table 7. Matrix Ie of santolo beach tourism management

The results of the IE matrix analysis show that santolo beach is in cell 1, which means that santolo beach requires a growth and build strategy. Based on the analysis of internal and external factors that have been carried out, several alternative strategies can be arranged based on the swot matrix analysis. The swot analysis results from the tourism management of Santolo Beach, Pamalayan Village, Cikelet District, Garut Regency can be seen in the Table 8 shows.

3.4 Analysis QSPM

The selection of alternative strategies in this study is a stage that will later show which alternative strategies are most likely to be applied to the tourism management of Santolo beach. The selection of alternative strategies is carried out using QSPM analysis, which is a matrix for choosing strategic planning by quantifying the assessment of each strategy that has been made. The results of the QSPM analysis are based on the calculation of the value of the Santolo beach tourism management strategy obtained in the Table 9 shows.

Based on the results of calculations using QSPM analysis, it is known that the most appropriate alternative strategy that can be carried out in the management of Santolo Beach tourism is five strategies with the highest TAS value. The first

Table 8. The SWOT analysis results from the tourism management of santolo beach, Pamalayan village, Cikelet district, Garut regency

Internal factor / External factor	*Streng* 1. The fishery potential is huge 2. Has water ride facilities 3. Beautiful sunset view in the afternoon 4. Availability of lodging, stalls, prayer rooms, and washrooms	*Weakness* 1. Cleaning facilities are not good 2. The safety of tourists is inadequate 3. Infrastructure, information, and signs on the beach are not supportive 4. Marketing and beach development is lacking
Opportunities 1. Establish cooperation between local managers and government or private institutions related to tourism 2. Development into a tourism and fishery area 3. Adequate infrastructure development 4. Improving the quality of tourism services and environmental sustainability	**StrategySO** 1. Cooperating with government or tourism institutions to develop the potential of Santolo Beach 2. Develop a coastal tourism management model based on land mapping according to its zoning 3. Increase the promotion of beaches and fishery products on the beach of Santolo	**StrategyWO** 1. Structuring the area with a zoning system for tourism and fishery activities 2. Create an organization dedicated to being a coast guard 3. Development of coastal tourism areas by managers in collaboration with government, private institutions, and the community.
Threats 1. Climate change is difficult to predict 2. Disruptive visitor activities 3. Sectoral ego increases because each sector wants to dominate 4. Sectoral ego increases because each sector wants to dominate	**StrategyST** 1. Supervise and maintain existing facilities in the Santolo beach area 2. Dividing suitable land for tourism and fisheries areas 3. Improve the quality of the professional workforce to manage and maintain to reduce physical damage to the coast.	**StrategyWT** 1. Improve guarding and monitoring of tourists to reduce accidents. 2. Increase the number of information boards for tourists. 3. Conductcounseling about the importance of preserving the coast, the dangers of pollution, and saving oneself from natural disasters.

Table 9. Matrix QSPM

No	Alternative strategy	TAS	RANK
1	Development of coastal tourism areas by managers in collaboration with government, private institutions, and the community	6.9	1
2	Supervise and maintain existing facilities in the Santolo beach area	6.45	2
3	Collaborating with government or tourism institutions to develop the potential of Santolo Beach	6.16	3
4	Improving the quality of professional workforce to manage and maintain to reduce physical damage to beaches.	6.04	4
5	Structuring the area with a zoning system for tourism and fishery activities	5.5	5

strategy is the development of coastal tourism areas by managers in collaboration with government, private institutions, and the community. The development of tourism areas is an important thing for Santolo Beach, because the development of Santolo Beach will attract the attention of tourists to visit Santolo Beach.Tourism development is an effort to develop or advance tourist objects so that these attractions are better and more attractive in terms of places and objects in them to be able to attract interest. Cooperation between managers and other parties is also important [15].

The second ranking strategy is to supervise and maintain existing facilities in the Santolo beach area. Facilities are very important assets for tourist attractions because good facilities will attract tourists' attention.Accommodation, transportation facilities, and recreation are key components of a major tourist destination. The competitiveness of these facilities on a national or international scale determines whether they become a valuable asset to attract visitors. Therefore, the supervision and maintenance of facilities is a good strategy for the management of Santolo beach tourism [16].

The third ranking strategy is to collaborate with the government or tourism institutions to develop the potential of Santolo beach. The potential of each tourist spot is different as well as Santolo beach has tourism potential that can be developed to attract the attention of tourists. If this potential is developed, it can increase national income and regional income in order to improve the welfare and prosperity of the community [15].

The fourth level strategy is to improve the quality of professional workforce to manage and maintain to reduce physical damage to the coast. Competent human resources to manage and maintain the physical beach are needed so that the physical condition of the beach is not damaged. Human resources play an important role in tourism development as the key to success to improve better performance and the results become more optimal. Therefore, a professional workforce is needed for the management of Santolo beach tourism [17].

The fifth ranked strategy is regional arrangement with a zoning system for tourism and fishery activities. The activity zone arrangement has a complete system between utilization zones and conservation zones and has a clear area orientation through the existence of a regional center as visitor orientation [18]. Structuring the zoning of tourism activities and fishing activities is an important thing to do. This arrangement is intended so that the zones used are more oriented and not mixed between tourism and fisheries zones, besides that this arrangement is also well done for the safety of tourists.

4. CONCLUSION

Based on the results of research that has been carried out regarding "analysis of Santolo beach tourism management, Pamalayan Village, Cikelet District, Garut Regency" it can be concluded that. Based on the SWOT analysis that has been carried out, Santolo beach tourism is in cell 1. Strategies that can be carried out are strategies to develop and build (growth and build), meaning that Santolo beach managers can use their strengths to take advantage of opportunities and suppress weaknesses to overcome threats. And based on the QSPM (quantitative strategic planning matrix) analysis, there are 5 strategies

that have the greatest value that can be used for Santolo beach tourism managers.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

CONSENT

As per international standards or university standards, the written consent of the respondents has been collected and retained by the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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