

Strategic Development of National Tourism Strategic Area (NTSA) Pulau Rupert

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Abstract. Activities in the field of tourism are complex activities which include various sectors and forms of activities that have dynamic and growing elements. Based on Government Regulation Number 50 of 2011 concerning the Master Plan for National Tourism Development (RIPPARNAS) in 2010-2025, Rupert Island is designated as a tourist destination of Riau Province which has the potential to be developed because it has a very strategic position and very exotic selling points.

As the efforts to make Rupert Beach as a superior and excellent tourism area in Bengkalis Regency in particular and Riau Province in general, the community and government are required to maintain and develop the potential so that this tourist destination can sustain the acceleration of regional development. Therefore, a scientific study is needed to strategically develop the potential of Rupert Island NTSA. This study uses a SWOT analysis method that can answer the problem of research problem formulation.

This research is expected to add research references in the field of development planning, especially the development of areas that have the potential to be developed, and can improve the expertise and competence of researchers.

Based on the SWOT analysis, the strategy recommendations given are progressive, meaning that the development of Rupert NTSA is in a potential and steady condition so it is very possible to continue to expand, increase growth and achieve maximum progress.

1. Introduction

The current economic development of Riau Province has taken advantage of opportunities for regional income as a whole. Tourism is a very potential and strategic role to be developed because it functions as a development approach that is environmentally sound and as a regional economic balancer.

Based on this, the development of tourism will experience a process of physical and social change. The process of change continues along with the construction of infrastructure facilities, and other facilities or in other words, tourism planning begins with the development of regional tourism which includes the physical development of tourism objects.

Rupert Island, a National Tourism Strategic Area (NTSA) based on Government Regulation Number 50 of 2011 concerning the Master Plan for National Tourism Development (RIPPARNAS) in 2010-2025, is designated as a tourism destination in Riau Province which is very potential to be developed. Rupert Island consists of 2 sub-districts, namely Rupert and North Rupert. Rupert is one of the outer islands of Indonesia which is directly adjacent to Malaysia.

Activities in the tourism sector in Rupert Island are still complex-dynamic but tourism components (something to see, something to buy and something to do) along with the factors that influence tourism development have not been well integrated. In order to make Rupert Island a superior and excellent tourism area in Bengkalis Regency and Riau Province in general, the community and government are

required to maintain and develop their potential so that these tourist destinations can sustain the acceleration of regional development.

Based on the background of the problems described above, the research team was interested in developing a development strategy so as to provide anticipation for the problems faced by one of the strategic components of Riau Province regional development in general and Bengkalis Regency in particular namely Rupert Island NTSA.

2. Methods

2.1. Method of SWOT (Strength, Weakness, Opportunity, Threat)

SWOT is an analysis method developed by a scientist at the University of San Francisco (Wehrich) in the 1980s. This method can objectively and accurately analyze a problem. The four things discussed in this analysis are: Strength, Weakness, Opportunity, Threat. Overall, SWOT can be divided into two general parts of analysis; first (SW) is used to analyze internal conditions. Second, it is used to analyze external conditions (OT) (Zhang, 2012).

Through this SWOT method, researchers can find factors that determine the profit and the right strategy in developing Rupert Island NTSA and also can avoid the barrier factors and provide solutions to the strategy of developing Rupert Island NTSA.

2.2. Internal Factor Analysis System (IFAS)

Internal strategy factor analysis can be carried out by compiling an IFAS (Internal Factor System Analysis) Table in order to make a more concrete assessment of regional or institutional strategic factors both in terms of Strength and Weaknesses. This assessment is very important to determine the main internal and external strategic factors (indicated by high scores) contained in the relevant area or institution. The main strategic factors will then be used as the basis for the formulation of the regional development strategy or the institution concerned using the SWOT Matrix (Sjafrizal, 2014).

3.2. External Factor Analysis Summary (EFAS)

Analogous to the IFAS Table above, the preparation of the External Factor Analysis Summary Table (EFAS) can be prepared by knowing external strategic factors that are very important for the development of the region or institution concerned (Sjafrizal, 2014).

3.3. Strategy Formulation with SWOT Technique

Formulation of strategies to achieve goals and objectives, it is necessary to create a SWOT Matrix using the results of the analysis of strategic factors. These strategic factors are those that have a relatively high value (score times weight) which includes Strength, Weaknesses, Opportunities and Threats. From the strategy, policies that are needed to support the implementation of the strategy will also be established.

In the First Quadrant, a strategy can be generated by connecting the element of strength with the element of opportunity. In other words, the strategy produced in this quadrant is basically obtained by utilizing the element of strength to seize the opportunities available. This strategy is commonly referred to as S-O Strategy and some even call it an Expansive Strategy (Growth Oriented Strategy).

The Second Quadrant can produce regional development strategies by linking the elements of strength with threats. In other words, the strategy produced in this quadrant is obtained by utilizing the power possessed by the region or institution concerned to reduce the threat that comes from outside. This strategy is also commonly referred to as the S-T Strategy which is more of a Defensive Strategy towards threats coming from outside.

Table 1: SWOT Matrix Analysis for Strategy Formulation

<div style="text-align: center;"> <div>Internal</div> <div>External</div> </div>	STRENGTHS (S)	WEAKNESSES (W)
	Determine 1-3 of the most strategic internal strength factors	1. Determine 1-3 of the most strategic internal weaknesses
<i>OPPORTUNITIES (O)</i>	<i>STRATEGY S-O</i>	<i>STRATEGY W-O</i>
2. Determine 1-3 external strategic factors that are very strategic	3. Determine strategies that use power to take advantage of opportunities	4. Determine strategies that minimize weaknesses to take advantage of opportunities
<i>THREAT (T)</i>	<i>STRATEGY S-T</i>	<i>STRATEGY W-T</i>
5. Determine 1-3 very strategic external threat factors	6. Determine strategies that use power to overcome threats	7. Determine strategies that minimize weaknesses and avoid threats

In the Third Quadrant, regional development strategies can be generated by linking the elements of weakness with the opportunities available. In other words, in this quadrant a development strategy is created by overcoming the weaknesses that exist to seize the opportunities available. Therefore this strategy is commonly referred to as the W-O Strategy which is more of an internal policy adjustment.

In the Fourth Quadrant, regional development strategies can be produced by linking elements of weaknesses and threats. In other words, in this quadrant, development strategies can be created by overcoming existing internal weaknesses to reduce threats from outside. Therefore, this strategy is commonly referred to as the W-T Strategy which is more of a Self-Defense Strategy.

Each quadrant can produce one or more regional development strategies or the development of the relevant institution. In this case, there is no provision that requires each quadrant to have the same number of strategies, even one or two quadrants do not have a development strategy at all. The important thing to be done here is that the formulated regional development strategy does not overlap between one quadrant and the other quadrant. In addition, the strategy formulated must be truly appropriate and operational in accordance with the conditions of the region or institution concerned.

3. Result and discussion

Based on the results of the analysis of the description of each component, then processed in a SWOT matrix in which the application is how the power can take advantage of the opportunities that exist, and how to overcome weaknesses that can make threats become real or create a new threat, the development policy strategy Rupat NTSA in Bengkalis Regency can be formulated through the following SWOT matrix chart;

Table 2: SWOT Analysis of NTSA Rupat

Internal	8. Strength (S)	Weakness (W)
	9. • Has a variety of tourist attractions (natural, artificial, cultural / historical, special interests)	13. • There is no life guard facility
External	10. • Lodging and homestays are relatively affordable	14. • Tourism support facilities that are still minimal
	11. • Rural atmosphere that is still natural so it is very comfortable for refreshing	15. • Accessibility to roads to tourist areas is quite alarming
	12. • Friendly local culture	16. • There is no clear price benchmark for determining homestay fees
		17. • There are no souvenirs to buy
		18. • The lack of restaurants open until evening
		19. • Poor drainage system
		20. • Farm animals roam
Opportunity (O)	Strategic SO	WO strategy
21. • Located on the Malacca Strait which is an international shipping lane	24. • Promotion of tourism to foreign countries	28. • Development of infrastructure supporting tourism
22. • The kinship of local residents with residents in neighboring countries (Malaysia, Singapore, China) can increase promotion	25. • Coordination with the Government and the Provincial Government in the division of Rupat NTSA development authority	29. • Provision of life guard facilities
23. • Determination as an NTSA provides opportunities for development funding sources from the State Budget, Provincial and Regency Budget	26. • Guidance and improvement of service capacity for lodging and homestay businesses	30. • Encourage investment in tourism development
	27. • Community empowerment in protecting the environment	31. • Development of restaurants
		32. • Provision of meal packages or restaurants at the inn
		33. • Community development in the production of souvenirs
		34. • Control and arrangement of community livestock
35. Threat (T)	39. ST Strategy	42. WT Strategy
36. • Beach abrasion	40. • Construction of wave retaining plots	43. • Construction of an integrated drainage system
37. • Inundation due to high tide	41. • Wave breaker construction	44. • Development and improvement of land, sea, air and ASDP accessibility and connectivity to reduce the price of goods
38. • High infrastructure development costs in coastal areas		

Source: Analisa, 2018

Table 3: Scoring of SWOT Analysis Results

INTERNAL FACTOR	SCORE (S)	RATING (R)	S x R
1. STRENGTH			
45. Has a variety of tourist attractions (natural, artificial, - cultural / historical, special interests)	0,3	4	1,2
46. Lodging and homestays are relatively affordable	0,2	3	0,6
47. Rural atmosphere that is still natural so it is very - comfortable for refreshing	0,3	4	1,2
48. Friendly local culture	0,2	3	0,6
Sub Total	1		3,6
2. WEAKNESSES			
- No life guard facility	0,1	2	0,2
49. Tourism support facilities are still minimal	0,2	4	0,8
50. Accessibility to roads to tourist areas is quite alarming	0,2	4	0,8
51. There is no clear price benchmark for determining - homestay fees	0,1	2	0,2
52. Souvenirs are not yet available for purchase	0,1	2	0,2
53. There is still a lack of restaurants open until evening	0,05	2	0,1
54. Poor drainage system	0,1	2	0,2
55. Farm animals roam	0,15	3	0,45
Sub Total	1	3	2,95
Score of Internal Factor (Strength - Weakness)			0,65
EXTERNAL FACTOR	SCORE (B)	RATING (R)	S x R
1. OPPORTUNITIES			
56. Located on the Malacca Strait which is an international - shipping lane	0,4	4	1,6
57. The kinship of local residents with residents in - neighboring countries (Malaysia, Singapore, China) can increase promotion	0,3	4	1,2
58. Determination as an NTSA provides opportunities for - development funding sources from the State Budget, Provincial and Regency Budget	0,3	3	0,9
Sub Total	1		3,7
2. THREAT			
59. Beach abrasion	0,3	3	0,9
60. Prone to inundation due to high tide	0,3	3	0,9
61. High infrastructure development costs in coastal areas	0,4	4	1,6
Sub Total	1		3,4
Score External Factor (Opportunity - Threat)			0,3

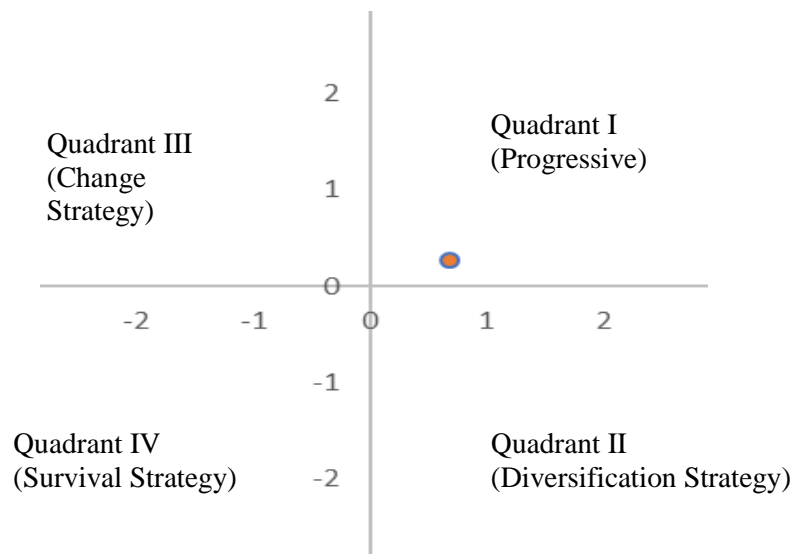


Figure. 1 Rupert NTSA Development Quadrant Strategy

From the results of the research, the meeting point is in quadrant I where this position signifies a strong and potential development potential. The recommended strategy is progressive, meaning that the development of the Rupert NTSA is in a potential and steady condition so it is very possible to continue to expand, increase growth and achieve maximum progress.

4. Conclusions

Based on the SWOT analysis, the strategy recommendations given are progressive, meaning that the development of Rupert NTSA is in a potential and steady condition so it is very possible to continue to expand, increase growth and achieve maximum progress.

Accessibility is still not good in terms of telecommunications. Access to entry will be a negative value for tourism development. In this case the local government should continue to pay attention to the development of supporting infrastructure.

Management of economically sustainable tourism will contribute to local revenue (PAD). The involvement of local communities and the focus on empowering local communities will foster new jobs for the community and will automatically contribute to the regional economy. Based on this, the local government needs to pay attention to the development of existing tourism potential with professional management.

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