



TAMENDAO BEACH TOURISM DEVELOPMENT STRATEGY AS AN EFFORT TO REALIZE ECONOMIC INDEPENDENCE IN LEATO VILLAGE, DUMBO RAYA SUB-DISTRICT KOTA GORONTALO

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Article history:		Abstract:
Received	14 th December 2023	This research aims to determine the strategies used by the Leato community in developing Tamendao Beach tourism as an effort to realize the economic independence of the surrounding community. The population and sample used in this research were 20 respondents. In this research, the data analysis technique uses SWOT analysis, to see alternative strategies that can be used to develop the Tamendao Beach tourist attraction so that it can develop further. The results of this research show that in the results of the SWOT analysis the alternative strategy that can be used is the S-O (Strength Opportunities) strategy, namely the strength of opportunity strategy using the company's internal factors to take advantage of external opportunities. The goal is to reduce internal weaknesses so that you can become stronger. This strategy is implemented based on strengths and opportunities; this condition supports an aggressive growth policy (Growth Oriented Strategy).
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1. INTRODUCTION

Tamendao Beach has 15 MSME stalls with different owners, and each stall has 2 to 6 cariwans. As for the statement from Mr. Kasman as one of the owners of MSME businesses in Tamendao Beach said that the number of visitors to Tamendao Beach is erratic, on weekdays the number of visitors both local and foreign tourists reach 40 tourists per day, while on holidays or weekends the number of visitors both foreign and local tourists reaches 140 tourists per day. With the amount of monthly income can reach 10 million. Behind the beauty and advantages of Tamendao Beach Tourism to the people around tourist attractions, there are several things that certainly greatly affect the long-term business and the goals of the businesses themselves, it is true that every business is not free from problems and challenges, but problems that often occur in every business that is classified as potent play an important role for economic growth on average have the same problems as other economic businesses, The problem that often occurs and is experienced by economic actors for the purpose of developing the region itself is the lack of attention from the local government to fully support the progress and development of the business, although it is clear to see the results of the effort but there is still no initiative to develop the business, next the problem of social jealousy, this very often occurs in every sphere of life and seems difficult to eliminate, Social jealousy will have a negative impact on business progress if it is not resolved peacefully and well.

Although this tourist spot has many complaints that occur, it does not mean that such things are a reason to stop developing businesses for economic independence in the tourist area. Tamendao Beach tourism has been effective in reducing the unemployment rate around tourism, it has even played a role in improving the economy in the Gorontalo city area by following government tax regulations, therefore it is very unfortunate if Tamendao Beach tourism is not developed and utilized properly.

2. MATERIALS AND METHODS

Strategy has its Greek roots in strategos. Strategos is a verb that implies a plan to destroy enemy forces through effective use of resources (Mintzberg et al, 1995). In today's modern world, many notions of strategy are put forward by a number of experts. Here are some of the strategy definitions: Anthony and Govindarajan (2004) Present strategy as a general direction of the organization's plan in achieving and maintaining the goals that have been set. Hunger and Wheelen (2004) It defines strategy as a set of managerial decisions and actions that determine a company's performance over the long term.

Strategy formulation is the development of a long-term plan to effectively manage the opportunities and threats contained in the external environment and focus on the internal strengths and weaknesses of the company (Wheelen and Hunger, 2004: 10). Before formulating a strategy, the manager must conduct a careful analysis of the environment, both external and internal environments. This environmental analysis uses SWOT analysis techniques.

Data analysis is organizing data. Data collected such as records in the field, researcher comments, drawings / photos, documents, other reports. The data analysis technique used in this study is descriptive analysis. Analysis while in the field, carried out at the time of data collection, and after completion of data collection within a certain period. At the time of conducting the interview, the researcher has also conducted an analysis by looking at the answers from informants if they are still not satisfactory, the researcher will provide the next question to get a credible answer.

The data analysis technique related to this research is using SWOT analysis techniques. SWOT analysis is an analytical tool that will be used in describing primary data obtained descriptively from the village, tour managers, and the community around Tamendao beach tourist attractions. SWOT analysis is a systematic way to see strong and weak factors in the field. This analysis will show the strengths, weaknesses, opportunities, and threats in the research field to obtain alternative development strategies towards economic independence in this study.

According to Miles and Huberman (Sugiyono, 2014:337) This data analysis technique is divided into three stages, namely:

Data Reduction

Reducing data means summarizing, choosing the essentials, focusing on what's important, looking for themes and patterns and removing unnecessary ones. Thus, the reduced data will provide a clearer picture, and make it easier for researchers to collect further data, and look for it when needed. Spradley (1980) Also proposed a qualitative data analysis model, namely domain analysis. Sugiyono (2012) Explain that domain analysis is carried out to obtain a general and comprehensive picture of the social situation under study or the object of research. Data obtained from grand tour and minitour questions. The result is a general description of the object under study, which has never been known before. In the analysis of the information obtained has not been in-depth, still on the surface, but has found domains or categories of the social situation studied.

Data from the results of the study were presented data with narrative text. The data presented is the data used to answer the problem under study. Presentation of data in the form of answers to questions from researchers by interview informants. In conclusion, the initial conclusions put forward are still provisional, and will change if there is no strong evidence to support the next stage of data collection. But if the conclusions put forward at an early stage, supported by valid and consistent evidence when researchers return to the field to collect data, then the conclusions put forward are credible conclusions.

Focus Internal	<u>Strength</u> What does it do well?	<u>Weaknesses</u> What's wrong now?
Focus External	<u>Opportunities</u> What possibilities are exist?	<u>Threat</u> What which can be wrong?

Figure 1. SWOT Analysis

The SWOT matrix can provide information related to how opportunities and threats from the company's external environment or at the research location then create ways so that these opportunities and threats can be minimized with the strengths and weaknesses of a company or research location. Using the SWOT matrix will also make it easier for researchers to be able to formulate various strategies that will be carried out later.

Table 1. Example of a SWOT Matrix

	Internal	S (Streigh) Determine the internal strength factors	W (Weakness) Determine the internal strength factors
External			

O (Opportunity) Determine external opportunity factors	SO, strategy: create a strategy that uses power to capitalize on opportunities	WO strategy: create strategies that minimize agility to take advantage of opportunities
T (Threat) Determine external threat factors	ST strategy: create a strategy that uses power to overcome ancanam	WT strategy: create a strategy that minimizes weaknesses and avoids threats

Source: David 2009

3. RESULTS AND DISCUSSION

The SWOT matrix is a situation analysis tool with powerful advantages that provide very diverse results or implementation if applied by one party to another even though with the same factors. In addition, the SWOT matrix also produces many feasible alternative strategies according to internal conditions, can maximize strengths and opportunities, reduce weaknesses and threats, and also the flexibility of users to integrate various related sources of information.

1. Strategi S-O = Kuadran 1

This is the most favorable situation. Where the company has opportunities and strengths, so that it can take advantage of the greatest opportunity. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth Oriented Strategy).

2. S-T Strategy = Quadrant 2

This is a strategy in using the strengths that companies have to overcome threats. This strategy is used to take advantage of long-term opportunities by using a diversification strategy (product/market).

3. The Secret of W-O = 3

This strategy is applied based on utilizing existing opportunities by minimizing existing weaknesses. Where companies face huge market opportunities, but on the other hand have to face some internal obstacles / weaknesses. An effective way is to review the technology used or by offering the latest products.

4. Strategist W-T = Kuadran 4

This strategy is a very unfortunate situation, where the company has to face various internal threats and weaknesses. This activity is defensive in nature and seeks to minimize existing weaknesses and avoid threats.

Based on data that has been obtained by researchers in the field about internal and external factors of Tamendao Beach tourism, Leato Village in developing tourism development strategies and regional economic independence, then we can use the SWOT matrix to develop alternative strategies using four strategies, namely Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), Threats (threats). The results of alternative tourism development strategies as an effort to realize economic independence in Leato village are presented in table 4.8 as follows:

Table 2. SWOT Matrix Tourism Development Strategy as an Effort to Realize Economic Independence in Ex. Leato

INTERNAL	Strengths	Weaknesses
	Tamendao Beach tourist attraction has an interesting or featured tourist attraction.	The development program is still simple
	Adequate transportation conditions and availability of transport.	Limited budget for infrastructure facilities.
EXTERNAL	The availability of adequate supporting facilities such as public toilets, and lodging.	Lack of Indor facilities for tourists.

	Availability of shopping facilities, stalls or figures.	Lack of hotel and banking supporting facilities.
	Conducive safety of Tamendao attractions	Unsupportive health facilities
	Tourism is quite close to downtown Gorontalo	The number of souvenir menu lists typical of culture is inadequate
	The public can accept the existence of tourists	Public awareness of tourism development
	Availability of landfills	Road conditions that are prone to accidents
	Safe and comfortable natural conditions	Absence of a lifeguard team
	Relatively cheaper price	Inadequate number of parking spaces
Opportunities	SO	WO
Relatively straightforward level of accessibility	1. Increased promotion of Tamendao beach tourism on various social media. 2. The existence of cooperation with the government regarding the utilization of the potential in Tamendao is then made an attraction for tourists.	1. Increased budget for infrastructure. 2. Cooperate with the tourism office related to tourism development in order to create superior and competitive tourist attractions. 3. Provision of indoor facilities and contemporary spots.
Tamendao beach tourism promotion is quite good		
Product improvements and tourist attractions		
The community plays an important role in the safety of tourists		
Important event-event on Tamendao beach		
Sufficient employment available		
Tamendao's tourism development continues to increase		
Good public view of Tamendao beach		
Tourists help the community's economy		
Tamendao tourism is the main business		
Threats	ST	WT
Garbage and unavailability of breakwaters	1. Build supporting facilities for security and the comfort of the visitors.	1. There is public awareness in mengembangkan objek wisata. 2. Collaborating with several institutions in making Tamendao tourism as a venue for important event-event.
There is no cooperation with the government		
Lack of awareness of tourists		
More interesting tours around Tamendao		
Lack of tourism promotion Tamendao		
The fading of local culture		
Absence of budget support from the government		
An economy that is not yet conducive		

Environmental damage around Tamendao tourism		
Other regions are optimizing tourism development		

Source: Primary data processing, 2023.

From table 2 that has been described, it shows 4 (four) cells of alternative strategies that can be run by Tamendao Beach kel Leato tourism, namely the first strategy S-O (Strength-Opportunities), the second strategy W-O (Weaknesses-Opportunities), the third strategy S-T (Strength-Threatsh), and the last four strategies W-T (Weaknesses-Treatsh). Uraiyen 4 (four) alternative strategy cells are as follows:

1. Strategy (SO)
 - a. Increased promotion of tamendao tourism on various social media
 - b. The existence of cooperation with the government related to the utilization of the potential in Tamendao is then made an attraction for tourists.
2. Strategy (WO)
 - a. Increased budget for infrastructure.
 - b. Cooperate with the tourism office related to tourism development in order to create superior and competitive tourist attractions.
 - c. Indoor preparation and current spot-spot.
3. Strategy (ST)
 - a. Build supporting facilities for the safety and comfort of visitors.
4. Strategy (WT)
 - a. There is public awareness in the development of tourist attractions.
 - b. Cooperate with several institutions in making Tamendao tourism as a venue for important events.

SWOT analysis diagram of tourism development strategy to realize economic independence in Leato

The main purpose of applying this approach is to identify one of four patterns that are in harmony with the internal and external situation faced by Tamendao Beach kel Leato. From the results of the previous testing table, it was found that:

- 1.The total score for factor (S) is:
- 2.Total score for factor (W) is:
- 3.Total score for factor (O) is:
- 4.And the total score for factor (T) is:

Based on this, it can be arranged coordinates from this SWOT diagram:

Table 3. Coordinates of Internal and External Analysis of Tourism Development Strategy as Realizing Economic Independence in Kel Leato

No	Description		Score
1	Internal Factors		
	a.	Strength	1.7486
	b.	Weaknesses	0.9984
	Difference		0.7502
2	External factors		
	a.	Opportunities	1.5496
	b.	Threat	1.2602
	Difference		0.2894
Coordinate Point X, Y			(0.7502, 0.2894)

Sources : Primary Data Processing, 2023.

The four patterns are usually depicted in four cells as shown in figure 2 below:

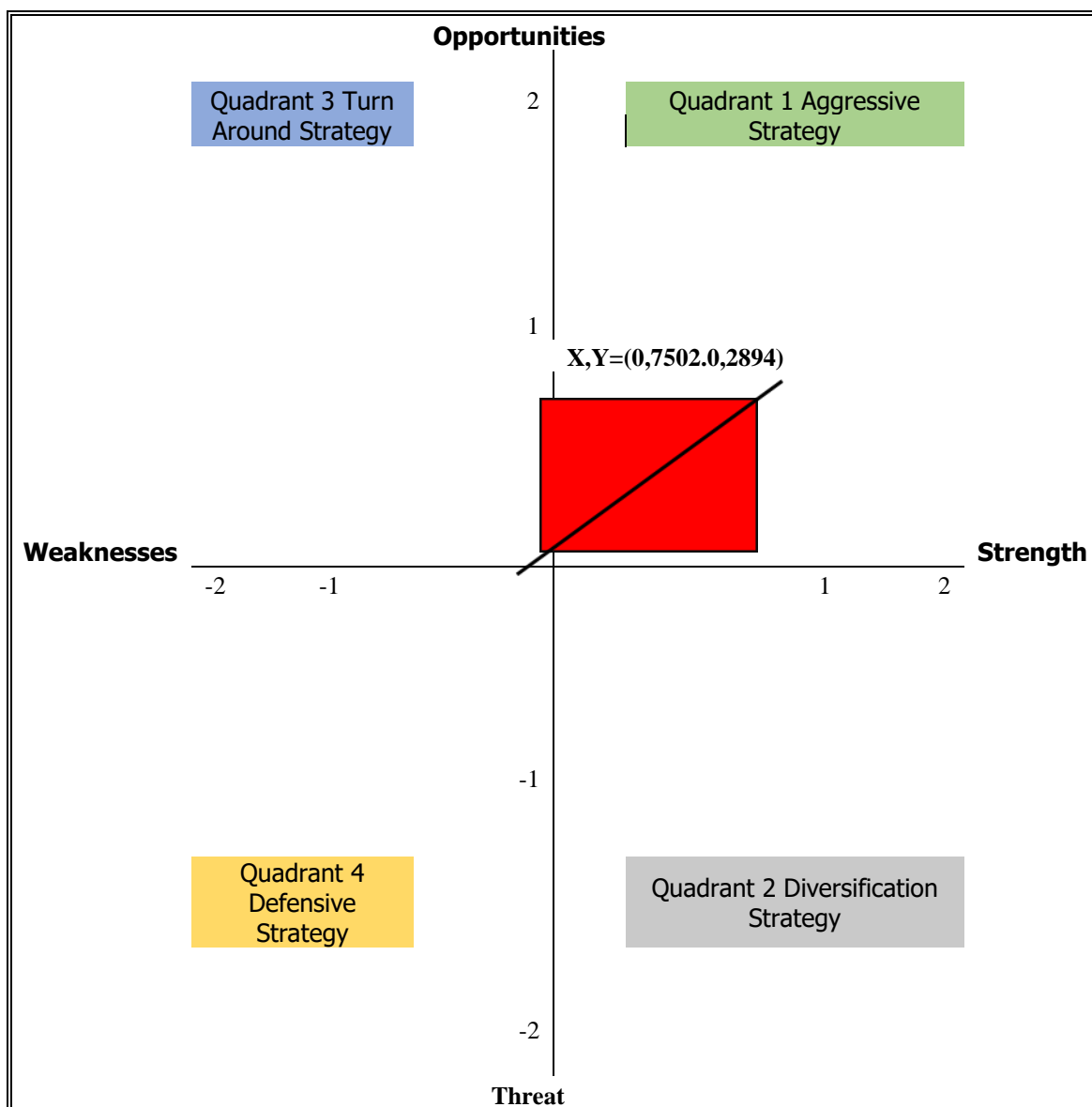


Figure 2. Diagram SWOT

Figure 2 above shows that the position of Tamendao Beach tourism development strategy as an effort to realize economic independence in Leato village is currently in quadrant 1, namely the Aggressive strategy. Where the current situation is very beneficial for all parties, especially the Tamano tourism manager, the people of Kel Leato, and the Gorontalo city government, even foreign and local tourists. Because the company has opportunities and strengths, so it can take advantage of the greatest opportunity. This strategy also emphasizes that the Gorontalo city government must be effective in utilizing various opportunities to continue to develop Tamendao Beach tourism by collaborating with various parties to maintain and increase regional economic independence in Leato village. The right strategic steps to take are (1). Increased promotion of Tamendao Beach tourism on various social media. (2). The existence of cooperation with the government related to the utilization of the potential that exists in Tamendao Beach tourism is then made an attraction for tourists.

4. CONCLUSION

Based on the results of the research and discussion above, it can be concluded as follows:

1. SWOT Analysis Results

Based on the processed results of internal factor data, the value of the strength factor is obtained which is 1.7486 greater than the weakness factor which is 0.9984. This shows that Tamendao Beach tourism in Leato village has great strength to be used as a superior tourist spot that is effective in dominating in Leato village, where this strength shows that marine tourism is effective in realizing the economic independence of the community around tourist attractions and on the scale of Leato village.

As for the results of data processing based on external factors, the total value of the opportunity factor is 1.5496 greater than the threat factor of 1.2602. This shows that there is a great opportunity for all elements in the development of Tamendao Beach tourism as an effort to realize economic independence in Leato Village, Dumbo Raya District, Gorontalo City. This opportunity will certainly be able to reduce various weaknesses and threats related to the development of marine tourism so that there is an increase in the economy and welfare of the community. And of course, in terms of economic independence of the people in Leato village.

2. Development Strategy

The development strategy in this study is to use the S-O Strategy = Quadrant 1. This strategy is the most profitable situation. Where the company has opportunities and strengths, so that it can take advantage of the greatest opportunity. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth Oriented Strategy).

Suggestion

Based on the results of the discussion previously explained, suggestions that can be conveyed as input for Tamendao Beach tourism development strategies include the following:

- a) Good cooperation is needed for Tamendao Beach tourism business owners with investors and local governments, especially the Gorontalo city government, even in collaboration with agencies related to tourist attractions such as (Tourism Office and Cultural Office). This will greatly help the development of tourist attractions, and will even reduce social jealousy due to equitable government assistance and tangible development results.
- b) Maintain or maintain the condition of tourist attractions with their potential to continue to attract tourists, and also continue to utilize social media and websaits as advertising tools nationally and internationally. And holding event-event every wiken day aims to maintain the strategy that has developed and reduce the risk of losing the attraction of foreign and local tourists. This also increases income because then Tamendao Beach tourism which coincides in the Leato village will increasingly dominate the regional economy, of course, in terms of economic independence.

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