

## **TOURISM DEVELOPMENT STRATEGY IN NUSA PENIDA DISTRICT KLUNGKUNG REGENCY, BALI PROVINCE, INDONESIA**

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### **Abstract**

*Bali is one of the international tourism destinations that have its own distinctive features that can be viewed from the uniqueness of social, cultural and natural order that is not owned by other countries. Based on Law no. 10 Year 2009 about tourism, tourism development carried out by government and local government. Tourism development in Nusa Penida Klungkung regency still needs to be considered because there is anomaly between tourism development done and its development to economic condition and prosperity of society. Inequality of tourism development is reflected in the development of the number of tourist visits and the grouping of tourist facilities only in the western part. This study focuses on how to analyze the development of tourism referring to the stages of tourism development with the Tourism Area Life Cycle model and how to formulate appropriate strategies for future tourism development in Nusa Penida by complementing elements of tourist attraction such as attractions, facilities, accessibility, and hospitality.*

*Keywords: Tourism Area Life Cycle, Tourism Development Strategy, Tourism activities, SWOT analysis, IFAS and EFAS*

## INTRODUCTION

Referring to Undang-Undang No. 10 of 2009 on tourism, tourism development undertaken by the government and local government includes the development of tourism destinations, the development of tourism industry, the development of tourism institutions and the development of tourism marketing. Dristasto (2013) revealed that the tourism industry is one of the right ways to improve the economic progress of local and global community. Tourism has many influences and benefits, such as in addition to generating national income and expanding employment, the tourism sector aims to preserve nature and develop local culture.

Bali is one of the international tourism destinations that have its own distinctive features that can be viewed from the uniqueness of social, cultural and natural order that is not owned by other countries. Based on the data of tourist arrivals to the province of Bali in 2014 for foreign tourists recorded a number of 5,913,356 people who had an increase of 5,130,586 people in 2013. The number of visitors to Klungkung regency experienced a significant development of 18,787 people for domestic tourists to 25,749 people in year 2014 (Disbudpar Bali Province, 2016). Klungkung Regency as other regencies / cities in Bali has its own potential tourist attraction. The tourism industry in Klungkung Regency continues to show positive developments.

Based on data from the Department of Investment and Integrated Services One Door Klungkung Regency Year 2017 obtained that the tourism facilities clustered on the western part of Nusa Penida located in the village of Lembongan, JungutBatu and ToyaPakeh. Based on the data of permit issued in the District of Nusa Penida, the number of tourist accommodation in JungutBatu amounted to 53 businesses, in Lembongan 56 businesses, ToyaPakeh amounted to 3 businesses, Ped amounted to 7 businesses, BatuNunggul amounted to 4 businesses, Suana amounted to 2 businesses. The grouping of tourism activities in the subdistrict of Nusa Penida is generally divided into three parts, namely the western part consisting of Ceningan, Lembongan, JungutBatu, ToyaPakeh, BungaMekar and Sakti. The middle part consisting of Ped, Klumpu, BatuNunggul, BatuMadeg, Kutampi, KutampiKaler. Eastern part consisting of Suana, Pinginutan, Tanglad, SekarTaji, BatuKandik. Tourism activities in the west are more focused on marine and coastal tourism. While in the middle and east more spiritual tourism, agro tourism and special creative economy in the area of Tanglad and Pinginutan for the development of woven fabric / rangrang.

Tourism activities in the eastern and central regions take place more during good days and big days of Hindus such as Purnama, Tilem, and piodalan days in a number of temples. With high tourist activity on certain days, resulting in tourist activities that occur do not take place every day as well as with tourism activities in the western part of Nusa Penida. The

grouping of more focused tourism activities in the western part resulted in the inequality of tourism benefits to regional and economic development. Distribution of accommodation as much as 90% is in the western region, 9% are in the central region and 1% are in the eastern region. The presence of more coral reefs are in the western and eastern regions. Coral reef utilization is only dominant in western area. In the eastern region, coral reef utilization is not utilized optimally.

The development of the number of accommodation and the distribution of tourist accommodation that clustered in the western part in line with the visit of tourist focused only on the western region. The grouping of tourist accommodations generally leads to the grouping of tourist visits. Tourists will generally use tourist facilities or stay around the existing tourist attraction. Vice versa accommodation and tourism facilities tend to approach existing tourism facilities. The impact of tourism in general can be classified into two groups namely the impact on the country's foreign exchange on macro and micro economic impact on society and region. To the people and the region, tourism contributes to private sector growth, infrastructure development, promoting economic growth and job creation (Nizar, 2011). The complementary relationship of trade and tourism can be shown by the substitution relationship as a form of real trade between regions. Tourism for holiday destinations is said to affect trade due to the needs of tourists who do not exist in tourist destinations. Shan and Wilson (2001) argue that there is a mutual relationship between travel and trade. With this activity, coastal tourism management should refer to the principles of sustainable development consisting of economic, environmental and social sustainability (Susilo, 2003).

The challenge of tourism development in the Nusa Penida area as part of Klungkung Regency is not yet in line with the development of existing tourism with the economic impact. There is an anomaly between the development of tourism undertaken and its development to the economic and welfare conditions of society. Inequality of tourism development is reflected in the development of the number of tourist visits and the grouping of tourist facilities only in the western part. The development of the number of tourist visits to Nusa Penida from year to year requires the handling and management of attractions, facilities, accessibility, infrastructure and hospitality that can run well. Another condition that becomes the consideration of the need for tourism management of Nusa Penida is the condition of inequality of tourism activity which only focus on JungutBatu, Sakti, ToyaPakeh, Lembongan Island and Ceningan Island (Suryawan, 2015). With this condition the tourism activity is only centered on the western part of Nusa Penida area. Strategic efforts are needed in the development of attractions, facilities, infrastructure, accessibility and hospitality at Nusa Penida as a tourist attraction. The establishment of a tourism development strategy that includes attractions, facilities,

accessibility, infrastructure and hospitality becomes a strategic step to overcome less than optimal impacts of tourism activities for the community economy in Nusa Penida. In line with the spirit of Regional Autonomy which gives authority to the districts in the field of tourism, in particular the process of identification, arrangement, utilization, management, and fostering of tourism elements, it is necessary to formulate strategies for the development of regional tourism, especially tourism of Nusa Penida in the future. The development strategy will be an initial recommendation on the status, propensity and direction of tourism development in the future. Expected later with the concept of development and a series of appropriate development strategies, the benefits of tourism activities increasingly perceived by the community and the region.

This study focuses on how to analyze the development of tourism referring to the stages of tourism development with the Tourism Area Life Cycle model and how to formulate appropriate strategies for future tourism development in Nusa Penida by complementing elements of tourist attraction such as attractions, facilities, accessibility, and hospitality.

## **LITERATURE REVIEW**

Tourism activities are located in the environment and are generally shaped by the relationship between humans and their environment. Human environmental conditions formed by economic, social and cultural factors that process between one factor with other factors. James J. Spillane (1994) describes that a tourist object or destination, should include five elements that are important for tourists to be satisfied in enjoying the journey of attractions, facilities, infrastructure, hospitality.

This element must be managed and utilized optimally for the purpose and benefits of tourism development can be achieved. Tourism development mechanism based on elements of a tourist attraction needs to be done on an area that will become a tourist destination. The purpose of tourism development is to obtain positive economic values in which tourism can be a catalyst in economic development in several sectors. To develop every development sector, tourism is no exception, it is necessary to estimate the situation occurring in the coming year. This is important because planning requires a follow-up, both in the form of physical work and the handling of a socio-economic nature.

Development of tourism through a number of stages, which is often referred to as the Tourism Area Life Cycle. Butler (1990) describes the cycle of tourism development following a continuous stage pattern consisting of exploration, involvement, development, consolidation, stagnation, decline), and the rejuvenate stage.

## RESEARCH METHODOLOGY

The type of research used in this study using quantitative descriptive method approach, which associate the form of quantitative data and the results of its analysis to then done a description to reinforce the results of quantitative analysis conducted. In this approach will contain philosophical assumptions, the application of quantitative approaches, as well as mixing the two approaches in the study. The timing of the research begins in September 2016. It consists of field surveys, secondary surveys, data verification phases, data analysis phases and concluding formulation phases.

The object of this research is to determine the status of tourism development in Nusa Penida based on the theory of Tourism Area Life Cycle, the implementation of tourism activities and the formulation of tourism development strategy based on the elements of tourism (elements of attraction, elements of infrastructure, elements of road and hospitality elements) and set the concept of tourism development appropriate to apply in Nusa Penida.

Identification of developmental status belong to descriptive research, that is research which gives systematic description to the object under study. Study of tourism development status of Nusa Penida using Tourism Area Life Cycle theory as reference of tourism development level of Nusa Penida. The strategic drafting process is carried out using the SWOT method through three stages of analysis, ie data collection, analysis, and decision-making (Rangkuti, 2001). The formulation of development strategy is done by SWOT method which consider the aspect of tourism attraction and AHP method to determine the formulation of strategy approach and management strategy. Determination of factors and strategies using FGD method attended by a number of parties namely community leaders, local government (element of district, district and village), tourists, community and business actors. FGDs were conducted to identify internal and external factors as well as IFAS and EFAS analysis.

After the SWOT analysis and obtained alternative strategy of choice to the management of company / tourism product, then conducted QSPM analysis. The use of QSPM analysis is to establish the relative attractiveness of alternative strategies that have been selected to formulate the best strategy / priorities to implement.

## RESULTS

Nusa Penida District consists of three islands with a total area of 20,284 hectares covering Nusa Penida Island, Nusa Lembongan Island and Nusa Ceningan Island. In general, the topography condition of Nusa Penida Island is relatively sloping until hilly. Coastal villages along the northern coast are Toyapakeh Village, Ped, KutampiKaler and Batununggul in the form of flat land with a slope of 0 - 3 (percent) and a land altitude of 0-226 m above sea level. The

population in Nusa Penida Sub-district from BPS data in 2015 is 48,560 inhabitants. Especially in the Nusa Penida Tourism Area the population is 23,165 inhabitants. The largest population in Batununggul village is 4,308 people and in Lembongan, 4,291 people. The smallest population is in Toyepakeh Village, which is 597 people.

Based on data obtained from the tourism directory of Bali, Diparda Bali 2016, obtained data on the number of star hotels, jasmine hotels, tourist cottages, restaurants and bars listed in Nusa Penida Tourism Area. Based on the data obtained accommodation facilities that is :

1. 2 Star Hotel in Jungutbatu and Lembongan
2. 29 budget hotel in JungutBatu (21) and Lembongan (8)
3. 12 cottage spread in Jungutbatu (5), Lembongan (2) Toyepakeh (1) and Sampalan (4)
4. 10 bars spread in Jungutbatu (9), and Lembongan (1)

The condition of tourism accommodation in the Lembongan and jungutbatu areas is generally illegal and has no permit because the building that was established violated the coastal border.

Based on the characteristics of tourism activities in Nusa Penida and comparing with the characteristics of tourism activity stage based on Tourism Area Life Cycle, it can be concluded that the condition of tourism in Nusa Penida is at the development stage with a number of basic characteristics are:

1. The number of tourist visits increased by an average of 9.28% per year
2. Supervision is done by KKP and all stakeholders due to difficult supervision due to conflict of interest
3. Outsiders are entering to make tourism accommodation in the form of hotels / villas, bars, restaurants and tourist attractions with 5.21% tourist growth per year
4. Cultural acculturation occurs in the community due to high tourist visits from various regions

The description of each factor that exists in the identification of internal and external factors is described as follows: The power aspect is formulated based on the strengths of Nusa Penida in the development of tourism that has been running for so long. Attractions: prefer the attractions of nature such as diving, mola - mola and beach attractions. Spiritual tourism activities are widely found on the island of Nusa Penida.

The aspect of the weaknesses in the stacking refers to the weakness of the internal side of Nusa Penida in the development of tourism. Facilities: the condition of the facility is not good even on a number of public facilities, the condition is damaged, Infrastructure: the utility of the territory has not covered all parts of the region.

The depiction of opportunities that can be done more directed at aspects / views of the external side, what is likely to be done in the future in Nusa Penida. Road: it is necessary to explore the source of road improvements with other sources of funding (other than district APBD) with a sectoral approach to development

The threat aspect depicted more about how the constituent elements of tourist attraction can become a threat when viewed from the external side of Nusa Penida. Hospitality: the potential for crime and drug abuse due to the rapid development of tourism

After outlining the internal and external aspects of tourism activities in Nusa Penida, then an assessment of each factor by all stakeholders (appendix 6) was obtained to obtain the position of Nusa Penida as a business.

Based on the analysis of internal factors, it is found that the power factor of tourism attraction is the factor that has the highest value of 3.6, while compared with the weakness factor, the power factor has a total higher value with a total of 3.6 to 3.36. The total internal aspect value is 6.92. The depiction of the value of the factors is expected to be an attempt to formulate sampai the extent to which internal aspects can be a determinant of the formulation and position of Nusa Penida as a business / business. The calculation of EFAS analysis showed that the factor of hospitality had the highest score 3 and the threat factor had bigger value compared to the probability factor of 3 to 2.8. Opportunities to develop road accessibility that can be developed with other funding sources other than the Klungkung district budget.

IFAS and EFAS analysis showed that the factor's interest value was 0.28 for internal factor and -0.2 for external factor. The value of 0.28 is obtained from the reduction of the strength factor minus the weakness factor. While the value of EFAS of -0.2 is obtained from the reduction between opportunities and threats. Based on the calculation results can be concluded on internal factors, positive value so that the positive trend for internal factors and negative values for external factors, means that external conditions tend to be negative. Based on the diagram of SWOT Nusa Penida is in the second quadrant is Diversification. The growth status of Nusa Penida tourism as seen in Quadrant II has the following meanings:

1. Status of tourism development of Nusa Penida at this time is on diversification, where the effort of diversification of tourism product or tourist attraction by Nusa Penida to maximize profit so that the benefits of tourism development can be felt more optimal and evenly
2. Prudence is needed in further optimizing verified tourism products by bringing local wisdom of tourist attraction
3. It should be noted in relation to other aspects of tourism potential in Nusa Penida such as spiritual tourism

4. Targets to be achieved in the future are stability towards quadrant III that is by handling of drugs threat and facility improvement (health, security and information) and infrastructure of area (road and utility)

The formulation of the strategy is done with the implementation of FGD which is attended by all stakeholders. The FGD process is directed at how the strategy to be formulated can be beneficial to the efforts of the Nusa Penida management mechanism as a tourist attraction. In general, the management mechanism in the formulation of a designed strategy is directed to a number of matters concerning the management mechanism, management and control / management activities.

Formulation approach Tourism development strategy in Nusa Penida using Analytical Hierarchy Process (AHP) method. To respond to the strategies set out in the SWOT matrix, 5 out of 5 stakeholder groups consisting of community leaders, local government apparatus, community, tourists, and business actors. The formulation of AHP is done by three stages of benchmarking strategy approach.

Analysis of the suitability of alternative strategic approaches using the AHP method is performed by an alternative rating. This activity is done by multiplying the Pairwise Comparisons matrix from the approach criterion with the Eigenvector of each criterion. Based on the calculation, it is found that the strategy approach of differentiation has the highest alternative rank against the criteria.

Based on the recapitulation of tourism development strategy of Nusa Penida every assessment factor, obtained the result that the development of strategy with Differentiation Focus concept get the highest value of 6.8288 and Cost Leadership with value 4.2966, Cost Focus 2.9628 Strategy and Differentiation strategy 1.8579.

The strategy of differentiation focus related to tourism development in Nusa Penida is done by considering aspects of development covering market aspect, cost, organization and uniqueness. The high value of differentiation focus strategy compared with other strategies will affect the developmental strategy character that will be done. Development of tourism in Nusa Penida will be more focused on the management of unique tourist attraction owned. A number of unique tourist attractions owned Nusa Penida include coastal and marine conditions, the existence of a number of temples and natural beauty of Nusa Penida is typical. With a number of these uniqueness, strategic efforts should be made to develop tourism in Nusa Penida.

Nusa Penida tourism development and a number of strategies must be done with the point of view of the focus differentiation strategy. The effort of development strategy development using QSPM method is by giving the value of interest to internal and external factors and SWOT strategy that has been compiled.



Preparation of value of interest to each factor is obtained from the answers and perceptions of a number of stakeholders in Nusa Penida. Stakeholders provide maximum interest value of 5 and at least 1 for each aspect to be discussed. At the end, we will calculate the average of interest from stakeholder to each internal factors and external factors. Based on the calculation results obtained that the internal factors of weakness gain the average value of the greatest interest compared with other factors.

The value of stakeholder interest in this factor is 3.8. A value of 3.8 implies that the respondent / stakeholder agrees strongly to agree that the weaknesses of Nusa Penida are weak in infrastructure conditions consisting of transportation and regional utilities. In the future development, improving the quality and quantity of infrastructure needs to be developed so as to improve services to tourists who come to this area.

Appropriate strategies need to be implemented in Nusa Penida in the future development of this region. It takes a number of technical support in handling and managing a number of future activities. The amount of support needed is the commitment of regional development budgets to tourism sector where PAD (proportion) more than PAD Tourism sector such as hotel and restaurant tax which increase 100 percent in 2016. Besides from DesaAdat, it is needed support for development activity Tourism and traditional villages committed to participate in maintaining the security of tourists who are in their respective pakraman region.

Efforts to implement and realization of tourism development strategy in accordance with the results of QSPM analysis and ranking results determine 10 priority strategies that become priorities to be implemented. Based on the priority order of strategy of QSPM analysis result, we get five priority strategies:

1. Strategy of involvement of private parties and tourism actors in the development of access roads to tourist attraction obtained an average value of 4.4 and the value of QSPM 17.6
2. Special interest tourism development strategies and existing tours of higher quality in terms of service earned an average interest value of 4. and QSPM value of 16.53
3. Strategy Development of integrated tourist attractions between coastal tourism activities with other tourism activities such as spiritual tourism, religious tourism or otherwise obtain an average value of interest 4 and value QSPM 16
4. Monitoring Strategy on coastal tourism activities by collaborating with NGOs, government, community and tourism entrepreneurs obtaining an average interest value of 3.8 and QSPM value of 15.20
5. Strategy to improve the quality of regional utilities, especially in the central areas of tourism activities to get an average value of interest 3.8 and the value of QSPM 15.20

6. Strategy Provision of facilities and infrastructure that are more in line with the needs of tourists, especially special interest tourists, get an average value of 4.2 and the value of QSPM 15.20

Based on the results of the analysis, the introduction of diamond model (porter, 1990) becomes a reference in grouping strategy. There are four factors that determine the National Competitive Advantage (NCA): factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry. Each priority strategy that has been determined based on porter theory is then classified so that it will be obtained the formulation of whether the whole strategy set has been fully in accordance with the porter strategy. The grouping is divided into four parts:

1. Factor conditions. There are a number of strategies that can be categorized in this section:
  - a. Strategy Increased accessibility to tourist attraction that prioritizes local character and community self-help such as ring road in Nusa Penida
  - b. Strategy Development of health and safety facilities in the area around the tourist attraction
  - c. Strategy to improve the quality of regional utilities especially in the central area of tourism activities
  - d. Strategy Provision of facilities and infrastructure that better suit the needs of tourists, especially tourists special interest
2. Demand condition. There are a number of strategies that can be categorized in this section:
  - a. Strategy Development of spiritual based tourism and wellness tourism
  - b. The tourism development strategy of special interest and tourism is more quality in terms of service
3. Related and supporting industries. There are a number of strategies that can be categorized in this section:
  - a. Strategy of involving private parties and tourism actors in the development of access roads to the tourist attraction
4. Firm strategy, structure, and rivalry. There are a number of strategies that can be categorized in this section:
  - a. Strategy Development of budget sources other than APBD for infrastructure development in all regions

In addition to the four components in the NCA, there is a strategy that is not included in the four component categories in the porter. Strategies that do not include porter components are:

- a. Monitoring Strategy on coastal tourism activities by collaborating with NGOs, government, community and tourism entrepreneurs
- b. Strategy Development of integrated tourism attractions between coastal tourism activities with other tourism activities such as spiritual tourism, religious tourism or otherwise

Based on Undang – undangKepariwisataan Number 10 Year 2009, it is mentioned that there are 5 parties having duty, responsibility and authority related to tourism that is government, society, private tourism entrepreneur, tourist and tourism industry association. Each party has levers, responsibilities and authorities related to tourism. Collaboration of all parties is one of the things mandated in tourism legislation. Taking into account the importance of the participation of all parties, collaboration between the parties is one important element in improving regional competitiveness. With all parties collaborating. Aspects of resource aspects, business opportunities and demand management become an important ompnen to improve regional competitiveness. All parties in a tourism destination will utilize, manage and develop tourism activities in order to provide positive environmental, economic and social benefits.

Integrated tourist attraction development strategies between coastal tourism activities with other tourism activities such as spiritual tourism, religious tourism or otherwise are other strategies not included in the component group in the NCA. The integration of all potential tourism activities will strengthen public participation in the development of tourism activities. The integration of tourism activities means the diversity of tourist attraction offerings that can be offered by the community so that it will increase and expand the participation of the community to participate in tourism industry activities. The diversity of tourism activities offered can strengthen the existing tourism industry structure in Nusa Penida. A strong tourism structure will ensure Nusa Penida is able to pass every stage of tourism development (TALC) well.

Based on two strategies that are not included in the NCA group (Porter, 1990), other components can be formulated to strengthen the competitiveness of the main areas in tourism activities such as party collaboration and community participation. these two additional components further strengthen the structure and components of enhancing regional competitiveness. Collaboration is analogous to stakeholder management that positively impacts competitive advantage (Minyu Wu, 2010). Strong stakeholder management will lead to increased resource excellence so that competitive advantage will also increase. Minyu Wu (2010) outlines that good stakeholder management will increase resource capacity, commitment related to resource management, enhanced competitive ability and network development that

can improve competitiveness. Competitive advantage comes from a combination of various resources that exist in an area. Regional resources that have value including those obtained from the market, internal resources owned by the region, are generated by an alliance partnership, or created by another party for the benefit of the region. The region uses a lot of resources to build a competitive advantage both in terms of resource advantages and position advantage (Minyu Wu, 2012)

## CONCLUSION

Status of development of Nusa Penida based on Tourism Area Life Cycle, it can be concluded that Nusa Penida is in development stage. In the current conditions, there are a number of things that have not happened in Nusa Penida along with the development of tourism. In accordance with the characteristics of the stage of life cycle area tourism, the destruction of tourist attraction that characterizes the development of tourism at this stage has not been seen. A number of characteristics of the stages of development of tourism destinations in the consolidation phase described the decline in the growth of tourist arrivals, the tourism industry appears quickly and the existence of tourism businesses that are not in accordance with the theme of tourist attraction on offer. (raise status based on TALC). Tourism development strategies in Nusa Penida are as follows:

- a. Aspects of Attraction developed a number of strategies namely the development of artificial and spiritual tourism activities are integrated.
- b. Facility aspect strategies include the development of supporting facilities such as health facilities, security and a number of facilities needed by tourists.
- c. The accessibility aspect strategy includes improving the quality of the road to tourist attraction and surrounding tourist attractions.
- d. Aspects of infrastructure include infrastructure development strategies in the western region and the center of tourism activities involving tourism entrepreneurs.
- e. Strategy Aspects of hospitality include supervision of tourism activities and environmental maintenance conducted by all stakeholders.

Involving the community into an aspect in tourism development has two main reasons (Simmons, 1994): the community is one of the important elements in the realization of tourism and with the involvement of society, the impact of tourism will be greatly felt by society (Sajad and Mahdi, 2012). Community involvement with the development of infrastructure is one application of the concept of community engagement. Other applications in community engagement are conducted in the development of rural tourism (Sudesh, et al, 2014), development in ecotourism (Ishmael., et al, 2013). The development of community participation

by utilizing the resources it possesses becomes a basic concept of how community-based planning efforts (Etsuko; 2008, Mina; 2010, Ming; 2014). Referring to a number of such studies, it can be seen that community participation has been used as a method or approach in the planning and development of tourism.

Referring to the components in the NCA, it is found that other components not included in the 4 components are stakeholder roles where the joint monitoring strategy of coastal-based tourism activities and the enhancement of community involvement by developing tourism supporting infrastructure is included in the stakeholder role category. Based on Undang – undangKepariwisataan Number 10 Year 2009, it is mentioned that there are 5 parties having duty, responsibility and authority related to tourism that is government, society, private tourism entrepreneur, tourist and tourism industry association. Participation and 5-party engagement in the tourism law becomes an indispensable requirement for Nusa Penida to grow and develop within the framework of tourism activities. For future research another method can be used. Other research might find this method interesting to be conducted in different areas with same cultural characteristics.

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