

# Development Strategy of Kebo Beach Tourist Destination to Increase Marine Tourism Visits in Trenggalek District

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**Abstract:** Kebo Beach is a new tourist destination in Trenggalek District. There are various factors for not achieving the annual visit target. Although it has carried out promotions and procurement of several facilities, in terms of promotion it is still limited and some facilities such as toilets are less well maintained and there is no electricity in general at tourist attractions. The purpose of this research is to analyse the right strategy for the development of Kebo Beach tourist destination in increasing tourist visits in Trenggalek District using SWOT analysis. The method in this study uses descriptive research methods with a quantitative approach. The data collection techniques used in this study were observation, interview and questionnaire techniques. Data analysis techniques in this study using SWOT analysis. The results of this study can determine the development strategy to increase tourist visits based on matrix calculations on Kebo Beach, namely the use of aggressive strategies (growth oriented strategy).

**Keywords:** kebo beach, tourism destination, SWOT analysis.

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## Introduction

East Java Province has a wide variety of potential in natural tourism. Each region in East Java has tourism potential with different characteristics in each region (Rahmah, 2020). East Java tourism is dominated by natural and cultural tourism objects which are the main contributors to regional income (Novitasari & Oktafia, 2023). East Java always wants to improve its tourism, namely by developing a superior tourism sector through the development of potential in various tourism sectors as a tourist destination. One of the tourism potentials in East Java is marine tourism.

Marine tourism is one of the natural tourism sectors that is widely used as a DTW (Tourist Destination Area) in East Java (Khikmawati & Hardjati, 2022). Maritime tourism is a type of tourism that fully utilises the potential of the marine and coastal environment as the main attraction (Sutanto et al., 2013). As its fundamental strength, the idea of marine tourism is built on the scenery of the tourist attraction, the uniqueness of

nature, the speciality of diversity, the uniqueness of culture, and the quality of the community (Alfonsius & Djou, 2013). Maritime tourism visits in East Java have increased, because the development of tourist destinations has been relatively large and interesting for tourists to visit (Darwin et al., 2019). The incessant promotion carried out as well as accommodation and the presence of tourist attractions also affect tourist visits in East Java.

Trenggalek District, which is located in the southern region of East Java, has the potential for marine tourism (Damayanti & Koswara, 2017). Marine tourism in the form of beaches is often visited by tourists as a tourist destination in Trenggalek District. One of the potential marine tourism in Trenggalek District that is currently gaining popularity is Kebo Beach. Kebo Beach is one of the leading marine tourism in Trenggalek District which is unique with its main attraction, namely the beautiful beach and the existence of lagoons and rice fields, besides that this beach has

buffaloes which make this beach called Kebo Beach. Kebo Beach is one of the new tourist attractions that can be used as marine tourism in Trenggalek District. Kebo Beach is located in Ngulungwetan village, Munjungan sub-district, Trenggalek District. With the development of new tourist destinations can make income to the region and the surrounding community (Nurlina et al., 2022). This certainly needs cooperation between the local government and the Kebo Beach marine tourism manager in increasing tourist visits so that it can be used as one of the regional revenues in the tourism sector and the surrounding community. It can be seen from the last 4 years of Kebo Beach marine tourism visits in Figure 1.



**Figure 1.** Kebo Beach Visitor Data 2019 – 2022. *Source: Kebo Beach Manager, Trenggalek District*

Based on Figure 1, the level of visits to Kebo Beach has made significant progress, although in the covid-19 pandemic it experienced the lowest decline, namely 4,157 visits in 2020 and in 2021 to 2022 it has experienced a significant increase. However, the number still has not reached the target of 10,000 visits per year. The manager has carried out promotions and procured several facilities, but in terms of promotion it is still limited and some facilities such as toilets are less well maintained and there is no electricity in general at tourist attractions. Kebo Beach is still new to tourists, which was developed starting in 2019, which is a factor in not achieving the visit target. Therefore, to cover the shortcomings of Kebo Beach, a development strategy needs to be carried

out so that it can achieve the target of tourist visits. SWOT was used to analyse the development strategy of Kebo Beach.

Sourced from previous research on tourism development, Simamora (2016) states that tourism development needs the role of the Tourism Office as a facilitator, motivator, and dynamator. Nggini (2019) added that tourism development needs to be carried out through the Tourism Office's policies on tourism destinations, tourism marketing, tourism resources, and tourism promotion. Rheza & Eka (2018) added that tourism development needs to have completeness of facilities, strategic location, and transportation at tourist attractions. Itamar et al. (2014) there are main strategies that must be carried out by the Tourism Office, namely basic strategies that are multi-pler effect or strategies with various effects, strategies related to the management of tourism interests, product linkage and development strategies, marketing stabilisation strategies, human resource development strategies, spatial tourism development strategies, tourism development strategies in the field of distribution. Masruroh & Nurhayati, (2016) focuses on increasing PAD (Regional Original Revenue) with tourism development strategies carried out are the government's commitment to regional tourism development, improving partnerships and inter-institutional relations in tourism management, regulatory support and human resource development. Pradana, (2020) only focuses on developing four alternative strategies, namely SO (Strength and Opportunity), WO (Weakness and Opportunity), ST (Strength and Threats), WT (Weakness and Threats). In previous studies, there was still a need for improvement, so that development strategies were carried out to increase tourist visits and the selection of more specific strategies through the SWOT matrix quadrant.

The purpose of this research is to analyse the right strategy for the development of Kebo Beach tourist destination in increasing tourist visits in Trenggalek District using SWOT analysis. This research is important to overcome the problems that exist in the condition of the development of Kebo Beach so that its development can be more optimal and tourist visits can reach the target of

tourist visits per year. The use of SWOT analysis can determine the strengths, weaknesses, opportunities, and threats that exist on Kebo Beach, so that the research conducted can formulate effective strategies in increasing the number of tourist visits to Kebo Beach. The benefits of the research conducted to get the right strategy in the development of tourist destinations for Kebo Beach managers and related governments in developing tourism in Trenggalek District.

### Materials and Methods

This research was conducted on the manager of Kebo Beach in April 2023 and is located at Kebo Beach, Ngulungwetan Village, Munjungan District, Trenggalek District. The use of methods in this research is using descriptive research methods with a quantitative approach. Quantitative data in the form of numbers, namely data on tourists visiting Kebo Beach and determination using weight, rating, and score values (Eman et al., 2018).

The sampling technique used purposive sampling. Purposive sampling is carried out with certain considerations, namely according to their field of expertise. The population selection is the management of Kebo Beach which is a POKDARWIS (Tourism Awareness Group), and the sample selection is seven respondents including one head manager, one secretary, one treasurer and four members. The sample selection in purposive sampling is because it is an individual who has special expertise or knowledge, so that it can represent the population (Utami et al., 2019). The data collection process carried out in this research is by observation, interview and questionnaire techniques. Interviews were conducted with the management secretary to identify internal (strengths-weaknesses) and external (opportunities-threats) factors owned by Kebo Beach. After making the identification, a questionnaire was made to fill in the value of the selected manager. The instrument was made based on field observations and interviews by identifying the strengths, weaknesses, opportunities, and threats of the tourist destination (Laipi et al., 2020).

The data analysis technique uses SWOT analysis, with the aim of understanding the strengths, weaknesses, opportunities and threats contained in the Kebo Beach tourist destination (Lestari & Tripalupi, 2021). SWOT analysis is an analytical tool that has been widely applied and can withstand a long period of time in carrying out situational analysis in the formulation of current strategies. (Rohman & Azizah, 2019). According to Rangkuti (1997) there are two stages in conducting a SWOT analysis. The first stage is data collection by identifying internal (strengths, weaknesses) and external (opportunities, threats) factors in the tourist destination. The second stage conducts an analysis by calculating the weight, rating, and score on the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrix. According to Rangkuti (1997) the scoring of the scale weights ranged from 0 (not urgent) to 1 (very urgent) and in rating with an interval of 1 to 4, where 4 (very adequate), 3 (adequate), 2 (inadequate), 1 (inadequate). After that, the sum of the scores is done by multiplying the weight with the rating on each factor. Furthermore, the SWOT matrix is made from the scores obtained by distinguishing internal and external factors. The function of the SWOT matrix is as an important comparison tool in helping to make decisions on strategies that will be applied in the development of tourist destinations (Triangga et al., 2020).

### Results and Discussions

Trenggalek District has marine tourism that has potential as a tourist visit area (Damayanti & Koswara, 2017). One of the potential marine tourism is Kebo Beach. In Kebo Beach, identification of internal and external factors needs to be done to find out the strengths, weaknesses, opportunities and threats faced by Kebo Beach. After that, the value of the weight, rating and score is calculated to determine the quadrant and development strategy that will be carried out on Kebo Beach to increase tourist visits.

### Identification of IFAS and EFAS Matrix for Kebo Beach Tourist Destination Area

The IFAS and EFAS matrix is a tool used in the preparation of strategic factors to analyse the SWOT matrix (Safitri et al., 2021). The IFAS matrix functions in analysing internal factors sourced from problems that exist at Kebo Beach, consisting of strengths and weaknesses. Meanwhile, the EFAS matrix functions in analysing external factors that originate from external problems, consisting of opportunities and threats faced by Kebo Beach. The internal factors in terms of strengths include: 1) the natural panorama of the beach as the mainstay of the Kebo Beach tourist attraction; 2) tourist vehicles can reach the location of the Kebo Beach tourist attraction; 4) there is a lagoon with a rice field area as the uniqueness of Kebo Beach; 5) the price of food and drinks is relatively cheap; 6) there is a large camping ground that is open 24 hours; and 7) a large vehicle parking space according to the needs of tourists. Weaknesses include: 1) infrastructure facilities such as toilets and prayer rooms are poorly maintained; 2) there is no public transportation to reach Kebo Beach tourist attraction; 3) human resources are still limited in managing Kebo Beach tourist attraction; 4) there is a lack of information centres and promotional facilities; 5) there is no typical product or souvenir at the tourist attraction; 6) there is no clear tourist programme agenda; and 7) there is no electricity.

External factors in terms of opportunities include, 1) can be used as income for the community by providing tourist needs such as food, goods and services; 2) advances in information technology as an effort to improve information and promotion facilities; 3) can be used as an alternative tourist visit in Trenggalek District; 4) many tourists are interested in nature tourism (camping) at Kebo Beach tourist attraction; and 5) openness of friendly people to tourists. Threats include, 1) lack of direct attention from the government to the management of Kebo Beach tourist attraction; 2) there are similar tourist attractions in Trenggalek District; 3) natural factors such as bad weather are a threat to tourists; and 4) public awareness of the environment is still low.

### IFAS and EFAS Matrix Analysis of Kebo Beach Tourist Destination Area

The weighting and ranking of the SWOT matrix used a questionnaire distributed to Kebo Beach managers including the chairman, secretary, treasurer and members. The weighting value is between 0 (not urgent) to 1 very (urgent), then rating from 1 (inadequate) to 4 (very adequate). After knowing the weight and rating, then to find out the score, namely the weight times the rating. The IFAS Matrix can be seen in Table 1 and the EFAS Matrix can be seen in Table 2.

Table 1. IFAS Matrix of Kebo Beach Tourism Destination Area.

No.	IFAS (Internal Factor Analysis Summary)	Value	Rating	Score
<b>Strength</b>				
1.	Natural panorama of the beach as the mainstay of Kebo Beach tourist attraction	0.083	3.571	0.296
2.	Tourists can reach the location of Kebo Beach tourist attraction	0.070	2.429	0.170
3.	There is a lagoon with a rice field area as the uniqueness of the attraction of Kebo Beach tourist visits	0.084	4.000	0.336
4.	The price of food and drinks is relatively cheap	0.081	3.429	0.279
5.	There is a large camping ground that is open 24 hours to support tourists camping	0.083	3.857	0.320
6.	Large vehicle parking space according to the needs of tourists	0.081	3.429	0.278
<b>Total Strength</b>		<b>0.482</b>		<b>1.678</b>
<b>Weakness</b>				
1.	Infrastructure facilities such as toilets and prayer rooms are poorly maintained	0.071	2.000	0.142
2.	Unavailability of public transport facilities for tourist visits at Kebo	0.082	2.000	0.164

	Beach tourist attraction			
3.	Human resources are still limited in managing and serving Kebo Beach tourist attraction	0.073	2.286	0.168
4.	Lack of information centres and promotional facilities for tourists	0.074	2.000	0.149
5.	Lack of typical products or souvenirs for visiting tourists	0.072	1.714	0.124
6.	There is no clear tourism programme agenda	0.065	1.714	0.112
7.	Unavailability of electricity	0.079	1.571	0.125
<b>Total Weakness</b>		<b>0.518</b>		<b>0.983</b>
<b>IFAS</b>		<b>1.000</b>		<b>0.695</b>

Tabel 2. EFAS Matrix of Kebo Beach Tourism Destination Area

No.	EFAS (External Factor Analysis Summary)	Value	Rating	Score
<b>Opportunity</b>				
1.	Can be used as income for the community by providing tourist needs such as food, goods and services	0.133	3.571	0.476
2.	Advances in information technology as efforts to improve information and promotion facilities for tourists	0.113	3.429	0.388
3.	Can be used as an alternative tourist visit in Trenggalek District	0.112	3.429	0.383
4.	Many tourists are interested in nature tourism (camping) at Kebo Beach tourist attraction.	0.117	3.143	0.366
5.	Openness of people who are friendly to tourists	0.117	3.429	0.400
<b>Total Opportunity</b>		<b>0.591</b>		<b>1.614</b>
<b>Threats</b>				
1.	Lack of direct attention from the government to the management of Kebo Beach to increase tourist visits	0.093	2.143	0.199
2.	There are similar tourist attractions in Trenggalek District	0.105	2.143	0.225
3.	Natural factors such as bad weather pose a threat to tourists	0.120	1.571	0.189
4.	Public awareness of the environment is still low	0.090	2.143	0.194
<b>Total Threats</b>		<b>0.409</b>		<b>0.807</b>
<b>EFAS</b>		<b>1.000</b>		<b>0.807</b>

Based on the results of the weighted values in the IFAS and EFAS matrices, the calculation of the SWOT analysis strategy is obtained. The results of

the calculations on the IFAS and EFAS matrices can be known in a way:

$$\begin{aligned} \text{Internal factors / IFAS (X)} &= \text{strength} - \text{weakness} \\ &= 1.678 - 0.983 \\ &= 0.695 \end{aligned}$$

$$\begin{aligned} \text{Eksternal factors / EFAS (Y)} &= \text{opportunity} - \text{threats} \\ &= 1.614 - 0.807 \\ &= 0.807 \end{aligned}$$

So that the result of the coordinate point value of internal factors (X), namely 0.695; and external

factors (Y), namely 0.807. The SWOT analysis diagram can be seen in Figure 2.

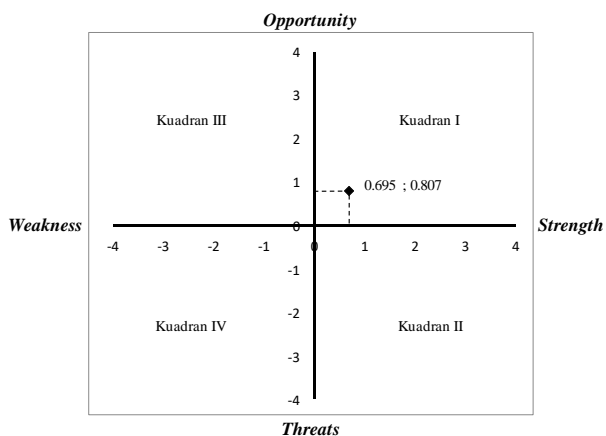


Figure 1. Grand Strategy Matrix. Source: Data processing results, 2023

Based on the Grand Strategy Matrix analysis in Figure 2, it is known that the coordinate point is in quadrant I, which supports an aggressive strategy (growth oriented strategy). At this quadrant point is a favourable situation, so the strategy that must be applied is to support aggressive growth policies. The utilisation is by utilising strengths and maximising opportunities that are useful for the development of Kebo Beach which is more optimal so that tourist visits can increase. Pradikta (2013) stated that, by utilising strengths and opportunities so as to increase tourism growth. Utilisation of the strengths owned is by optimising the natural panorama of the beach as the mainstay of Kebo Beach; there is the uniqueness of a lagoon with the presence of rice fields; relatively cheap food and beverage prices; there is a camping ground that is open 24 hours; and a large vehicle parking area according to the needs of tourists. The utilisation of opportunities such as the existence of these attractions can be an investment for the community; advances in information technology as an effort to improve information and promotion facilities can be used as an alternative to tourist visits in Trenggalek District; many tourists are interested in nature tourism at Kebo Beach; and community openness to tourists.

### Development Strategy for Kebo Beach Tourist Destination

Kebo Beach marine tourism is classified as a new tourist destination area that still needs development and development which is basically useful for increasing tourist visits, so that it can become one of the leading tours in Trenggalek

District. The quadrant point of Kebo Beach is in quadrant I, which is a favourable situation, so the strategy that must be applied is to support aggressive growth policy. According to Delita & Sidauruk (2017), there are four possible alternative strategies as tourism development, namely SO, WO, ST and WT strategies. Based on the results of the SWOT analysis to increase tourist visits to Kebo Beach, namely using SO (Strength and Opportunity). SO strategy is a strategy that maximises strengths to take advantage of opportunities (Pamularsih, 2021). From the strategy that has been obtained, namely an aggressive strategy with the use of SO, so that the strategy is to take advantage of the natural panorama in the form of beaches and lagoons with rice fields as a mainstay of the Kebo Beach tourist destination area can be used as a tourist visit in conducting nature tourism (camping). The uniqueness of Kebo Beach lies in the lagoon with a rice field area that is different from other beaches in Trenggalek District. The uniqueness of the tourist attraction can make it an advantage in itself to attract visitors who come (Riswanto & Andriani, 2018). From its uniqueness and the existence of a large camping ground that is open 24 hours, it can increase interest for tourists in visiting Kebo Beach. This needs to be maximised by the manager of Kebo Beach by providing or renting camping equipment for tourists such as tents and mats.

Travellers who can easily reach tourist destinations can be used to attract tourists, so that it can be used as an alternative to marine tourism visits in Trenggalek District. Ease of access to reach tourist sites is one of the factors in increasing tourist visits (Abdulhaji & Yusuf, 2017). Kebo Beach, which is a new marine tourism and has an easy way to reach its location, can be used as an alternative tourist visit in Trenggalek District for tourists who want to travel to the sea. However, for road conditions there are still several damaged points, so it is necessary to repair at points that are damaged so that it can make it easier for tourists visiting Kebo Beach.

Utilisation of uniqueness also needs to be done in the development of tourist destinations to increase tourists. The uniqueness is that there is a lagoon with rice fields, so it can be used as a

promotion by utilising technological advances towards Kebo Beach. With the current era of advances in information technology, it can make it easier to introduce tourist attractions to tourists using promotional and information media. (Komalasari et al., 2019). The uniqueness of Kebo Beach can attract attention for tourists to visit, it is also necessary to optimise promotional media and information so that it can be known by tourists more widely.

Kebo Beach location food and beverage prices are relatively cheap so that it can increase interest in tourist visits, this can certainly be used as an investment in the community. The price offered at Kebo Beach has an effect on tourists making visits because the ability of each tourist is different, so tourists are more interested in visiting tourist areas with relatively cheap prices (Lebu et al., 2019). The attraction of relatively cheap prices to tourists can make investments for people who sell at tourist attractions (Hudaa & Agustina, 2020). This has increased the income of the community around Kebo Beach.

Community openness can also influence tourist visits. The openness or friendliness of the community towards tourists can make tourists feel comfortable in making tourist visits to tourist attractions (Asriandhini & Lestari, 2021). The friendliness of the local community can influence the impression of tourists who come, so that tourists feel more at home visiting Kebo Beach.

Kebo Beach has the potential as a tourist destination in Trenggalek with a description of the development of SO potential, but the indication of not achieving the visit target in each year is due to the capacity of human resources who have not been able to develop a variety of tourist attraction information to potential tourists. Human resources in tourism management have an important role in developing tourism, so in its development, intervention from human resources is needed, so that tourist attractions can develop rapidly and tourist visits can increase (Nawaningrum & Atmaja, 2022). The quality of human resource development needs to be done, because human resources with good capacity can optimise development at tourist attractions. This development aims to improve the quality of

human resources in managing and developing the tourism environment (Pajriah, 2018). Therefore, the government needs to play a role in developing human resources who are able to develop a variety of tourist attraction information to potential tourists.

The infrastructure at Kebo Beach is not yet adequate. The existence of facilities and infrastructure affects tourist satisfaction (Kiswantoro & Susanto, 2019). Kebo Beach still does not have electricity to meet the needs of tourists, toilets are also poorly maintained with a lack of clean water, and road access to Kebo Beach still has several damaged points. It is necessary to improve the facilities and infrastructure in the area to meet the needs of tourists, so as to increase tourist visits.

The role of the government in tourism development also affects the target of tourist visits. The lack of government role and cooperation with managers in tourism development is one of the factors in not achieving the visit target. The role of the government is an important factor in the development of tourism by providing infrastructure, expanding various forms of facilities, and cooperation with related parties in its development (Wibowo et al., 2017). Therefore, the role of the government and good cooperation with the manager are needed to develop marine tourism at Kebo Beach, so that it can reach the visit target.

## Conclusions

There are driving factors for the development of Kebo Beach tourist destination such as its uniqueness, relatively cheap food and drinks, openness of the community to tourists. There are also factors inhibiting its development such as the lack of an information centre, lack of human resources in management, lack of direct attention from the government.

The quadrant point of the Kebo Beach tourist destination is in quadrant I, which supports an aggressive strategy (growth oriented strategy). This quadrant point is a favourable situation, so the strategy that must be applied is to support aggressive growth policies. Utilisation by

maximising SO (Strength and Opportunity) is useful for the development of Kebo Beach which is more optimal so that tourist visits can increase.

Efforts that need to be made to achieve the target of tourist visits each year such as improving facilities and infrastructure, aggressively promoting on a wider scale, increasing human resources, understanding the surrounding community about the importance of tourism and the environment, and the need for the government's role by cooperating with managers in the development of Kebo Beach tourist destination.

**Conflict of Interest:** The writing of this research is written by the author for the advancement of science and is not based on personal or group interests. The advancement of knowledge is very important according to the author so that there is nothing that encourages conflict of interest in this research.

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