

# Analysis of Tourism Development Strategy in North Tapanuli District as City of Tourism

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**Abstract:** North Tapanuli Regency is an area that has the potential to be developed as a Tourism City through the use of various potential natural beauty and local wisdom, so as to increase regional income, improve the economy of the community, grow the business sector, and introduce local cultural values. This paper aims to analyze the strengths, weaknesses, opportunities and threats in the development of tourism in North Tapanuli Regency as City of Tourism. Data collected through observation, interviews and literature studies. Data analysis used qualitative descriptive analysis. The results of the data will be used to determine the strengths, weaknesses, opportunities and threats of tourism objects in North Tapanuli Regency as City of Tourism. The conclusion of this paper states that for the tourism development strategy of North Tapanuli Regency as City of Tourism, including: First, by building various infrastructure facilities that support tourism. Second, actively carrying out various events. Third, carry out promotions continuously. Fourth, develop various tourism products. Fifth, involves the participation of the community and all interested parties (stakeholders) in managing tourism objects. Sixth, improve the competence of human resources for tourism actors.

## 1 INTRODUCTION

### 1.1 Background

The tourism sector is considered important as an increase in Regional Original Revenue for regions that have good natural wealth potential, as well as in general for the State. Tourism also contributes positively to regional economic growth, increases in people's income, increases opportunities in business, increases the value of ownership of assets (such as: the value of land), and is able to create employment opportunities for local communities. Through tourism as well, it will make the community more concerned about the surrounding natural environment, provide good motivation for the community to maintain and preserve its cultural values, provide opportunities for the community to introduce their arts and culture, and improve social welfare for the local community.

North Tapanuli Regency is a district located in the administrative area of North Sumatra Province. North Tapanuli Regency has the potential and

resources that can be developed as an area of natural tourism, cultural tourism and spiritual tourism. The potential of superior natural wealth owned by North Tapanuli Regency has become an attraction for tourists from local, domestic and overseas who want to visit. Regency has natural wealth that can be managed well as a natural tourist attraction.

### 1.2 Problem Formulation

- a. What potential does North Tapanuli Regency have as a natural tourist attraction, cultural tourism and spiritual tourism?
- b. How is the tourism development strategy of North Tapanuli Regency as "City of Tourism"?

### 1.3 Purpose and Objectives

The purpose of this paper is to contribute ideas to all parties regarding the tourism development strategy of North Tapanuli Regency as "City of Tourism". The purpose of this paper is to find out the potential of North Tapanuli Regency as a natural tourist

attraction, cultural tourism and spiritual tourism, as well as establishing a strategy for tourism development in North Tapanuli Regency.

Hubeis and Najib (2008), stated that the WT strategy was a strategy to reduce weaknesses to minimize existing threats.

## 2 THEORETICAL DESCRIPTION

Hubeis and Najib (2008), write in his book that the concepts of Strength, Weaknesses, Opportunities, and Threats (SWOT) have a basic assumption that the organization must align its internal activities with external reality in order to achieve the stated goals. Opportunities will not be meaningful when a company is not able to utilize its resources to take advantage of these opportunities. Furthermore, it was written that the components of the SWOT preparation were defined as follows:

- a. Strength is the organizational resources or capacity that can be used effectively to achieve goals.
- b. Weaknesses are limitations, tolerance, or organizational defects that can hinder the achievement of goals.
- c. Opportunities are supportive situations in an organization that are depicted from similar tendencies or changes or views needed to increase product / service demand and enable the organization to increase its position through supply activities.
- d. Threats are situations that do not support obstacles, constraints or various other external elements in the organizational environment that have the potential to damage the strategies that have been prepared so that they cause problems, damage or errors.

The Power-Opportunity Strategy (SO-Strength Opportunities), uses the company's internal strength to take advantage of external opportunities. Hunger and Wheelen (2003), mention that SO Strategy by thinking of certain ways that a company can use its strengths to take advantage of the opportunities that exist.

The Weaknesses Opportunities Strategy, aims to increase internal weaknesses by taking advantage of external opportunities. Hunger and Wheelen (2003), stated that the WO strategy is to take advantage of the opportunities that exist by overcoming various company weaknesses.

Strength-Threat Strategy (ST-Strength Threats), uses company strength to avoid or reduce external threats. Hunger and Wheelen (2003) stated that the ST strategy is a defensive strategy to minimize weaknesses and avoid threats.

Weakness-Threat Strategy (WT-Weaknesses Threats) is a defensive tactic carried out to reduce internal weaknesses and avoid external threats.

## 3 RESEARCH METHOD

### 3.1 Research Sites

This research was carried out in North Tapanuli Regency, North Sumatra Province.

### 3.2 The Scope of Research

The limitation of this writing problem only discusses internal factors (strengths and weaknesses) as well as external (opportunities and threats) of the tourism potential of North Tapanuli Regency obtained through the Preliminary Survey, Problem Identification, Literature Study, Identification of writing variables and Data Analysis. Limitation on the problem under study is the potential in North Tapanuli Regency which is related to the development of regional tourism is the potential of natural tourism, cultural tourism and spiritual tourism. The potential possessed by North Tapanuli Regency, including the natural beauty of the hills, the relics of ancient tombs which are the spreaders of Christianity (missionaries).

### 3.3 Method of Collecting Data

Data collection used in this study is by in-depth interviews, direct observation (observation). As well as Literature Study through the collection of material, data and information from various literatures such as books, journals, and articles related to the issues discussed. And the discussion is carried out in a descriptive analysis to explain various things related to the title of the writing.

### 3.4 Data Analysis Method

Data analysis was carried out qualitatively. Qualitative paradigm is a research paradigm that emphasizes the understanding of problems in social life based on holistic, complex and detailed reality conditions. (Indriantoro and Supomo, 2002). Qualitative research methods are research methods based on the philosophy of postpositivism, used to examine the condition of natural objects, where researchers are key instruments, data collection techniques are carried out jointly, data analysis is inductive / qualitative and the results emphasize the meaning rather than generalization. (Sugiyono, 2010).

## 4 RESULT AND DISCUSSIONS

### 4.1 General Condition of North Tapanuli District

Geographical conditions North Tapanuli Regency is located in the highland development region of North Sumatra at an altitude between 300-1500 meters above sea level, so as to provide beautiful scenery and produce cool air. North Tapanuli Regency is directly adjacent to five regencies, namely, in the north bordering Kabupaten Toba Samosir; in the east bordering LabuhanBatu Regency; in the south bordering South Tapanuli Regency; and on the West bordering the HumbangHasundutan and Central Tapanuli Regencies. The geographical and astronomical location of North Tapanuli Regency is very beneficial because it is in the crossing of several regencies in North Sumatra Province. North Tapanuli Regency consists of 15 Districts, namely Tarutung, Sipoholon, Siborong-borong, Muara, Pagaran, Parmonangan, Sipahutar, Pangaribuan, Garoga, SiatasBarita, Pahae Jae, PahaeJulu, Simangumban, PurbaTua, and Adiankoting.

### 4.2 SWOT Analysis of North Tapanuli Regency Tourism Development

Based on descriptive data obtained by the method of observation, interview and documentation search results, the authors determine the object performance score by means of judgment (judgment value.)

The rating scale for positive factors, namely Strength and Opportunities is:

- 1 = Very Weak
- 2 = Weak
- 3 = Strong
- 4 = Very Strong

The rating scale for negative factors, namely Weaknesses and Threats are:

- 1 = Very Strong
- 2 = Strong
- 3 = Weak
- 4 = Very Weak

Weights are determined based on how important these factors are, which are according to the results of a review of tourism theories. The total total maximum weight value is 1 (one). To facilitate the provision of values and weighting, the Internal Table Factor Analysis Strategy (IFAS) and the External Factor Analysis Strategy (EFAS) are:

The results of a study of the Internal Factor Analysis Strategy (IFAS) on Lake Toba attractions can be seen in Table 1, below:

Table 1: Internal Factor Analysis Strategy (IFAS)

No.	Strength (S) :	Score	Weight	Total
1.	Panorama of natural beauty on attractions.	0,2	4	0,8
2.	Beautiful atmosphere in providing comfort.	0,2	4	0,8
3.	Cool air condition.	0,2	4	0,8
4.	Close to international airports.	0,15	4	0,6
5.	Availability of transportation to get to tourist attractions.	0,15	4	0,6
6.	Cultural uniqueness that can be added value in supporting tourism programs.	0,2	4	0,8
Total Strength				4,4
No.	Weakness (W) :	Score	Weight	Total
1.	Lack of cultural arts events on a regular basis.	0,4	2	0,8
2.	Limited funding for tourism development.	0,3	2	0,6
3.	There are still a lot of people doing fish breeding in the lake area.	0,3	2	0,6
4.	There are still many people who dispose of household / livestock waste into the lake area.	0,4	2	0,8
5.	Lack of good infrastructure in the tourist area.	0,3	3	0,9
Total of Weakness				3,7
<b>Total (difference: S-W)</b>				<b>0,7</b>

The strength mentioned above is a supporting factor in the development of tourism in North Tapanuli Regency as City Tour. The Weakness mentioned above, can be resolved with the policy of determining an efficient and effective management strategy by the Government by involving community participation.

The results of the study of the External Factor Analysis Strategy (EFAS) on the development of tourism in North Tapanuli Regency as City of Tourism can be seen in Table 2, below:

Table 2: External Factor Analysis Strategy (EFAS)

No.	Opportunities (O) :	Score	Weight	Total
1.	The Central Government plans to develop Lake	0,15	4	0,6

	Toba Tourism Area as a National Tourism Strategic Area.			
2.	The Government's goal is to make Lake Toba an international tourist destination.	0,1	3	0,3
3.	Tourism has been established in North Tapanuli Regency as a strategic tourism destination.	0,1	4	0,4
4.	The tourism sector of North Tapanuli Regency can create jobs; and grow small and medium businesses.	0,2	4	0,8
5.	The need for tourism for each individual is quite high.	0,15	4	0,6
6.	The tourism marketing concept of North Tapanuli Regency has been supported by a complete promotional media and technology.	0,15	4	0,6
Total of Opportunities				3,3
<b>No.</b>	<b>Threats (T) :</b>	<b>Score</b>	<b>Weight</b>	<b>Total</b>
1.	Environmental damage due to community exploitation.	0,5	2	1
2.	Lack of public awareness in maintaining the cleanliness of water in the Lake Toba area, which in this case is around the object of Muara Beach.	0,5	2	1
3.	Community income still depends on the availability of natural resources around the Lake Toba area, so that the potential to utilize natural resources to meet the needs of the community.	0,4	2	0,8
Total of Threats				2,8
<b>Total (different: O-T)</b>				<b>0,5</b>

So, the internal factor evaluation value is 0.7; while the evaluation of external factors is 0,5.

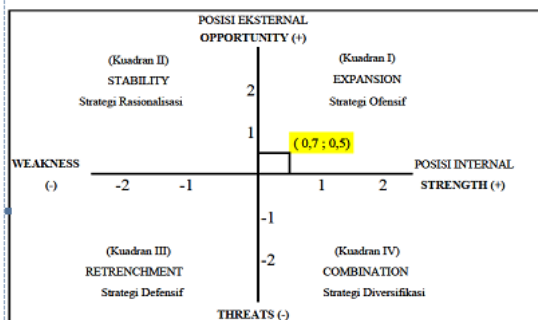


Figure 1: SWOT Matrix

Based on the figure 1 above, it can be explained that based on the weight and rating of each element in the SWOT Matrix, it is known that the position of

Lake Toba tourist objects is in Quadrant I, namely the Offensive Strategy Quadrant (Expansion) which is located at the coordinate point (0.7; 0.5). This position explains that the tourism object of North Tapanuli Regency as a Tourist City in the 'Strong Internal and External Conditions', where with this condition the tourism object of North Tapanuli Regency has a good opportunity to be developed into an area of Nature Tourism, Cultural Tourism and Spiritual Tourism, which supported by various elements of strength and opportunity, and strives to minimize weaknesses and threats.

### 4.3. Tourism Development Strategy for North Tapanuly Regency Through SWOT Analysis

Based on the results of a SWOT analysis of tourism in North Tapanuli Regency as the Tourism City mentioned above, the authors try to describe some strategies that need to be established for tourism development in North Tapanuli Regency as a City of Tourism through SWOT Analysis, namely:

1. SO (Strength and Opportunities) Strategy, which is a strategy that optimizes Strength to utilize Opportunities. The form of the SO strategy is:
  - a. Growing Regional Tourism Core Competencies, namely the excellence or uniqueness of resources including natural resources and the ability of an area in the tourism sector to build competitiveness in order to develop the regional economy towards independence. The target of the development of the tourism sector in North Tapanuli Regency as City of Tourism, among others are: First, Utilizing resources, including the natural resources owned by the region optimally. Second, Increasing regional competitiveness based on the superiority of the regions they have. Third, Increase added value along the flagship commodity tourism chain. Fourth, Building the uniqueness of the region.
  - b. Build and improve facilities and infrastructure to support comfort and safety. The availability of good tourism accessibility is the most important element in shaping the quality of tourism products as a whole.
  - c. Building Facilities and Accommodation Tourism that is comfortable, quality, provides good service, and sanitation is good. The facilities and accommodations referred to above are hotels, villas, retail centers and hospitals that have the best facilities. Strived to design the tourism concept of North Tapanuli Regency as an integrated tourism and economic area.

- d. Adding international-standard "SILANGIT" airport flight routes owned by North Tapanuli Regency. The increasing number of direct flight routes from Silangit airport is expected to increase the number of domestic and international tourists. At present, SILANGIT

Table 4: Silangit International Airport Flight Routes

No.	Flight Route	Aircraft Type	Start Operating
1.	Silangit –	Commercial	In 2006
2.	Medan	Aircraft Susi	In 2016
3.	Silangit –	Air	In 2015
4.	Batam	Wings Air	In 2016
5.	Silangit –	Sriwijayatype	In 2016
6.	Jakarta	757-500	Desember
7.	Silangit –	Garuda type	2017
8.	Jakarta	CRJ-1000	September
9.	Silangit –	Garuda type	2017
	Medan	ATR 72-500	In 2017
	Silangit –	Batik Airbus	Januari
	BandaraSoeta	Citilink	2018
	Silangit – Halim	Garuda CRJ	
	PerdanaKesuma	Garuda	
	Silangit –		
	Singapore		
	Silangit		
	Malaysia		

- e. Increase annual routine events / events such as cultural parties, folk parties, music festivals and various national and international sports activities. This activity aims to maintain and promote the natural, cultural and customs potential of North Tapanuli Regency.
- f. Maintain the values of local wisdom that apply in people's lives, so that it can be a selling point in supporting various cultural parties and party events.
- g. Inviting people in North Tapanuli Regency to routinely carry out cultural performances.
2. WO (Weakness and Opportunities) Strategy, which is a strategy that minimizes Weakness by utilizing opportunities (Opportunities). The form of the WO strategy is:
- Build good facilities and infrastructure to attract tourists.
  - Utilizing and managing more professional and well-organized tourism objects. So that it can guarantee the quality of tourism products and services.
  - Conduct continuous tourism promotion or marketing of tourism objects in North Tapanuli Regency, both domestically and abroad. Promotions are carried out both in the form of promotions in print and electronic media. The purpose of this promotion is: First, introducing

International Airport, has opened various domestic and international flights. To facilitate and shorten the distance traveled by tourists, it is necessary to add an airport that is closer to tourism objects in North Tapanuli Regency.

various potentials owned by North Tapanuli Regency. Second, looking for potential new consumer opportunities abroad. Third, maintain the loyalty of consumers (tourists) who have come to tour tourism objects in North Tapanuli Regency.

- Organize, maintain, and preserve the environment around tourist attractions so that the environment of the tourist area is maintained its cleanliness, coolness and beauty.
  - Improving coordination with investors. That is, the Government must be able to establish cooperation with the investors (investors) both from domestic and abroad to want to invest (invest) in supporting the development and development of tourism in North Tapanuli Regency in a sustainable manner.
  - Improve coordination and cooperation with tourism institutions. The government needs to hold meetings in the form of "Community Tourism Business Forum" to the existing actors or tourism institutions as well as tourism management institutions from domestic and abroad.
- g. Empowering, counseling and training elements of the community, in order to foster and increase awareness and important role of the community in the tourism sector.
3. ST (Strength and Threats) Strategy, namely a strategy that uses Strength to overcome Threats. The form of the ST strategy is:
- Creating Geological Based Educative Tourism (Geotourism). That is, the Government and the local community must be able to make tourism in North Tapanuli Regency a geological based tourism area. The North Tapanuli area is endeavored to become a research laboratory to research or recognize various types of plants, animal, rocks, moisture content, chemical elements, and so on.
  - Creating Smart Environment-based Education, which is an environmental education program that refers to the concept of green economy.
  - Carrying out education based on local wisdom, namely education that utilizes regional superiority or value in terms of economic, cultural, language, information and

- communication technology, ecology, and others.
- d. Conduct reforestation activities or re-plant trees for natural, water and forest areas that have experienced environmental damage.
  - e. Create programs and facilities that can guarantee safety, security and comfort for tourists visiting.
  - f. Manage tourism objects that are better and more professional, so as to create an impression and a good travel experience from tourists.
4. WT (Weakness and Threats) Strategy, which is a strategy that minimizes Weakness and avoids Threats. The form of the WT strategy is:
- a. Improving the quality of human resources, both for the community, stakeholders, stakeholders, and the Regional Government, so as to create skilled and competent personnel to support the improvement of the tourism sector.
  - b. Manage tourist destinations that are more professional and quality, so as to increase the number of tourist visitors in a sustainable manner.
  - c. Increasing the special attraction for tourism objects (differentiation), so as to give a different impression or service than before.
  - d. Supervise, maintain and fix various supporting facilities that already exist in tourist objects.
  - e. Maintaining the survival of natural resources available in the tourist area.
  - f. Improve legal instruments for regulating the life of a tourism industry that is conducive, safe, comfortable and fair.

## 5 CONCLUSION

Based on the results of the discussion of this study, it was concluded that for tourism development strategies in North Tapanuli Regency as "City of Tourism", both as Nature Tourism, Cultural Tourism and Spiritual Tourism, including: First, by building various infrastructure facilities that support tourism, such as road access, transportation, and adequate accommodation accommodation facilities. Secondly, actively carrying out performances. Third, carry out promotion of tourism objects on an ongoing basis to foreign countries. Fourth, develop various tourism products. Fifth, involves the participation of the community and all parties interested in managing tourism objects. Sixth, improve the competence of human resources for tourism actors.

## 6 REKOMENDATIONS

North Tapanuli Regency has abundant natural resource potential that can be utilized and managed to support the tourism sector. The participation of all parties (both the community, the Government, Academics and tourism industry players) is needed in realizing North Tapanuli Regency as a City of Tourism, both as Nature Tourism, Cultural Tourism and Spiritual Tourism. The role of the Government is very large in managing and developing all tourism objects to be better, professional and quality. Besides that, there is also a change in mentality (mindset) from all stakeholders supporting tourism development.

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