

The Analysis of Tourism Industry Strategies on Regional Original Revenue of Lampung Province

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Abstract

As one of the provinces in Indonesia, Lampung possesses natural and cultural potential that can be developed into tourist attractions. With its renowned tourist destinations, combined with a diversity of culture, arts, and religious elements, Lampung has reliable assets that are expected to drive economic growth and development. This study aims to identify strategies for enhancing local revenue through the tourism sector in Lampung Province. The research employs a descriptive qualitative method, utilizing data collection techniques such as interviews, observations, and questionnaires, and applies SWOT analysis. Based on positive findings, an aggressive growth-oriented policy is recommended. Improving security at tourist destinations is identified as a top priority strategy, thus requiring special attention from the Lampung Provincial Government. It is hoped that this research will assist the Lampung Provincial Government in increasing local revenue through the tourism sector.

Keywords: Tourism Industry, Local Revenue, QSPM Matrix

INTRODUCTION

Tourism has become a sector of increasing significance and attention in various countries, both developed and developing, including Indonesia. According to Muljadi and Warman (2016), tourism holds substantial potential for future development and is expected to undergo significant natural changes. Lampung, as one of Indonesia's provinces, also possesses natural and cultural potential that can be developed into tourist attractions (Rostiyati, 2013). Lampung Province is home to renowned tourist destinations

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such as Tanjung Setia Beach, which has gained international recognition. Additionally, the province's cultural and artistic diversity, as well as its religious heritage, represent reliable assets that are anticipated to drive economic growth and development, eventually positioning Lampung as a progressive region. As the contributions of tourism grow, Lampung's local revenue is expected to increase, which will enhance job creation within the province. As a gateway to Sumatra Island, Lampung is well-positioned to attract tourists, thereby boosting local revenue and expanding employment opportunities, with the tourism sector being a key focus. The presence of tourists in a tourist area serves as a significant economic source, especially for regional revenue, and contributes to the economic development process. According to data from the Badan Pusat Statistik (BPS), Lampung Province has seen an increase in local revenue (PAD), with figures rising from IDR 2.8 billion in 2020 to IDR 3.2 billion in 2021, IDR 3.6 billion in 2022, and IDR 4.8 billion in 2023. This increase in Lampung's revenue is marked by a rise in domestic tourist movement to the province, indicating a positive impact of tourism on local revenue over the past four years (Rahmi, 2017)

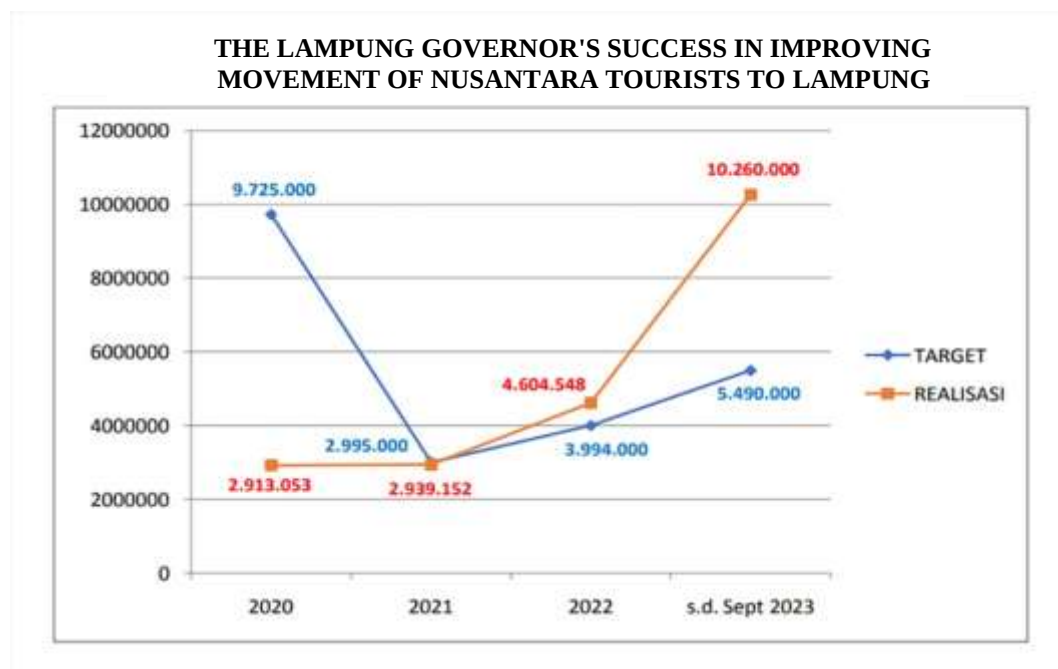


Figure 1. Graph of Tourist Visits to Lampung Province

Source: Lampung Province Tourism and Creative Economy Office.

LITERATURE REVIEW

Tourism strategy involves efforts to enhance the existing tourism potential within a region. These efforts may include improvements to both physical and non-physical infrastructure, with the ultimate goal of increasing the well-being of the local community surrounding the tourist destination (Umbu, 2013). According to Hasibuan (2014), management derives from the term "to manage," meaning to organize. This organization is carried out through processes and is regulated based on the sequence of management functions. Thus, management is both an art and science of organizing the use of human resources and other resources effectively and efficiently to achieve specific goals. Mardiasmo (2016) defines Local Revenue as income derived from regional taxes, local levies, revenue from state-owned enterprises, and other sources such as the management of separated regional assets. Legal Local Revenue is one way to assess a region's financial capability in reducing dependency on the central government, by examining the composition of regional income. A higher proportion of Local Revenue indicates greater local government responsibility. Conversely, a smaller proportion of Local Revenue relative to total regional income signifies greater reliance on central government support. The impact of increased Local Revenue on the community includes smoother development processes, encompassing various sectors such as public facilities and other infrastructure developments.

IFE, EFE, and QSPM Matrices

The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices consist of columns for weight, rating, and total score, which is calculated by multiplying the weight and rating. The weight and rating columns are filled based on the values derived from the categorization of internal and external factors according to their significance. As stated by David (2009), the IFE matrix is used to assess an organization's strengths and weaknesses. The EFE matrix is utilized to evaluate the external influences affecting the organization (Mashuri & Nurjannah, 2020).

The QSPM (Quantitative Strategic Planning Matrix), also known as the Qualitative Strategic Planning Matrix, is a tool used to evaluate multiple strategic alternatives to identify the most important strategies to pursue. The alternative strategies analyzed at this stage are those developed during the formulation process, integrating both internal and external influences. The QSPM allows management to rank and prioritize various implementation methods (Walukow & Pangemanan, 2015).



RESEARCH METHODOLOGY

This study employs a qualitative descriptive method, which involves observing a research object and conducting interviews. This method focuses on in-depth observation and is particularly useful for addressing questions that cannot be answered through quantitative research. In other words, qualitative descriptive methods are non-numeric.

Data Collection Methods

The documentation method is used to gather data and information related to the research problem. The population data is collected from sources such as the Tourism Department, the Central Statistics Agency of Lampung Province, and relevant books or journals discussing factors influencing tourism sector revenue related to the research issue.

The QSPM (Quantitative Strategic Planning Matrix) is obtained by integrating internal and external aspects to evaluate proposed alternative plans. The QSPM aims to identify the best strategy for a company as a recommendation in the organizational development phase (Sarma, 2016) and to determine the actions required based on priorities in the face of competition. This procedure involves reevaluating to assign weights, which then determine the Attractiveness Scores (AS) and Total Attractiveness Scores (TAS). The weights assigned to internal and external variables are adjusted based on the weights used in the previous IFAS and EFAS matrices. The AS value is a numerical representation indicating the comparative desirability of each approach within a set of options. The AS rating requirements are as follows: a) Value 1 b) Value 2 c) Value 3 d) Value 4

The TAS is calculated by multiplying the weight by the AS value. The cumulative TAS score is used to determine the level of scores for various alternative techniques. The optimal plan for implementation within a corporation is determined by the highest score. It is important to note that in this study, QSPM is used solely for ranking strategic priorities within a set of possible options.

RESULTS AND DISCUSSION

Analysis of Internal and External Factors

The company addresses weaknesses and leverages strengths through its internal environment. The study focuses on internal variables such as management, marketing, and information systems. Meanwhile, opportunity and threat variables are influenced by the external environment. Company operations can be driven by available opportunities,

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while threats may act as obstacles. This research explores external influences, including the micro, industry, and macro environments. The following are the components of Internal and External Factors.

Table1 Internal and External Factors

Internal Factors	Strenght	Weakness
	1. Development of nature-based tourism. 2. Partnerships with institutions, hotels, and travel agencies. 3. Events and festivals. 4. Regular monitoring and evaluation. 5. Promotion through social media.	1. Lack of human resources. 2. Absence of a website and application. 3. Limited budget. 4. Poor access to tourist destinations. 5. Lack of local community awareness in maintaining the cleanliness of tourist areas.
Faktor Eksternal	Opportunity	Treaths
	1. Tourism stakeholders effectively fulfill their roles and functions. 2. Improvement of facilities and access to tourist destinations. 3. Increase in the number of tourist visits. 4. Indonesia ranked as the 6th most beautiful country in the world. 5. The widespread use of social media for discovering tourist destinations.	1. Competition with other tourism destinations. 2. Lack of updated information on local tourism developments. 3. Socio-cultural issues related to cultural clashes between tourists and local communities. 4. Security concerns in ensuring a comfortable local tourism experience. 5. Environmental degradation around tourist areas due to unprofessional management.

After obtaining results from the identification of internal and external factors, the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are compiled.



Analysis of Internal and External Factors (IFE/EFE)

After establishing the weight assessments, the combined weight of both elements in the IFE and EFE tables must be ≥ 1.0 . Weight assessments range from 0.0 to 1.0 (very significant). The next step is to determine the combined rankings for both criteria. There is a scale for the values, ranging from 1 (poor) to 4 (excellent), with varying or even inverse values for strengths and weaknesses. The same applies to opportunities and threats. The final score is the result of multiplying the assigned ranking by the weight for each component and then multiplying this product by the weight (Safitri & Arbainah, 2023).

Table 2 Table IFE

No	Internal Factors	Weight	Rating	Weight x Rating
<i>Strenght</i>				
1	Development of nature-based tourism	0,20	4	0,80
2	Partnerships with institutions, hotels, and travel agencies	0,10	4	0,40
3	Events and festivals	0,15	4	0,60
4	Regular monitoring and evaluation	0,05	3	0,15
5	Promotion through social media	0,10	3	0,30
Sub Total		0,60		2,25
<i>Weakness</i>				
1	Tourism stakeholders effectively fulfill their roles and functions.	0,10	4	0,40
2	Improvement of facilities and access to tourist destinations.	0,05	3	0,15
3	Increase in the number of tourist visits.	0,05	3	0,15
4	Indonesia ranked as the 6th most beautiful country in the world	0,05	2	0,10
5	The widespread use of social media for discovering tourist destinations	0,05	2	0,10
Sub Total		0,30		0,90
Total		1		3,15

Based on the data above, the strength component is 2.25 and the weakness component is 0.90; summing these two elements results in a total of 3.15.



Table 3 Table EFE

No	Internal Factors	Weight	Rating	Weight x Rating
<i>Opportunity</i>				
1	Lack of human resources.	0,15	4	0,60
2	Absence of a website and application.	0,10	4	0,40
3	Limited budget.	0,10	3	0,30
4	Poor access to tourist destinations	0,15	4	0,60
5	Lack of local community awareness in maintaining the cleanliness of tourist areas	0,05	3	0,15
Sub Total		0,55		2,05
<i>Threats</i>				
1	Competition with other tourism destinations	0,15	4	0,60
2	Lack of updated information on local tourism developments	0,10	4	0,40
3	Socio-cultural issues related to cultural clashes between tourists and local communities	0,05	3	0,15
4	Security concerns in ensuring a comfortable local tourism experience	0,10	3	0,30
5	Environmental degradation around tourist areas due to unprofessional management.	0,05	2	0,10
Sub Total		0,45		1,55
Total		1		3,60
No	Internal Factors	Weight	Rating	Weight x Rating
<i>Opportunity</i>				
1	Lack of human resources.	0,15	4	0,60
2	Absence of a website and application.	0,10	4	0,40
3	Limited budget.	0,10	3	0,30
4	Poor access to tourist destinations	0,15	4	0,60



5	Lack of local community awareness in maintaining the cleanliness of tourist areas	0,05	3	0,15
Sub Total		0,55		2,05
Threats				
1	Competition with other tourism destinations	0,15	4	0,60
2	Lack of updated information on local tourism developments	0,10	4	0,40
3	Socio-cultural issues related to cultural clashes between tourists and local communities	0,05	3	0,15
4	Security concerns in ensuring a comfortable local tourism experience	0,10	3	0,30
5	Environmental degradation around tourist areas due to unprofessional management.	0,05	2	0,10
Sub Total		0,45		1,55
Total		1		3,60

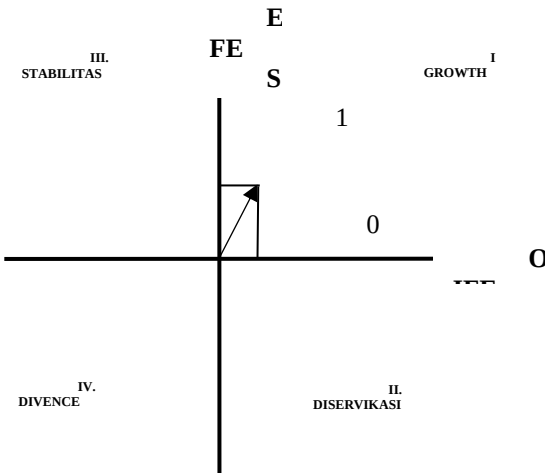
From the results above, it can be observed that the opportunity factor has a value of 2.05, while the threat factor has a value of 1.55. Therefore, when combined, the strength and weakness factors have a resulting value of 3.60.

SWOT Matrix Diagram

The results of the IFE and EFE identifications can be illustrated in the following SWOT matrix diagram, with the following values: Strength: 2.25, Weakness: -0.90, Opportunity: 2.05, and Threats: -1.55.



Diagram Matrix



From the SWOT diagram above, it is evident that the local revenue of Lampung Province is situated in Quadrant I, indicating that tourism in Lampung Province possesses opportunities and strengths that can be leveraged to increase the number of tourists in the province. The appropriate strategy for this quadrant is an aggressive growth-oriented policy

Tabel 4 Matrix SWOT

IFE	Strength	
	Weakness	
EFE	1. Development of nature-based tourism	1. Lack of human resources.
	2. Partnerships with institutions, hotels, and travel agencies	2. Absence of a website and application.
	3. Events and festivals	3. Limited budget. Poor access to tourist destinations.
	4. Regular monitoring and evaluation	4. Lack of local community awareness in maintaining the cleanliness of tourist areas
	5. Promotion through social media	



Opportunity	Strategi SO	Strategi WO
1. Tourism stakeholders effectively fulfill their roles and functions. 2. Improvement of facilities and access to tourist destinations. 3. Increase in the number of tourist visits. 4. Indonesia ranked as the 6th most beautiful country in the world. 5. The widespread use of social media for discovering tourist destinations.	a. Enhance promotion through social media to attract both local and international tourists. b. Organize international-scale events and invite influencers to gain exposure. c. Collect data on tourist attractions in Lampung for effective monitoring and evaluation.	a. Conduct outreach to the community on the importance of awareness in maintaining tourist destinations. b. Develop a website or application related to tourist destinations in Lampung. c. Improve the management system of tourist attractions to ensure a well-structured operation.
Treaths	ST Strategies	Strategi WT
1. Competition with other tourism destinations. 2. Lack of updated information on local tourism developments. 3. Socio-cultural issues related to cultural clashes between tourists and local communities. 4. Security concerns in ensuring a comfortable local tourism experience. 5. Environmental degradation around tourist areas due to unprofessional management..	a. Enhance tourist attractions by adding interesting rides and activities. b. Provide the latest updates on tourist destinations through social media or offline channels. c. Strengthen security measures both en route to and within tourist destinations.	a. Conduct outreach to help the community accept the influx of different cultures. b. Improve facilities and accommodations at the tourist destinations. c. Provide excellent services to tourists to ensure their comfort and encourage them to return.

Based on the SWOT analysis, several strategies are recommended for the tourism sector in Lampung Province. To maximize existing strengths and opportunities, it is suggested to focus on social media promotion, host international events featuring influencers, and conduct a comprehensive inventory of tourist attractions for effective

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evaluation. To address opportunities while mitigating weaknesses, efforts should include raising awareness about the maintenance of tourist destinations, developing a dedicated Lampung website or application, and enhancing tourism management systems. Additionally, to leverage strengths and counteract threats, the tourism sector should consider adding appealing attractions, updating both social media and offline marketing strategies, and improving security at tourist destinations. Lastly, to minimize weaknesses and threats, strategies should include promoting local culture, improving tourism facilities, and delivering exceptional service to attract repeat visits.

Tabel 5 Matrix QSPM

No	Alternative Strategies	Total TAS	Rank
1	Enhance promotion through social media to attract both local and international tourists	6,70	IV
2	Organize large-scale international events and invite influencers to gain exposure	6,60	V
3	Collect data on tourist attractions in Lampung for effective monitoring and evaluation	6,45	VII
4	Conduct outreach to the community on the importance of awareness in maintaining tourist destinations	6,85	II
5	Develop a website or application related to tourist destinations in Lampung	6,60	V
6	Improve the management system of tourist attractions to ensure a well-structured operation.	5,75	IX
7	Enhance tourist attractions by adding interesting rides and activities	6,30	VIII
8	Provide the latest updates on tourist destinations through social media or offline channels	6,50	VI
9	Strengthen security measures both en route to and within tourist destinations.	7,15	I
10	Conduct outreach to help the community accept the influx of different cultures.	5,55	XI
11	Improve facilities and accommodations at the tourist destinations	5,70	X
12	Provide excellent services to tourists to ensure their comfort and encourage them to return	6,75	III



CONCLUSION AND RECOMMENDATIONS

Based on the research findings, the following conclusions can be drawn:
With the annual increase in Local Revenue Budget (PAD) and the rising number of tourist visits, it is crucial to maintain and enhance this growth by leveraging existing strategies, as identified through SWOT analysis. The tourism industry falls into Quadrant I, indicating a growth-oriented approach; thus, employing objective growth policies is recommended. The SWOT analysis reveals an IFAS score of 3.15, indicating that the internal strengths of the tourism industry in Lampung are relatively strong, while the EFAS score of 3.60 suggests a relatively strong external environment.

Recommendations

Based on the research results, several recommendations can be made for the Lampung government:

1. The Lampung government should consider implementing the 12 strategies identified in the SWOT analysis to enhance tourist visit rates in the province.
2. According to the QSPM table, improving security at tourist destinations ranks as the highest priority. This issue should receive special attention from the Lampung Provincial Government to further boost tourism in the region.

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