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Planning Strategy of Cemara Beach as A Tourist Destination in East Lombok Regency

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Abstract

This study aims to identify the existing conditions of tourism in Cemara Beach, East Lombok Regency and analyze internal and external factors and propose a planning strategy for Cemara Beach as a tourist destination area in East Lombok Regency. This study uses a qualitative descriptive approach. Data sources were obtained through observation, interviews, literature studies and documentation studies. Furthermore, the research data was analyzed using qualitative analysis techniques, data reduction, and SWOT analysis to develop a planning strategy for Cemara Beach in East Lombok Regency. The results of the study show that Cemara Beach in East Lombok Regency has good potential to be used as a tourist destination area and is supported by several components in the form of 4A (attraction, amenities, accessibility, ancillary). Although there are still some shortcomings in each of these components. Based on internal and external conditions, Cemara Beach has each factor in the form of strengths, weaknesses, opportunities and threats that can be utilized in the planning of Cemara Beach. In the results of the SWOT analysis, eleven alternative strategies that can be proposed in the planning of Cemara Beach as a destination area in East Lombok Regency, each of these strategies consists of the Strengths-Oppourtunities (SO) strategy, the Weaknesses-Oppourtunities (WO) strategy, the Strengths-Threats (ST) strategy, and the Weaknesses-Threats (WT) strategy. It is hoped that stakeholders can work together in implementing the strategies that have been produced for planning the development of Cemara Beach in East Lombok Regency in a proactive and sustainable manner.

Keywords: planning, tourist destination area, cemara beach, SWOT

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INTRODUCTION

The tourism industry is a rapidly growing sector and is a major contributor to the economies of many countries, including Indonesia. According to (Yakup & Haryanto, 2019), tourism has a significant impact on the country's foreign exchange income, creates jobs, and encourages the development of other economic sectors, such as hotels, restaurants, and transportation. In addition to economic benefits, tourism also encourages cultural exchanges between countries (Gunn, 2000). Government Number 50 of 2010 Indonesia through the National Tourism Development Master Plan (RIPPARNAS) and the 2020-2024 RPJMN identified this sector as one of the strategic sectors that can contribute greatly to the country's economy.

East Lombok, one of the districts in West Nusa Tenggara Province, has great potential as a tourism destination, especially in the coastal sector. With its extraordinary natural beauty, this area has various beach tourist attractions, such as Paradise Beach, Kaliantan Beach, and Cemara Beach. Cemara Beach, located in Seriwe Village, Jerowaru District, is known for its white sand, calm sea water, and shady cypress trees, which has the potential to be developed as a major tourist destination (Suhartono & Mediastika, 2016). Good accessibility and proximity to other popular tourist destinations add to the appeal of this area.

Despite having great natural potential, the development of tourism destinations in East Lombok, especially in Cemara Beach, still faces a number of challenges. Limited infrastructure, such as a lack of clean water supply, and low government support are the main obstacles to development. In addition, even though there are already permits for the construction of star hotels, many projects have not been realized due to infrastructure problems. This shows the need for more mature tourism planning and more integrated management in order to attract investors and tourists.

This research aims to identify the tourism potential in Cemara Beach, assess the needs and preferences of tourists, and analyze opportunities and obstacles in the development of international standard hotels in the area. One of the challenges faced is the limited number of star hotels and facilities that suit the demand of tourists. Therefore, this research will also explore ways to improve the quality of service and hotel management in order to compete with other tourism destinations in Southeast Asia.

The results of this research are expected to contribute to the sustainable development of tourism in East Lombok Regency, especially in Cemara Beach. It is hoped that with the development of this tourist destination, new jobs can be created for the local community and improve their welfare (Ridla, Kanom, & Darmawan, 2021). In addition, this research can also be a guide for investors and developers to build and manage international standard hotels that suit

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the needs of tourists, thereby increasing the attractiveness of Cemara Beach as a major tourist destination in Indonesia.

LITERATURE REVIEW

Strategy Concept

Every entrepreneur, regardless of their industry, must comprehend and use the concept of strategy. An organization's leadership constantly looks for a balance between the external forces (opportunities and threats) of a market and the internal forces of the business. Its operations involve closely monitoring the competitors, laws, economic cycles, customer preferences and expectations, and other elements that can reveal possibilities and dangers. An organization can create a plan to take advantage of current possibilities and defeat outside dangers (David & David, 2016). Strategy is a tool for achieving objectives, and as it evolves, so does the idea of strategy).

Tourism Planning

In tourism development planning, several hierarchies are known where the focus of planning at each level of hierarchy is not the same. Planning at the general level provides the framework and direction for the planning of the hierarchy below, and so on, (Paturusi, 2008). In detail, the focus of each level of the planning hierarchy is described as follows; International Level Tourism Planning (PPI), National Level Tourism Planning (PPN), Regional Level Tourism Planning (PPW), Provincial Level Tourism Planning (PPP), Regency/City Level Tourism Planning (PPK), Regional Tourism Planning (PPKw) and Tourism Area Site Plans (RTKP).

Tourism Destination Development

In accordance with Law number 10 of 2009 concerning tourism, a tourist destination area henceforth referred to as a tourism destination is a specific geographic area situated in one or more administrative areas where tourism activities are conducted and that is furnished with accessibility, interconnected communities, public facilities, and tourist attractions. Cooper (1999) clarifies that the tourism destination development framework is made up of key elements, such as attractions that are distinctive and based on artificial, cultural, and natural elements. Amenities include facilities that promote and facilitate tourism, ancillary services that support tourism activities, and accessibility, which includes the ease of transit systems and facilities.

Coastal Tourism

Coastal areas are areas with a lot of potential as tourist destinations. In the development

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of tourist destinations, there are five categories that must be considered, namely *shoreline stabilization*, *water quality, biodiversity, food production, and tourism* (Burke, Kura, & Kassem, 2001). *Biodiversity* is diversity, including a diversity of resources, cultures, and activities. *Tourism* is a tourism activity that involves local communities and tourists. *Coastal Tourism* is one of the concepts in the development of coastal areas into tourist areas. *Coastal Tourism* consists of a combination of diversity that exists on land and sea (Ramandei & Numberi, 2023). Diversity in the concept of *Coastal Tourism* includes natural diversity, cultural diversity, and diversity of local community activities (Kurniawan, Adrianto, & Prasetyo, 2022). This diversity is an important point in the successful implementation of the *Coastal Tourism concept*. Local community activities are one of the points of diversity that must be preserved in order to achieve the concept *of Coastal Tourism.*

METHOD

A qualitative descriptive technique was the research strategy employed in this study. This qualitative method basically involves studying people in their surroundings, engaging with them, and attempting to comprehend their language and perceptions of the world. As defined by Creswell (2007), a qualitative method is one that is used to investigate the state of a scientific object. The researcher serves as the primary instrument, the data collection technique is inductive, and the findings of qualitative research place greater emphasis on meaning than generalization. Interviews, documentation studies, literature reviews, and observation are some of the methods utilized to gather data. Among the methods used to characterize the findings of the research are data reduction, SWOT analysis, and qualitative descriptive analysis.

RESULTS AND DISCUSSION

Existing Conditions of Tourism in Cemara Beach, East Lombok Regency

Based on the Theory of Tourism Destination Development which refers to Law No. 10 of 2009 explains that a tourism destination should ideally be equipped with the availability of tourist attractions and public facilities provided to support tourist activities in a tourism destination as well as the relationship of local communities in participating in the management of a tourist destination or tourist attraction. According to (Cooper, 1999), it is explained that there is a planning framework in the development of tourism destinations which consists of main components such as; *Attraction, Accessibility, Amenities,* and *Ancillary*. The following are the components of tourism found in Cemara Beach, East Lombok Regency.

Attractions

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Cemara Beach in East Lombok Regency is a tourist attraction that has a variety of tourist attractions. Tourists who visit Cemara Beach can do various kinds of tourist activities, activities that tourists can do at Cemara Beach are presented in table 1.

Table 1 Cemara Beach Tourist Attractions, East Lombok

Type	Attractions
Nature	– Snorkeling – Sunset View – Sea Cypress Tree Landscape
Culture	– Spot Fishing – Family Recreational Activities – Beleq Drum Cultural Ritual
Man Made	– Paragliding

Source: Data Results, 2024

Based on the table above, Cemara Beach located in East Lombok Regency has several tourist attractions including natural tourist attractions which include snorkeling activities, enjoying the Sunset View panorama, and the Sea Cypress Tree Landscape. Meanwhile, cultural tourism attractions include Spot Fishing activities, Family Recreation Activities, and the Beleq Drum Cultural Ritual. An Artificial Attraction that tourists can enjoy is Paragliding activities.

Amenities

Cemara Beach in East Lombok Regency is equipped with various *amenities* or facilities that support the comfort of tourists during their visit. Some of the facilities available at the tourist attraction of Cemara Beach, East Lombok Regency include vehicle parking areas, community stalls that sell food and drinks, public toilets and facilities for renting snorkeling equipment.

Accessibility

Accessibility to Cemara Beach is quite easy even though tourists need to travel about 2 hours from Mataram City or 1 hour from Selong City, while tourists need about 1 hour and 18 minutes to travel from Lombok International Airport with a distance of 49 km or about 1 hour 2 minutes from Lembar Port with a distance of about 68 kilometers. The road to the beach can be passed by private vehicle, tourists can use private vehicles such as cars or motorbikes for convenience, or rent a vehicle if you don't bring your own. Motorbike and car rental services are widely available in nearby cities such as Selong. In addition, public transportation such as angkot

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can be an option, although tourists may need to continue their journey by motorcycle taxi from the public transportation destination.

Ancillary

Cemara Beach in East Lombok Regency is one of the tourist destinations managed by a number of local institutions. This management involves the East Lombok Regency Tourism Office as the party responsible for the development of destinations, including Cemara Beach. The Tourism Office plays a role in promoting tourist areas, improving infrastructure, and regulating policies to support local economic growth through the tourism sector. In addition to the role of the government, the management of Cemara Beach also involves the active participation of community groups such as the Tourism Awareness Group (Pokdarwis). This group consists of local residents who are involved voluntarily in the development and management of Cemara Beach. They play an important role in preserving nature by providing services to tourists, including tourist information, local guides, and basic facilities that tourists need. Pokdarwis is also often a bridge between the government and the community, ensuring that tourism development is carried out in a sustainable manner. In addition, Village-Owned Enterprises (BUMDes) and local indigenous peoples also play a role in economic and cultural management around Cemara Beach. BUMDes manages various economic facilities such as kiosks, parking areas, and other economic potentials resulting from tourism activities. Meanwhile, indigenous peoples and village governments work together to preserve local culture and maintain village spatial planning so that it remains in harmony with tourism activities.

Identification of Internal Factors of Cemara Beach, East Lombok

The identification of internal factors is an initial stage in analyzing factors in the form of strengths and weaknesses of Cemara Beach in East Lombok Regency. Based on the results of the interview, several factors in the form of strengths and weaknesses can be seen in table 2.

Table 2. Strength and Weakness Factors of Cemara Beach, East Lombok

Internal Factors	Information
1. Beautiful natural beauty	Strengths
2. Relatively Untouched Environment	Strengths
3. Has calm waves	Strengths
4. Involving Local Community Communities in Management	Strengths
5. Has a Strategic Location	Strengths

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6. Limited accessibility	Weaknesses
7. Lack of tourism support facilities	Weaknesses
8. Promotions are still minimal	Weaknesses
9. The Quality of Human Resources is Still Minimal	Weaknesses

Source: Data Results, 2024

Based on the table, it can be concluded that there are nine internal key factors in the form of strengths and weaknesses in the planning of Cemara Beach as a tourist destination area. The strength factors owned by Cemara Beach are expected to be used as a driving factor to minimize the existing weaknesses.

Identification of External Factors of Cemara Beach, East Lombok

The identification of external factors is an initial stage in analyzing factors in the form of opportunities and threats of Cemara Beach in East Lombok Regency. Based on the results of the interview, several factors in the form of opportunities and threats can be seen in table 3.

Table 3. Opportunity Factors and Threat Factors of Cemara Beach, East Lombok

External Factors	Information
1. Technological and Information Advancements	Opportunities
2. Tourism Development on Lombok Island	Opportunities
3. Investment Opportunities	Opportunities
4. Support from the Regional Government	Opportunities
5. Potential for Natural Disasters	Threats
6. Similar Destination Competition	Threats
7. Social and Security Threats	Threats

Source: Data Results, 2024

Based on the table, it can be concluded that there are seven key external factors in the form of opportunities and threats in the planning of Cemara Beach as a tourist destination area. The opportunity factors owned by Cemara Beach are expected to be used as a great opportunity factor to anticipate existing threat factors.

SWOT Analysis

All entrepreneurs, regardless of their industry, must comprehend and use the concept of strategy. The daily goal of an organization's leadership is to align the company's internal forces with the external forces (market opportunities and threats). Its activities include closely

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monitoring business cycles, legislation, competition, customer expectations and wishes, and other elements that can reveal possibilities and risks. According to David and David (2016), a business might create a plan to take advantage of current possibilities and defeat external dangers. Strategy serves as a tool to accomplish objectives, and as it evolves, so does the idea of strategy.

Table 4. SWOT Matrix of Cemara Beach, East Lombok

IFAS	***Strengths***	***Weaknesses***
EFAS	1) Beautiful natural beauty 2) Relatively Untouched Environment 3) Has calm waves 4) Involving Local Community Communities in Management 5) Has a Strategic Location	1) Limited accessibility 2) Lack of tourism support facilities 3) Promotions are still minimal 4) The Quality of Human Resources is Still Minimal
Opportunities	***Strategi S-O***	***Strategi W-O***
1) Technological and Information Advancements 2) Tourism Development on Lombok Island 3) Investment Opportunities 4) Support from the Regional Government	1. Development of Community-Based Tour Packages (S1,S2,S3,S4 & O1, O2, O4) 2. Utilization of Technology for Promotion (S1,S2,S3,S5 & O1) 3. Establishing Cooperation with Investors (S1,S2,S3, S5 & O2,O3,O4)	1. Improving Accessibility (W1 & O2,O3,O4) 2. Human Resource Training (W2,W3,W4 & O2,O4) 3. Joint Promotion with Other Destinations (W3 & O1,O2,O4)
Threats	***Strategi S-T***	***Strategi W-T***
1) Potential for Natural Disasters 2) Similar Destination Competition 3) Social and Security Threats	1. Conducting Natural Disaster Mitigation Programs (S4 & T1) 2. Increased Safety and Comfort (S4 & T1,T3)	1. Conducting Sustainable Environmental Management (W3, W4 & T2) 2. Establishing Partnerships with Environmental Agencies (W4 & T1)

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International Journal of Technology and Education Research

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E-ISSN: 2986-0733

		3. Proactive Marketing (W3, W4 & T2)

Source: Data Results, 2024

Several different approaches were developed for the design of Cemara Beach as a tourism destination area in East Lombok Regency based on the SWOT matrix study above. Programs are required in order to carry out the development that has been planned and modified to the situations and circumstances that may be carried out in order to implement the strategies that have been established. Rangkuti (2016) asserts that strategy is a crucial tool for achieving competitive outcomes. It has the ability to control anything in order to assess whether the activity's vision, mission, and objectives are reached. In order to promote sustainable tourism, tourist development can be understood as an endeavor to make the most of the available resources, both directly and indirectly. Programs for every one of these tactics include strategies are as follows;

S-O Strategy

1. Community-Based Tour Package Development Strategy (S1,S2,S3,S4 & O1, O2, O4)

The development of community-based tour packages at Cemara Beach aims to take advantage of the potential of natural beauty and environmental authenticity owned by the area. This program involves local communities as service providers, such as *homestays*, tour guides (*guides*), and traditional culinary. Through training and empowerment, the community can improve the quality of services and offer authentic tourism experiences to tourists by promoting the uniqueness of the culture and life of the local community. This collaboration also aims to support the local economy and strengthen socio-cultural sustainability.

2. Utilization of Technology for Promotion (S1,S2,S3,S5 & O1)

The use of technology for the promotion of Cemara Beach is a strategic step in attracting tourists in the digital era. One effective way is through integrated digital marketing which includes the development of engaging content on social media such as *Instagram, Facebook,* and *TikTok.* Photos and videos showcasing the natural beauty of Cemara Beach as well as local activities such as cultural festivals can attract the attention of millennials and Gen Z who love to share their experiences *online*. In addition, building an official *website* that displays complete information about tour packages and makes it easier to book *online* will help improve accessibility for tourists. Collaboration with *influencers* and *content creators* can also provide greater exposure, especially by inviting them to share their experiences on social media and using engaging *hashtag* campaigns such as #ExplorePantaiCemara.

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3. Establishing Cooperation with Investors (S1,S2,S3, S5 & O2,O3,O4)

Cooperation with investors is an important key in the development of Cemara Beach as a sustainable tourist destination. Inviting investors who are committed to environmental conservation will help create eco-friendly tourist facilities, such as *homestays* and *eco-lodges*, that use local materials and are designed to minimize the impact on the environment. In addition, the construction of restaurants that serve local food made from organic ingredients can attract tourists who care about sustainability while supporting the economy of the surrounding community. Investment in recreational areas such as hiking trails, children's play areas, and *Instagramable photo spots* will also increase the attractiveness of Cemara Beach for tourists, especially the millennial generation. All of this not only provides a comfortable and authentic experience for tourists, but also supports the well-being of the local community.

W-O Strategy

1. Improving Accessibility (W1 & O2,O3,O4)

Improving the accessibility of Cemara Beach is an important step to attract more tourists and ensure a pleasant tourist experience. One of the main priorities is to improve the road infrastructure to the coast in collaboration with the local government. Good and safe roads will facilitate tourist travel, improve safety, and support the transportation of goods and services needed by the local community. In addition, the installation of directional signs and information along the *route* will make it easier for tourists who are not familiar with the area. With better road infrastructure, Cemara Beach will become a more accessible destination, thus attracting more visitors.

2. Human Resource Training (W2,W3,W4 & O2,O4)

Human resource training for local communities at Cemara Beach is a strategic step to improve the quality of tourism services. With a structured training program, the community will be equipped with important skills, such as good customer service, homestay management, and digital marketing techniques. The main focus is to improve ethics and communication in serving tourists, handling complaints, and creating a friendly and professional atmosphere. In addition, training in *homestay* management includes room settings, cleanliness, and food provision, so that tourists can enjoy a comfortable and authentic stay experience. This training program not only improves the quality of services, but also empowers the community to actively play a role in the development of tourism, creating jobs, and new sources of income.

3. Joint Promotion with Other Destinations (W3 & O1,O2,O4)

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Building promotional cooperation with other tourist destinations in Lombok is a strategic step to increase the visibility of Cemara Beach and create a more comprehensive tourist experience for tourists. By combining resources and creating an integrated tour package that includes other destinations such as Gili Trawangan and Mount Rinjani, tourists can enjoy various locations in one visit. These tour packages will include transportation, accommodation, and interconnected activities, making it easier for tourists to plan their trips. In addition, joint events such as cultural festivals or water sports activities held in several destinations at once will attract the attention of more tourists, increasing the attractiveness of Lombok as a diverse and attractive tourist destination.

S-T Strategy

1. Conducting Natural Disaster Mitigation Programs (S4 & T1)

The development of natural disaster mitigation programs at Cemara Beach is very important to ensure the safety of tourists and local communities. Given the risk of earthquakes, tsunamis, and extreme weather in the region, the first step to take is to provide clear and easily accessible information regarding safety procedures, evacuation routes, and gathering points. Conspicuous information boards and evacuation maps should be spread in public areas, lodgings, and tourist attractions. In addition, the development of a mobile application that provides real-time updates on weather and potential disasters is also very helpful for tourists in understanding the current conditions. With the right information, tourists can feel safer while enjoying the beauty of Cemara Beach without excessive worries.

2. Increased Safety and Comfort (S4 & T1,T3)

Increasing safety and comfort at Cemara Beach, East Lombok, is a crucial step to create a safe and enjoyable tourism experience. Cooperation between tourism managers and authorities is crucial in ensuring security in the region. Measures such as the placement of trained security guards along the coast, the installation of CCTV systems in public areas, and increased lighting at strategic points can help reduce the risk of crime and increase the sense of security for tourists. In addition, the provision of clear information boards regarding security procedures and emergency numbers is also indispensable to ensure tourists know the steps to take in an emergency situation. The use of technology, such as mobile apps that provide real-time information about security conditions and the location of security personnel, can also be an effective solution to improve the comfort of tourists.

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International Journal of Technology and Education Research

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E-ISSN: 2986-0733

W-T Strategy

1. Conducting Sustainable Environmental Management (W3, W4 & T2)

Sustainable environmental management at Cemara Beach, East Lombok, is an important step to protect the natural beauty that is the main attraction for tourists. One effective way is to reduce the use of single-use plastics, provide environmentally friendly alternatives such as cloth bags and *biodegradable* containers, and build drinking water refill stations to reduce plastic bottle waste. In addition, the protection of natural habitats such as coral reefs and *mangrove forests* must be a priority. Coral reef rehabilitation efforts and mangrove planting can involve local communities and tourists, thereby increasing awareness of the importance of preserving biodiversity. By implementing a zoning system in sensitive areas, tourism activities that have a negative impact on the ecosystem can be limited, maintaining the preservation of the environment of Cemara Beach.

2. Establishing Partnerships with Environmental Agencies (W4 & T1)

Establishing partnerships with environmental agencies is a very important strategic step to improve conservation and resource management efforts in Cemara Beach, East Lombok. By engaging institutions with expertise and experience in the field of the environment, tourism managers and local communities can access the knowledge and technology needed to implement more effective conservation programs. Programs such as ecosystem rehabilitation, mangrove tree planting, and water quality monitoring can be planned in a more targeted manner and have a positive impact through guidance from experts. In addition, this collaboration allows access to funding and technical assistance from environmental agencies to run planned conservation programs, helping to cover operational costs as well as increasing the legitimacy of the efforts undertaken.

3. Proactive Marketing (W3, W4 & T2)

Proactive marketing is very important in attracting tourists to Cemara Beach, especially with the increasingly fierce competition from other tourist destinations. Marketing strategies must be integrated, including the use of social media, engaging visual content, and online advertising to reach a wider audience. Social media campaigns that showcase the natural beauty of Cemara Beach and the unique activities offered can attract the attention of potential tourists. Additionally, using testimonials and reviews from previous travelers is an effective way to build trust and increase the credibility of this destination. Travellers can be encouraged to leave reviews through incentives such as discounts or *free souvenirs*, which can then be used as promotional content on various *platforms*.

CONCLUSION

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The main attractions at Cemara Beach include snorkeling, sunset views, sea fir tree landscapes, boating, fishing spots, family recreational activities, and cultural tourism. This attraction is supported by the active participation of the local community in preserving the environment and providing a rich tourist experience. The beauty of the coral reefs that are preserved in their authenticity and the expanse of white sand add to the attraction of Cemara Beach. Supporting facilities available at Cemara Beach include a large parking area, food stalls serving Lombok specialties, well-maintained public toilets, and snorkeling equipment and traditional boat rental services. The institution of management of Cemara Beach involves the role of the local government through the Tourism Office, Tourism Awareness Groups (Pokdarwis), Village-Owned Enterprises (BUMDes), and local indigenous peoples. This collaboration between the government and the community aims to promote tourist areas, preserve the environment, and ensure that the economic benefits are felt by the local community.

Cemara Beach in East Lombok Regency has various internal and external factors that affect its development as a tourist destination. Internal factors, such as the beauty of nature, the relatively untouched environment, calm waves, and the involvement of local communities in management, are the main strengths. However, challenges such as limited accessibility, lack of supporting facilities, ineffective promotion, and low quality of human resources are weaknesses that need to be overcome. External factors include opportunities and threats. Opportunities include technological and information advances that can improve visibility and management efficiency, tourism development in Lombok, potential investments in infrastructure and facilities, local government support, and the strategic location of Cemara Beach. On the other hand, threats such as potential natural disasters, competition with similar destinations, and social and security issues demand sustainable and inclusive management planning.

Based on the results of the SWOT analysis, strategies that can be applied as a Cemara Beach Planning program as a Tourist Destination Area in East Lombok Regency include; Strategy (SO) Development of Community-Based Tour Packages, Utilization of Technology for Promotion and Collaboration with Investors. Strategy (WO) Improving Accessibility, Human Resources Training and Promotion together with other destinations on the island of Lombok. Strategy (ST) Holding a Natural Disaster Mitigation Program and Improving Safety and Comfort. Strategy (WT) Conducting Sustainable Environmental Management, Establishing Partnerships with Environmental Institutions and Proactively Marketing Tourist Destinations.

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