

SWOT analysis for development strategy for Silamci natural tourism object facilities in Garut

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received January 14, 2024 Received in revised form Feb. 18, 2024 Accepted March 07, 2024 Available online April 01, 2024</p> <p><i>Keywords:</i> Destinations Facilities Quality Tourism Tourist attractions</p> <p>*Corresponding author: Mentari Sucia Master of Design Study Program, Faculty of Creative Industries, Universitas Telkom, Bandung, Indonesia Email: mentasir@student.telkomuniversity.ac.id</p>	<p>Natural tourism contributes significantly to GDP (gross domestic product) and is a major part of the Indonesian economy. In 2022, Indonesia ranked 32nd in the Travel and Tourism Development Index (TTDI), indicating a 3.6 percent rise in the GDP contribution of tourism. The adoption of the "new normal" during the COVID-19 epidemic led to the emergence of the road trip and micro tourism trends, in which travelers mostly select nearby locations that are accessible by private vehicle. Local visitors play a critical role in fostering the expansion of tourism in many locations. As a possible travel destination in Indonesia, Garut continues to attempt to diversify travel experiences by emphasizing amenities, accessibility, and attractions (3A). The tourist destination Silamci in Garut demonstrates how private ownership may have a big impact on an organization's ability to supply funding, infrastructure, and personnel as well as raise the standard of expert management. The objective of this study is to employ SWOT analysis to evaluate the state of the facilities as they stand and to identify areas for development. Through the results of field observations, interviews, questionnaire distribution, and comparison studies of related research items, qualitative methodologies were employed in the study. It was determined that enhancing the variety of facilities offered frequently constitutes the primary goal of Silamci's innovation development strategy. It is envisaged that enhancing the facilities' quality will serve as the cornerstone for raising Silamci's different values.</p>

Introduction

Tourism, tourist attractions, facilities, quality, destinations. Natural tourism attractions play a significant part in Indonesia's tourism industry, which has a significant economic impact (Ulwiyyah 2023). Particularly, tourism contributes the majority of foreign exchange earnings to the country's GDP. According to information obtained from the Ministry of Tourism and Creative Economy's official website, Indonesia has ranked 32nd in the world on the

Travel and Tourism Development Index (TTDI). This is demonstrated by the reality that the GDP contribution from tourism increased by 3.6 percent in 2022 compared to just 2.4 percent the year before (Kemenparekraf 2023b). However, in the year 2023, Kemenparekraf has an achievement target in the tourism and creative industries (parekraf) sector whose tourism GDP contribution value is 4.1 percent. The steps taken are a form of strengthening the tourism sector as one of the main drivers of national economic growth (Kemenparekraf 2023a).

In the book of Tourism Trends 2022-2023 (Kemenparekraf 2022) issued by the Ministry of Tourism and Creative Economy, a phenomenon called Revenge Tourism occurred in Indonesia. This is evident from the phenomena of traffic jams in high-traffic regions from late 2021 to early 2022 and from the resurgence of several Bali tourist destinations. Aside from that, Yogyakarta and Bandung to Banyuwangi, West Java, tourism has not been spared the increase in travelers' desire to visit these places once more (Sudjana, Aini, and Nizar 2021). One of the tourism trends that occurred with the intensification of the Covid-19 epidemic by the Indonesian government was the road trip and micro tourism trend, which was brought about by the adoption of the new normal. Traveling near to home or to locations that are accessible by private vehicle is thought to be safer by most people (Indonesian tourist destinations become vacation spots for world celebrities (Kemenparekraf 2021). With the emergence of this trend, local tourists play an important role in the development of tourism in each region.

One of the natural tourist attractions in Garut is Silamci, additionally referred to as Sisi Lamping Cibunar, which is situated in Cibunar Village, Garut City. Garut is home to several other tourist attractions that attract large numbers of visitors. According to Mr. Agus Mail, the head of the Garut Tourism and Culture Office, whom we discussed with, tourism is the main industry in the city of Garut. The city provides promise for tourism due to its mountains, jungles, sea, beaches, and arts and culture, or GURILAPS. Every year, more travelers select to visit Garut. The number of tourists visiting Garut will increase to 4,000,000 starting in 2022 (opendata.jabarprov.go.id).

In Garut DISPARBUD RENSTRA 2019-2024 (PERBUP 2019), increasing the diversification of tourism destinations is the goal of one of the pillars of tourism development, namely the development of tourism destinations that prioritize 3A, Attractions, Accessibility and Amenities. The 3A concept is a fundamental component that a tourist attraction, whether privately owned or government agency, needs to have.

When compared to tourist attractions owned and operated by the government, privately owned attractions concurrently imply substantial disparities in ownership and management control (Koy and Rodrigues 2019). Case studies from

actual situations demonstrate that operated privately tourism destinations typically possess higher levels of professionalism and are more prepared to provide capital in the form of materials, facilities, and human resources. The likelihood of this circumstance emerging during implementation is also rising because of the direction and control stage established by management. Private tourism destinations are subject to the requirement that planning can proceed straight from decision-making to execution with fewer steps.

Methods

The Silamci Natural Tourism Object case study, which is situated in Cibunar Village, West Java's Garut district, is the primary subject of this study. The selection of this research item was determined in consideration of both the object's potential for development and facility-related issues. This study employs qualitative approaches for data collection, including field observations, interviews, questionnaire distribution, and object comparison investigations. The findings from the data gathering will be further examined utilizing a SWOT analysis to provide a comprehensive understanding of the several factors that may impact the sustainability and overall performance of the Silamci Natural Tourism Object.

Results and discussion

The research's analysis resulted in findings regarding several issues regarding the facilities in the Silamci natural tourist attraction area. These issues involve the disorganized way in which visitors arrive at the facility utilization area and the poorly organized pedestrian area nearby, both of which harm visitors' safety. Furthermore, the research object has many potential applications, including the creation of signage and the development of Garut cultural elements.

Tourism potential is everything in an area that has an attraction so that it can motivate someone to come and visit it. Tourism potential by Arifin (Ardiansyah and Maulida 2020) is divided into three, which are natural potential (flora, fauna, and landscape), cultural potential (local wisdom, customs, artifacts, and all cultural products), and

human potential (intangible culture, such as dances, songs and cultural performances).

The GURILAPS tourist attraction (DTW), which includes mountains, forests, the sea, water, beaches, and arts and culture, is the primary focus of tourism development in Garut Regency. The government responds to tourism trends by increasing the diversification of tourism destinations which are decided based on the trend of increasing tourist visits to Garut Regency.

Table 1. Data table of tourist visits to Garut Regency

Year	Number of visits
2014	2.418.702
2015	2.448.967
2016	2.489.527
2017	2.517.232
2018	2.650.135
2019	2.880.972
2020	1.397.032
2021	357.324
2022	4.406.053

Source: opendata.jabarprov.go.id 2024

Referring to data on tourist visits from 2014-2019 which showed an increasing trend and 2020 which experienced a decline, the Garut government continues to determine tourism as the core business of Garut Regency (Number of Visitors to Tourist Attractions Based on Type of Tourist and Regency/City in West Java, [Open Data Jabar 2021](#)) . Tourism development is contained in the DISPARBUD strategic plan (RENSTRA) for the next 5 years from 2019-2024. Development is carried out through 4 pillars of tourism development, namely: tourism destinations, tourism industry, tourism institutions and human resources, and tourism marketing.

As the primary industry, tourism development in Garut leverages the most of DTW to produce a range of unique experiences that are made possible by initiatives to broaden the variety of tourist attractions. One of the cornerstones of tourism destination development, the diversification of tourist destinations concentrates on development priorities based on the 3A concept: accessibility, amenities, and attractions. A destination's attractions are components that affect travelers' decisions and motivations. There are three categories of attractions: constructed tourist attractions, cultural attractions, and natural tourist attractions. A destination's amenities, additionally referred to as its facilities, encompass features such as all kinds of accommodations,

restaurants, transportation, entertainment options, retail stores, and other services that enable visitors enjoy and engage with it. Finally, accessibility is everything that affects the cost, smoothness and comfort of arriving at a tourist destination, such as infrastructure ([Rustiana, Abdillah, and Cupiadi 2019](#)).

The development plan with the 3A concept was conducted to resolve tourism issues faced by the Garut DISPARBUD, namely the uneven readiness of tourism destinations from the aspects of attraction management, amenities, and accessibility (RENSTRA Garut 2019-2024). Tourist destinations are areas with characteristics or uniqueness that can attract visitors during their visit and even attract longer repeat visits to the area ([Helpiastuti 2018](#)). Two categories of tourism sites exist: private and public. These categories are based on management. A public tourist attraction is operated by a vertical or government agency, whereas a private tourist attraction is handled autonomously from its beginning of conception to the point of practical implementation.

Silamci profile

Sisi Lamping or Silamci Cibunar is a privately owned natural tourist destination that provides a natural setting for sightseeing, views of the rice fields below the cliff (lit by lamplight), views of the city of Garut, family and school camping areas, and spaces for events like office parties, reunions, large-scale family gatherings, and August 17th celebrations, among other things with hours of operation starting at 8:00 and ending at 7:00. Approximately two hectares in size, and situated in the Cibunar hamlet of West Java's Garut, Jati Putra Asri Housing Block M29. About 7 km or 15 minutes by motorcycle from the Garut city plaza. The address can be found by searching Google Maps with the keyword (Silamci).



Figure 1. Google Maps mapping results

At the beginning of the pandemic in 2020, this natural tourist place became accessible to the public. The owner did not want to use bank financing and instead carried out the development gradually with personal capital. Mr. Arifin, who originally comes from Cibunar village in Garut, and Mrs. Enung Maswati, who originates from Cikajang sub-district in Garut, are the husband-and-wife proprietors of Silamci. Mrs. Enung is a housewife who enjoys selling and running a business, and Mr. Arifin is a retired TNI officer. To contribute to green space and utilize own land assets to earn money in retirement, Silamci was created for a personal business with a natural philosophy.

Data collection

Researchers first collected primary data by making observations of the Silamci natural tourist destination. They subsequently surveyed tourists about their preferences for natural tourism using interviews and the distribution of semantic differential questionnaires. As a comparative study, we also made observations of three other comparable tourist destinations: Lamb Tourism, Eptilu, and Poernama Dragon Garden. Furthermore, as a previous research, observations were conducted at a Lamping Cirerek tourist attraction, then, secondary data by reading literature.

Table 2. Data collection table

Primary data	Secondary data
Field observation	<ul style="list-style-type: none"> Academic Journal Official Government Web Articles
<ul style="list-style-type: none"> SILAMCI (Sisi Lamping Cibunar) Kebun Naga Poernama WISDOM (Wisata Domba) Eptilu Lamping Cirerek 	
Interview	
<ul style="list-style-type: none"> SILAMCI (Sisi Lamping Cibunar) Owner of SILAMCI Employees of SILAMCI Citizens of Cibunar Visitors of SILAMCI Public Relation from WISDOM Owner of Eptilu General Manager from Lamping Cirerek Shief and Secretary of Disparbud Garut 	

The first stage in determining field conditions will be analyzing the observation data that was collected. The objective of this observation technique is to gather information about the environment and the scenario under observation in detail.

In-depth information about visual preferences, comfort, and other variables that can enhance the quality of the visitor experience was investigated through data collection utilizing the Semantic Differential scale. The findings of this method of data collection are used to assist management in customizing visitor experiences based on visitor preferences and expectations. Furthermore, the management and advancement of the Silamci natural tourism site might employ Semantic Differential as a development strategy to provide each visitor with a more fulfilling experience. Twenty questions with a rating scale of 1 to 5 were utilized in the data collection, and they were divided into seven categories.

Based on the results of data findings from the semantic differential analysis, it is concluded that the facilities offered by Silamci still require appropriate management in their availability and require further development to improve the quality of these facilities, and the data shows that visitors' perceptions of the quality of the current facilities are still not completely satisfactory. Therefore, efforts are needed to improve facility management so that it can meet the expectations and suitability of visitors' needs in using the facilities. In this way, it is hoped that Silamci can provide a better experience and strive to maintain its position as a competitive facility provider.

SWOT analysis

According to (Soewardikoen 2019) SWOT analysis is frequently used in assessing a company which is considered through internal factors consisting of strengths and weaknesses, then external factors consisting of opportunities and threats abbreviated as SWOT Analysis. According to (Rangkuti 1998), SWOT analysis is strategic planning using a framework through strengths and weaknesses. This framework can provide a simpler way of working in preparing the best estimate for carrying out a business strategy. Based on (Kristanto et al. 2017), it is stated that a SWOT analysis is implemented to measure the strengths and weaknesses of existing resources in a company, and then measures the external opportunities and challenges encountered. Analysis using SWOT is also performed to assess

the operational readiness of each function from all existing functions, this is done to obtain a predetermined target (Cahyani 2021).

This analysis is an analysis method to see problems originating from external and internal factors in a business. The use of SWOT analysis in research can help determine the problems found in the object. The objective of the analysis is to ensure that the issues discovered are in connection with the contextual factors influencing the study object.

For an explanation of the SWOT analysis, it can be explained as follows: (1) Strengths are strengths in a business that can influence the development of that business; (2) Weaknesses are weaknesses in a business that can influence the development of the business; (3) Opportunities are opportunities seen in a business that can be redeveloped for that business; (4) Threats are threats that exist in a business that can affect that business.

SWOT analysis is an analysis that is quite important for a business as a consideration for the future development of that business. The following is the SWOT contained in Silamci:

Table 3. SWOT Analysis results data table

Strengths	Weakness
<ul style="list-style-type: none"> • There has been no previous research discussing SILAMCI • SILAMCI's location is close to the city of Garut • Ticket prices at SILAMCI are cheaper than other business competitors • Privately owned business 	<ul style="list-style-type: none"> • There is a lack of research data discussing SILAMCI • SILAMCI still does not have a concept for arranging its facilities • The arrangement of space fillers in the cashier area is less effective, resulting in non-optimal use of space • The signage at SILAMCI is still not visible
Opportunities	Threats
<ul style="list-style-type: none"> • Developing signage to make it more visible to visitors and conceptualized 	<ul style="list-style-type: none"> • Competition with similar businesses that are better known to the public

<ul style="list-style-type: none"> • Development of cultural elements in the interior of the cashier area • Poor air environment issues 	<ul style="list-style-type: none"> • Competitors of similar businesses have clearer concepts for the facilities they offer
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7P Marketing mix analysis

Marketing mix is a strategy that combines marketing activities intending to form an optimal combination that is expected to produce appropriate results (Alma 2018). According to (Tjiptono 2014) *marketing mix* is a tool that can be used in marketing to shape the characteristics of a service provided to consumers. According to (Zeithaml et. al., 2013 in Laitera and Nivak 2022), it is stated that the marketing mix is explained as an element in controlling an organization that can be utilized to enhance or communicate to consumers. As mentioned by Mulyati and Afrinata (2018) the proposed marketing mix analysis will have a positive and significant influence on interest in visiting tourist attractions.

Marketing activities in the tourism environment will be related to several aspects, these aspects are the marketing mix. In general, there are 4 aspects which are usually called 4P (product, price, place, promotion) which later developed into 7P which consists of 4P and the addition of the people aspect. Process, and physical evidence then developed again into 9P by adding aspects of 7P with Public Relations and Power (Mir & Sadaba 2022 in Yuniati 2023). However, in this research, the analysis carried out will only use the 7P marketing mix.

The use of analysis with marketing mix 7P which involves aspects of Price, Promotion, Process, Physical Evidence, People, Place, and Product is carried out to facilitate the identification of several problems found in Silamci. The analysis carried out provides a comprehensive picture of the key factors that influence success in marketing strategies.

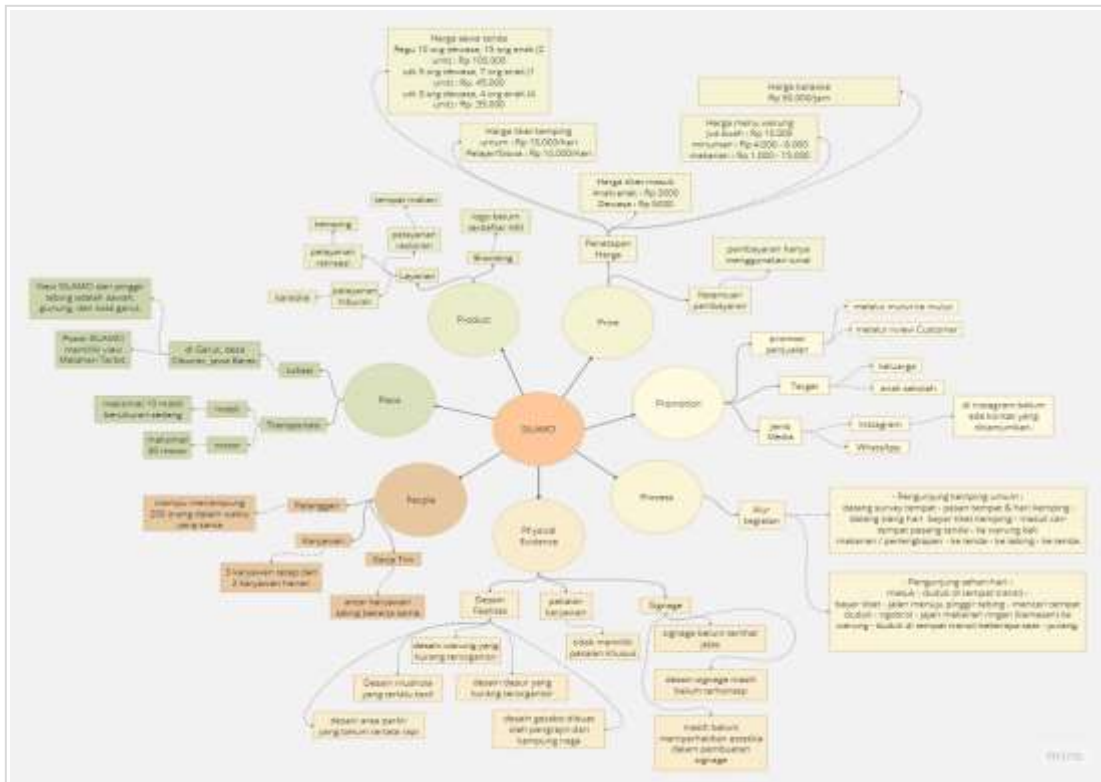


Figure 2. 7P marketing mix analysis

Based on the results of using the marketing mix 7P analysis, it was found that 3 aspects were the main focus of this research, which are the Product, Place, and Physical Evidence aspects. Therefore, by utilizing this analysis, it is hoped that research can be more focused.

Based on the analysis process performed, various problems were uncovered which were divided based on their respective related factors as follows:

Table 4. Data table for problem identification results

Linkage factors	Problems
Layout	<ul style="list-style-type: none"> Circulation (roads) in the SILAMCI area is not well organized. The parking lot is still not neatly arranged. The division of activity areas still needs to be reorganized. There is no protection on the side of the cliff. The livestock area is not yet organized.
Interior	<ul style="list-style-type: none"> The cultural elements applied (buildings/ornaments) have not yet been conceptualized.

Linkage factors	Problems
Human Resources	<ul style="list-style-type: none"> Circulation at the entrance is not optimal to guide visitors to the cashier effectively. The cashier area is not yet optimal in checking incoming visitors (whether they have already paid for tickets). The kitchen area is not organized.
Facilities	<ul style="list-style-type: none"> Has not met professional service standards. Not yet understanding the charm of tourist attractions (for instance: the case of employees burning rubbish near the visitor area). The number of employees does not match work capacity (during camping and large events where food pre-orders are carried out). Not yet understanding the charm of tourist attractions (example: case of employees burning rubbish near the visitor area). Camping areas during the dry season, the ground is dry and becomes dusty, whereas when it rains it becomes muddy.
Management	<ul style="list-style-type: none"> There is no written SOP yet. Sapta charm awareness training has not been implemented for all employees.

Linkage factors	Problems
Physical information	<ul style="list-style-type: none"> In some places there is no signage indicating the direction of the area/facilities. Lack of readability of sentences on information boards.
Marketing	<ul style="list-style-type: none"> Social media is not actively producing content for engagement or promotion.
Social	<ul style="list-style-type: none"> There is not yet easy access (entrance and exit) to SILAMCI and there are challenges with access permits from the public because it passes through the housing row facing each other. There is local disapproval regarding the placement of signage towards tourist locations.

Conclusions

The conclusion that can be derived from the SWOT analysis is that Silamci's innovative development strategy is urgently focused on the comprehensive range of facilities provided. It is anticipated that raising Silamci's various forms of value will be primarily supported by improving the facility elements. These values encompass cultural and tourist appeal qualities in addition to economic aspects. Positive currents will inevitably flow through and affect Garut's tourist attractions as Silamci's existence and popularity increase. It is essential to maintain up-to-date on changes in the business environment and adjust the strategy accordingly while implementing it into practice.

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Author(s) contribution

Mentari Sucia contributed to the research concepts preparation, methodologies, investigations, data analysis, visualization, articles drafting and revisions.

Riksa Belasunda contribute to the research concepts preparation and literature reviews, data analysis, of article drafts preparation and validation.