

QUANTITATIVE STRATEGIC PLANNING MATRIX APPLIED DEVELOPMENT STRATEGY of SUKAMADE ISLAND in BANYUWANGI-EAST JAVA INDONESIA

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ABSTRACT

The Quantitative Strategic Planning Matrix can be applied for the development strategy of Sukamade Island In Banyuwangi –East Java Indonesia. The purposes of this research are: (1) to explain and analyze internal factors affecting development strategy Sukamade Island as a destination of Turtle Attraction In Banyuwangi Regency –East Java Indonesia; (2) to explain and analyze external development strategy Sukamade Island as a destination of Turtle Attraction In Banyuwangi Regency –East Java Indonesia.

The research design uses a survey method with data collection through a questionnaire. The purposive sample of this study is 308 respondents from Farmers, Plantation workers, Private employees, Government employees and Merchant of Sarongan Village. Priority strategies based on the analysis are: (1). Tourism development in Sukamade needs much funds support. (2). It is very important to get donation of funds. (3). The quality of human resources in Sukamade destination must be increased by training and education of tourism. (4). Work together with expert in tourism and society around. (5). Needs development of main street as an access to Sukamade as a main factor. (6). Participation and cooperation from society around not so optimum to support the success of tourism development in Sukamade must be increased by publishing in electronic media, and (7). Also the quantity and quality of infrastructure and supra structure of tourism in Sukamade must be increased. Original contributions of this research are the internal factor evaluation (IFE), external factor evaluation (EFE), the plotting of these on an internal-external (IE) matrix, as well as the evaluation and comparison of the external factors (opportunities and threats) and internal factors (strengths and weaknesses) in the SWOT matrix. The results can be used in decisionmaking and in the formulation of priority strategies by using QSPM analysis.

Keywords: QSPM, Destination, Tourism, Turtle, Island.

INTRODUCTION

Tourists are fascinated with small islands trip for many purposes. In addition to their natural beauties the islands may be calm, isolated area and pollution free from mainland. Most of the small islands in Sabah, Malaysia have been promoted to tourists as diving, snorkeling, swimming and sun bathing destination. However, the main tourist attraction for Turtle Islands Park (*TIP*) is for turtle landings and laying their eggs. It is located 40 km north of Sandakan and are gazetted as a park in 1977 under the jurisdiction of Sabah Parks. Beach erosion is one of the serious problems in *TIP*. It is a major threat to Sabah Parks's shore-based facilities and turtle nesting. This study aimed to identify the shoreline changes and the most dynamic part of the two islands in *TIP*. Aerial photos in 1970 and 1996 were collected from various departments and merged to examine the shape of the islands. Field trips in February and June 2011 were

conducted to record the coordinates of the shoreline and vegetation areas by using Global Position System. Results show that major changes of the island have occurred since 1970. Most of the original trees seen on aerial photos in 1970 were gone and the coastal vegetation identified during the field trip was new and small in size. Severe erosion occurs within the Selinggaan Island while large amount of sediment loss in the southern part of the Gulisaan Island is evidenced that erosion contributes to reduce the area of nesting ground. During the field trip, there was no sign of new beach erosion in Selinggaan but southern part of Gulisaan Island. The impact of the monsoons season to the beach erosion is not clear because the eroded area is not concentrated in one direction only. Actions have been taken by Sabah Parks to protect the islands by setting up the reef balls and stone revetment in Selinggaan Island. However, it is only effective to one side of the island while erosion continuously occurs on other side of the island. Further actions are needed to maintain the beach that is highly important for the turtles, which is playing an important role as tourist attraction (Saleh et al., 2013).

Furthermore they said, that the *TIP* is one of the high potential areas for recreational and leisure activities of sand- sun-sea (3s) in the East Coast of Sabah. The beach dynamics around the islands is clearly affected by the many factors including the change of seasonal monsoons. The dynamics of erosional and deposition areas in each island are due to combination of individual exposed areas to the monsoonal wind direction, wind speeds and current patterns. Loss of beach can be clearly seen in the eastern parts of Selinggaan Island and severe beach erosion observed on the west side of Gulisaan Island. The sediment is accumulating in the southern part of both islands. Formation of a submerged offshore sandbank may change the bathymetry and directions of the current around the island. Unexpected extreme event such as strong wind due to typhoon in the Philippines has high potential to change the dynamics of sandy beach in Turtle Islands. Beach erosion is the main challenge in *TIP*. It affects the turtle nesting ground which is supporting more the 1000 turtles landing yearly. Immediate action is desirable on severe erosion in *TIP* particularly in the Gulisaan Island. Long term and cost effective shoreline protection needs to be implemented to maintain the presence of beach that is highly important for the turtle nesting and as tourist's attraction to the islands. However, detailed studies on its surrounding environment, coastal processes including beach profiling and current dynamics need to be considered before the implementation of any hard structures protection in the island.

This study compares residents and visitors on the island of Wang-An in Penghu archipelago (Taiwan) in terms of four variables (ecotourism perception, environmental attitude, ecotourism behavior, local environmental knowledge). Results show that island visitors are positioned closer to the deep end of a shallow-deep spectrum on a few ecotourism characteristics such as stronger environmental commitment, smaller groups, and more personal experience. With a fuzzy cluster analysis reducing the four variables to two dimensions (ecotourism literacy, environmental familiarity and concern), the two clusters of island residents and visitors are found to overlap greatly with a noticeable divergence in the dimension of environmental familiarity and concern as a result of residents' better local environmental knowledge. Residents express greater approval of economic development on some items of the environmental attitude subscale. It is recommended that visitors have longer tours that increase interaction with residents to learn more about the local environment while serving as educators of ecotourism (Chao et al., 2017).

The achievement of sustainable tourism development and the achievement of the goal of conserving biodiversity is needed to manage environmental elements as a tourism resource. Sukamade tourism area in Banyuwangi regency is included in the area that must be managed by adhering to the principles of conservation, so that the continuity is maintained. The Sukamade

area of Banyuwangi regency is currently being developed into a superior tourism object which ranks 3rd after Ijen and Plengkung (Alas Purwo) shows in Table 1.

Year	Number of Visitors	
	Domestic	Foreigners
2020	625	472
2019	1.063	416
2018	1.535	426
2017	1500	465
2016	1671	772
Total	6.394	2.551

Source: Sukamade Conservation Office, 2021

Sukamade has a unique tourist attraction in the form of observing sea turtles that lay their eggs along the coast and there are also turtle breeding sites. The development of the Sukamade region as a leading tourist attraction is based on the consideration that the tourism sector is one of the important sectors to support the welfare of the community through increasing income per capita and can absorb large numbers of workers.

The efforts of the Sukamade area management to be one of the leading tourism objects in Banyuwangi regency caused contradiction regarding the status of the Sukamade area as a protected area. On the one hand, tourism development is expected to be able to foster the economy of the community, considering that Sukamade's huge tourism potential will be able to bring in large numbers of tourists, but on the other hand the development is feared to damage the sustainability and balance of ecosystems in the Sukamade region. Based on this fact, the main problems raised by the authors in this study are: What is the development strategy and tourism planning of Sukamade tourism objects in Banyuwangi regency?.

The objectives to be achieved in this research can be formulated. as for some of these goals to examine the development strategy and tourism planning of Sukamade tourism objects in Banyuwangi Regency. The benefits of this research are expected to contribute ideas for: (1) Government and investors of Sukamade by formulating a development plan, and (2) tourism development strategies that are right for the Sukamade region.

LITERATURE REVIEW

Koontz (1988) states that the design stage is where the strategic plans of the mission are established objectives, policies, procedures, rules, programs, and budgets. This stage is tiered and hierarchical. The objective of this study is to use QSPM to analyze and explain the formulation of strategic priorities for forest management in Sukamade Island National Park Fries (2006).

Meredith E. David (2009) noted that the quantitative strategic planning matrix (QSPM) has been widely used by strategic management professors and students for two decades. However, QSPM has not been widely adopted by strategic planning consultants and organizations (Feurer & Chaharbaghi, 1995).

Furthermore, Kazem Zare (2015) has stated that SWOT analysis is a powerful strategic tool for evaluating an organization according to key internal and external factors.

Previous research considered relevant to this study include is the research of Ecotourism, Sustainable Development, and Conservation Education and training: Development of a Tour Guide Training Program in Tortuguero, Costa Rica indicated that eco-tourism was not environmentally benign and requires careful management in Tortuguero. Education and training were an important prerequisite for allowing local people to more fully participate in the economic benefits of the tourism system. Input from resource managers, current and potential tour guides, hotel owners and/or managers, and the tourists themselves was necessary to ensure that the objectives of the tour guide program could be achieved.

Ecotourism ideally represents a more responsible and sustainable way of engaging in tourist activities. There has never been a dichotomous conceptualization of ecotourism or non-ecotourism for any given tourist activity, but perspectives on tourism have undergone a continuous process of transformation from conventional forms to the ecotourism ideal. On the continuum of ecotourism paradigms, ecotourism is divided into types with varying degrees of tourist responsibility, ranging between passive and active ecotourism. The passive ecotourism to one end of the continuum approves of activities of any kind and intensity that satisfy the needs of the general public. Passive ecotourism is expected to reduce environmental impacts while providing tourists with natural experiences. The active ecotourism to the other end of the continuum emphasizes environmental ethics with an attempt to maintain environmental health. It represents responsible engagement in tourism and, at its extreme, it means that no tourist activity can be permitted to produce negative environmental impacts (Chao et al., 2017).

The pilot program demonstrated varying degrees of success in achieving each of the four goals, namely to: (a) conserve natural resources and mitigate negative impacts of visitors on Tortuguero's nesting sea turtles, (b) provide conservation education and training to local residents, (c) provide environmental information to foreign and domestic tourists to Tortuguero, and (d) provide an additional source of income for members of the local community. This study also highlighted the need for and feasibility of an extensive training program for tour guides.

MATERIALS AND METHODS

Qualitative data is data that can only be described in words or description of the community's carrying capacity for object development, people's perception of the development of tourism objects and the impact caused by tourism development. b. Quantitative data is data in the form of numbers and can be calculated, in this case the number of tourist visits, the number of inventories of facilities and infrastructure in Sukamade tourism objects, the number of tourist attractions, the amount of revenue generated from the entrance ticket, rental of tourism infrastructure and so on.

The primary data is data obtained directly from the first party, namely the Head of the Sukamade National Park, the Sarongan village head, the Tourism Office and the Banyuwangi Regional Development Planning Agency, as well as the Community Leaders.

The secondary data is obtained from certain parties in the form of formal records and not the first source, for example the data obtained from the Sukamade Area Conservation Center, the Tourism and Culture Office of Banyuwangi Regency, BPS, and the Village Monograph around the Sukamade village.

Data collected from observations is data about the potential of Sukamade tourism objects. Data collection will be carried out using a list of questions that have been prepared in advance or beforehand for key respondents. Respondents in this study were the Head of the National Park,

Head of the Banyuwangi Regency Conservation Center, Head of the Banyuwangi Tourism Office, Head of District, Village Head, Community Leader, Religious Leader, and Chair of the Tourism Awareness Group.

The population in this study is the Sarongan Village community, Pasanggaran District, Banyuwangi Regency. Based on the village monograph, the population of Sarongan Village, Pasanggaran Subdistrict, Banyuwangi Regency is 4,612 consisting of 1,762 males and 2,850 females with 1,056 Family Heads consisting of 5 Hamlets. For sampling in this study is the proportional random sampling technique. This method is used to be able to give a precise picture of the characteristics of heterogeneous populations where the population must be divided into uniform strata. Each layer can be taken randomly. In the proportional random sampling method, the research sample was taken based on the type of work. The sample for the community is taken as much (10%) of the population where the sample is based on livelihoods shows in Table 2.

	Livelihood	Number of population	0%)
1.	Farmers	912	91
2.	Plantation workers	1051	105
3.	Private employees	1065	106
4.	Government employees	28	3
5.	Merchant	25	3
Total of Respondents			308

Source of Data: Monograph of Sarongan Village, 2021

From the data above it can be seen that the number of samples in this study were 308 people of Sarongan Village.

Implementation of a strategy for development strategy Sukamade Island as a turtle attraction destination using QSPM analysis involves three stages: (1) Preparing an evaluation matrix for external factors (EFE), and an internal factor evaluation matrix (EFI), (2) plotting these on an external or internal matrix (EI), which then determines the strategy to be implemented.

QSPM is (1) an approach to the evaluation of strategic opportunities for top-level strategic management; (2) a method of analysis that compares the effectiveness of suitable alternative strategies (3) a method of analysis which provides a three-stage strategy formulation framework; (4) an analytical tool that is able to select the best strategy objectively by using inputs and management techniques which are easy to compute www.mexi-pedia.com (2016).

RESULTS AND DISCUSSIONS

The External Factor Evaluation (EFE) Matrix

The External Factor Evaluation (EFE) Matrix An external factor evaluation (EFE) matrix allows strategists to summarize and evaluate economic, social, cultural, demographic,

environmental, political, governmental, legal, technological, and competitive information Fred and David, (2011). An internal factor evaluation (IFE) matrix allows strategists to summarize and evaluate the major strengths and weaknesses in the functional areas of a business, and also provides a basis for identifying and evaluating relationships among those areas Fred and David (2011).

External factors are (1) elements outside the organization that affects the success of development strategy Sukamade Island as a turtle attraction destination; they may be divided into opportunities (external factors that can encourage successful development strategy Sukamade Island as a turtle attraction destination); and (2) threats from outside the organization (which increase the risk of failure to achieve management goals). The evaluation matrix of external factors which influence development strategy Sukamade Island as a turtle attraction destination is presented in Table 3.

Note that there are three opportunities and six threats faced by Sukamade Island. Fifth opportunities are: (1) the existence of global support for conservation in developing countries with a wealth of outstanding natural resources, (2) improving communication and coordination between the relevant parties, (3) accountable and transparent institutional policies for the turtle attraction destination, (4) Sukamade Island's position in a rapidly developing geographical zone, (5) policies of the Ministry of tourism which are encouraging management programs and development.

The six threats faced by Sukamade Island managers are: (1) population growth around Sukamade Island, requiring additional space and economic growth (2) the global economic downturn and job availability, (3) the growth of tourism object and attractions around Sukamade Island has not been able to provide incentives to, or improve the welfare of, the surrounding community, (4) the uncontrolled behavior of tourists and residents in the area of Sukamade Island potentially causing damage to forests, (5) the trade in flora and fauna that affects the extraction of natural resources in Sukamade Island, and (6) local government policies that are inconsistent (influenced by economic and political dynamics Jacobson (1992).

The weight and value given to each of the external factors are based on the same criteria as in the EFE. EFE matrix analysis results are derived from weight score multiplied by rating score, and the result is 3.16 Table 3.

No Key External Factors	Value		
	Weight	Rating	Score
Opportunities			
a) The potential of Sukamade's natural resources is still likely to be developed better and professionally	0.05	3.88	0.19
b) Opportunities in increasing the number of tourist visits	0.05	3.88	0.19
c) Opportunities to become tourism objects for tourism, education and research tourism	0.26	3.4	0.88
Threats			
a) Government contributions are still low and actually hinder the development and progress of Sukamade tourism objects	0.29	3.04	0.88
b) Tourism facilities and infrastructure in Sukamade still do not have optimal quality	0.14	3.04	0.43
c) Increased number of criminals from visiting residents or tourists	0.09	3.28	0.3
d) Government contributions are still low and actually hinder the development and progress of Sukamade tourism objects	0.12	2.76	0.33

e) Tourism facilities and infrastructure in Sukamade still do not have optimal quality	0.09	2.96	0.27
Total	1,00	-	3.47

The Internal Factor Evaluation (IFE) Matrix

The analysis of the internal factors that influence the forest management indicates that there are seven strengths and nine weaknesses that affect the performance of forest management. Seventh strengths are: (1) biological and nonbiological diversity; (2) the sustainability empowerment program; (3) Bitakol area as an entrance area in Sukamade Island National jungle zone; (4) the generally good relations between Sukamade Island and local people; (5) a coordinated, well-run relationship with local government; (6) effective training to improve the quality of human resources at Sukamade Island, partly indicated by the success of the staff who pass the competency of performance test, (7) a wealth of biodiversity which is able to attract the attention of the academics conducting studies and research.

Internal weaknesses are internal factors in forest management that affect the ability of forest management organization to reach goals which have been set. The results of the analysis of internal factors indicate nine weakness in forest management, namely: (1) the size of the area which has been disturbed by the invasion of exotic species, (2) Increasingly high levels of disturbance to the forest due to the lack of participation and awareness, (3) the suboptimal resource management wizard has not been able to improve the welfare of the surrounding community, (4) enforcement of tourist activity regulations has not been performed properly, (5) law enforcement is not optimal and transparent, (6) the conservation efforts cattle conservation efforts have not shown optimal results, (7) the interaction of people still harms the Sukamade Island, (8) many memoranda of understanding (MOU) has not been implemented optimally; and (9) the lack of a roadmap of research, meaning that research trends have focused on the needs of researchers and research objects rather than those of Sukamade Island. The weight of each internal factor indicates the importance of each factor in forest management. Weights range between 0.0 (indicating factors which are not important) and 1.0 (indicating factors which are very important and affect the success of forest management). Grades or rankings indicate how effective the strategy of forest management will increase the internal strengths or overcome internal weaknesses. Based on the analysis of EFI, the total score is 4.64. It means Sukamade Island National Park has good potential internal factor Table 4.

Key Internal Factors	Value		
	Weight	Rating	Score
Strengths			
a) Having a beautiful panorama and natural beauty	0.05	3.88	0.19
b) Have a good diversity of flora and fauna that live on land, forests and beaches	0.05	3.88	0.19
c) Increased carrying capacity and participation of the surrounding community, especially the Sarongan village community	0.26	3.4	0.88
d) Sea turtle nesting attractions, breeding and returning turtles to the beach	0.29	3.04	0.88
Weaknesses			
a) Lack of funds for developing Sukamade tourism areas	0.29	3.04	0.88
b) Lack of human resources managing tourism objects	0.14	3.04	0.43
c) The lack of quality access to the road to the area	0.09	3.28	0.30

d) Public participation in general is still not optimal	0.12	2.76	0.33
e) The lack of Sukamade tourism promotion facilities	0.09	2.96	0.27
Total	1	-	3.47

Banyuwangi is a district located at the easternmost tip of East Java province. To the north, Banyuwangi borders Situbondo regency, bordering Jember and Bondowoso regencies in the west, east of the Bali strait and on the south by the Indian Ocean. Geographically, Banyuwangi is located at coordinates 7° 45 '15-80° 43.2 south latitude and 113° 38, 10' east longitude Hitt et al. (2005).

Banyuwangi is inhabited by various regional breadfruit. Using is an indigenous Banyuwangi tribe, this tribe has its own language. Javanese are the majority who inhabit Banyuwangi. Besides that, Madurese, Balinese and Banjar tribes also exist. The diversity of natural landscapes, the richness of art and culture and the traditional customs of Banyuwangi is a crown that must be maintained and shown to the outside world, so that the potential can be beneficial for both the community and the government in increasing local revenue (PAD).

Overview of Research Locations in Sukamade Beach

Sukamade Beach is in Pesanggaran which is one of the districts in the southern part of Banyuwangi and has unique natural, artistic and cultural wealth, among others; lampon beach. Rajeg Wesi Beach, Pancer Beach, Green Bay and Sukamade Beach. The distance from Sukamade beach is approximately 97 km to the southwest of Banyuwangi. Sukama Beach is a calm and beautiful beach. At first this beach was discovered by the Dutch in 1927, so that until now most of the foreign tourists who come to Sukamade beach are from the Netherlands, which is around 75%. Along the journey to the coast of Sukamade, there were rubber, coffee and cocoa plantations planted on 1,200 hectares of plantation land.

Facilities and infrastructure that are badly needed by tourists in Sukamade Tourism Object

Facilities and supporting infrastructure for tourism are absolutely necessary especially for tourism areas that can bring profits or foreign exchange for the country. The increase in the number of tourist visits will be influenced by the availability of facilities and infrastructure available as a factor that can provide satisfaction for them. The facilities and infrastructure that must exist in a Sukamade tourism object consist of: Roads, Accommodation and restaurants, Electricity, Telecommunications, Entertainment, Water, Souvenir Shop and something interesting can be seen as a tourist attraction (Sigth Seeing).

The leading tourism object in the first Banyuwangi regency is Ijen Crater (Ijen View) with a number of local and foreign tourist visits totaling 17,074 tourists over a period of 5 years, with an average annual visit of 3,414 tourists. Plengkung tourism objects that occupy the second place with the number of tourists over a period of 5 years is 69,194 tourists with an average visit of 13,838 tourists per year.

The third flagship tour is the Sukamade tourist area with the number of tourists in a period of 5 years is 8,947 tourists with an average visit per year is 1,789 tourists. So that to find out the trend towards the level of tourist visits from the three leading tourism objects in Banyuwangi regency in each year can be seen in the following table 5.

Based on Table 5, then of the three flagship tours, Plengkung is a tourist attraction that ranks first with a total of 69,194 tourists (foreign and domestic) for 5 years. The three leading tourism objects tend to experience a decrease in the number of tourist visits, particularly Sukamade tourism objects, this is because the quality and quantity of tourism supporting facilities and infrastructure at the location of tourism objects has not been maximized, thus reducing the motivation of tourists to visit Table 5.

No	Object Name Tourism	Year period					Total
		2016	2017	2018	2019	2020	
1	Kawah Ijen	6.187	3.947	2.421	1.601	2.918	17.074
2	Plengkung	17.913	16.217	14.571	7.868	12.625	69.194
3	Sukamade	2.443	1.965	1.963	1.479	1.097	8.947
Total		26.543	22.129	18.955	10.948	16.640	95.215

Sukamade has tourism potential and tourist attractions that must be maintained including having tourist attractions in the form of long tracks and short tracks, seeing turtles laying eggs, capturing and hatching turtle eggs. In addition Sukamade as a tourist spot with various types of turtles consisting of: Lekang turtles (*Iepidochelys Olivacea*), Hawksbill turtles (*eretmochelys Imbricata*), Green turtles (*Chelonia Mydas*), Turtle turtles (*Caretta Caretta*), Flatback turtles (*Inatator Depressus*) and Leatherback turtle (*Dermodochelys Coriacea*).

Sukamade Development Strategy as the Main Destination Area in Banyuwangi Regency.

The strategy of developing a tourism area, especially the Sukamade tourism area, must first be analyzed the impacts caused both positive and negative, so that with the impact analysis can be found a development strategy and tourism planning right in Sukamade tourism objects.

1). The positive impacts of tourism development in Sukamade tourism are as follows:

- a. Increase employment for the surrounding community in supporting the development of Sukamade tourism objects.
- b. The development of Sukamade tourism area is based on environmental conditions and alternative tourism properties, namely adjusting to conditions and carrying capacity.
- c. Able to increase tourist motivation to visit turtle nesting tourist attractions.
- d. The beauty of nature, various species of animals that exist in the forests and beaches of Sukamade, namely various types of turtles which are tourist attractions in increasing the number of tourists visiting.
- e. Increase the support of the surrounding community towards the development of Sukamade tourism areas by participating in maintaining the preservation of turtle animals on the Sukamade beach.

2) The negative impacts of tourism development on Sukamade tourism objects are as follows:

- a) There are opportunities for criminal acts such as theft of forest timber, protected animals and theft of turtles on Sukamade beach.

- b) Low investor interest in developing Sukamade tourism area, this is due to the existence of pro-cons between Nature Lovers and the Regional Government towards the development of Sukamade tourism area.

So that if analyzed between positive impacts and negative impacts on the development of Sukamade tourism objects, the positive impact is more dominant. So Sukamade deserves to be developed as a superior tourism object that is able to provide benefits for the community and government.

As for the potential and carrying capacity of Sukamade tourism area as one of the tourism objects that are in demand by foreign and domestic tourists, this is inseparable from the strength factor that is owned by Sukamade tourism which distinguishes it from other tourism areas, namely natural potential, panorama, type flora and fauna that live and have the potential as agro-tourism. To find out the strengths, weaknesses, opportunities and threats, it is very important to have a SWOT analysis about "Sukamade tourism planning and development strategies in Banyuwangi Regency.

SWOT Matrix

Based on the strengths and weaknesses identified above, a SWOT analysis will be used to develop a forest management strategy to support the vision and mission of Sukamade Island. The use of SWOT analysis in this study aims to look at the feasibility of using greater community participation in the management of the region, with the goal of creating a sustainable forest management that is capable of providing independence and prosperity to the local society.

The SWOT Matrix used is to identify development options other than the main strategy that has been determined. The SWOT Matrix is constructed using the results of the analysis of internal and external strategic factors (strengths, weaknesses, opportunities, and threats). Table 6 shows the SWOT analysis matrix of Sukamade Island (Table 3). Internal-External (IE) Matrix The Internal External (IE) matrix arrangement is a step in the process of determining a strategy for development strategy Sukamade Island as a turtle attraction destination in Sukamade Island National Park. The IE matrix analysis results are shown in Figure 1, the X axis shows EFE total score and the Y axis shows IFE total score. The matrix shows that the appropriate strategy for development strategy Sukamade Island as a turtle attraction destination is one which focuses on growth and conservation. The last stage in determining the appropriate strategic priorities for the management of Sukamade Island (i.e. those which will improve sustainability in the economic, ecological, and social spheres) is the analysis of QSPM. Each strategy was analyzed to determine its ability to improve internal strengths to take advantage of existing opportunities, as well as to overcome internal weaknesses by controlling threats. In the analysis of QSPM, this capability is also called the appeal. The appeal is rated between 1 and 4, where 1=not attractive, 2=somewhat attractive, 3=quite interesting, and 4=very interesting (Singh et al., 2004) Table 6&7.

Table 6 A SWOT MATRIX SUKAMADE ISLAND		
IFAS	Strengths	Weaknesses

	Having a beautiful panorama and natural beauty	Lack of funds for developing Sukamade tourism areas
	Have a good diversity of flora and fauna that live on land, forests and beaches	Lack of human resources managing tourism objects
	Increased carrying capacity and participation of the surrounding community, especially the Sarongan village community	The lack of quality access to the road to the area
	Sea turtle nesting attractions, breeding and returning turtles to the beach	Public participation in general is still not optimal
		The lack of Sukamade tourism promotion facilities
EFAS		
Opportunities	Strategy SO	Strategy WO
The potential of Sukamade's natural resources is still likely to be developed better and professionally	Managing tourism objects in a professional manner to improve the quality of tourism in increasing the number of tourist visits	Increase tourism development funds by collaborating with the local government
Opportunities in increasing the number of tourist visits	Utilize natural resources according to carrying capacity (carrying capacity)	Manage income from tickets and rental of facilities and infrastructure professionally
Opportunities to become tourism objects for tourism, education and research tourism (W 3,4,5,6,7,8,9; O 1,2,3,4,5)	Utilize and improve tourism facilities and infrastructure (S 1,2,3,4,5,6,7; O 1,2,3,4,5)	Build road access (W 3,4,5,6,7,8,9; O 1,2,3,4,5)
Threats	Strategy ST	Strategy WT
Government contributions are still low and actually hinder the development and progress of Sukamade tourism objects	Improve the quality and quantity of managing HR	Increase tourism development funds by collaborating with local governments, the central government and investors
Tourism facilities and infrastructure in Sukamade still do not have optimal quality	Improve the quality and quantity of facilities and infrastructure	Build sukamade tourism infrastructure and superstructure (W 1,2,3,4,5,6,7,8,9; T 1,2,3,4,5,6).
Increased number of criminals from visiting residents or tourists	Improve marketing and promotion systems	
	Improve security systems around tourist attractions (S 1,2,3,4,5,6,7; T 1,2,3,4,5,6)	

Source: Banyuwangi Regency Tourism and Culture Office, 2021

N0	Level of education	Total
1	Not school yet	284
2	No school	281
3	Did not finish elementary school	880
4	Graduated from elementary school	2.165
5	Graduated from junior high school	1.351
6	Graduated from junior high school	901
7	Graduated from college/college	15

Source: Sarongan Village Office, 2021

Sukamade Development Strategy as the Main Tourist Destination in Banyuwangi Regency

To support the success of Sukamade tourism development and planning, the government must first improve the learning assistance program for the community or people who are not economically well-off to continue to higher levels of education. This is considering the importance of education in the framework of educating the lives of the nation in order to improve the quality of human resources. To find out the education level of the population of Sarongan Sukamade Village, can be seen in table 4.2 below.

Based on table 4.2, around 36.8% or 2,165 residents have primary school education and 22.9% have junior high school education. So to improve the quality of human resources, people need to be aware of the importance of education to create the nation's intelligence, so that with the existence of education programs can help the achievement of quality tourism in accordance with expectations.

The development strategy and tourism planning in Sukamade tourism objects that must be applied are as follows:

- 1) Sukamade tourism area, must be able to encourage the development of environmentally friendly tourism, especially for ecotourism development
- 2) It should be endeavored to develop and plan maritime tourism, this must be done considering the development of maritime tourism is very good prospect seen from the aspect of natural resources of Sukamade and aspects of demand (market)
- 3) Must be able to improve the development of the quality of human resources (HR), especially in the field of tourism to help create quality tourism that is able to have a positive impact on the community
- 4) Sukamade tourism is endeavored, can increase the participation of local communities, especially in the development and planning of Sukamade tourism. This is done at various stages of development, starting from the planning stage, the implementation stage and the enjoyment stage of the results of tourism development
- 5) Tourism in Sukamade Banyuwangi Regency, must be endeavored as a community-based tourism (community based tourism) by involving local communities, prioritizing the interests of the community and must ensure improving the welfare of the community with the widest possible employment opportunities to overcome unemployment
- 6) The results of the development and development of the Sukamade tourism area should encourage the creation of equal distribution for the wider community
- 7) In overcoming gaps or too striking differences between tourists and local communities, local people should be given education, understanding and aspirations of foreign culture / tourists, and vice versa, tourists should also be provided with information about the culture of local communities, international standardization should occur if Cultural differences between local people and tourists as well as the ratio of tourists and society must be harmonious

- 8) Existing tourists must respect the policies, outlook on life and behavior of local people, development planners and tourism operations must be cross-sectoral, integrated, involving the government and local communities and providing benefits to society at large.
- 9) Tourism must be fair and reasonable in distributing profits and costs between industry players and local communities and all stages of tourism development and implementation must be carefully assessed, monitoring mediation / dispute resolution programs by giving local communities and other parties.

In addition to the development strategy that must be applied to the Sukamade tourist area, there is also a need for supporting factors in general to improve the quality of Sukamade tourism in increasing the number of tourist visits which can actually increase income for the community and local government consisting of:

1. The natural beauty and climate of the Sukamade tourist area
2. The characteristics of the surrounding community and culture, especially the village of Sarongan
3. Lodging, recreational and educational facilities in the Sukamade tourist area
4. Infrastructure in Sukamade tourism object
5. The level of service of tourism industry players in the Sukamade tourist area
6. Commercial and shopping facilities that must exist in Sukamade tourism objects
7. Attitudes of local communities and Sukamade tourism industry players towards tourists
8. Ease of entering the Sukamade tourist area, with the construction of good road access

These supporting factors will be more perfect if supported by socio-cultural elements consisting of: Local community crafts, Regional native language, Traditions, Gastronomy, Arts/music, History, Work, Architecture, Religion, Education, Fashion/costume, and Leisure Time Table 8.

Key Factors	Weight	Alternative					
		Strategy 1		Strategy 2		Strategy 3	
		AS	TAS	AS	TAS	AS	TAS
Opportunities							
The potential of Sukamade's natural resources is still likely to be developed better and professionally	0.05	4	0.55	4	0.56	4	0.52
Opportunities in increasing the number of tourist visits	0.09	3	0.45	3	0.45	3	0.45
Opportunities to become tourism objects for tourism, education and research tourism	0.12	3	0.34	3	0.35	3	0.35
Threats							
Government contributions are still low and actually hinder the development and progress of Sukamade tourism objects	0.14	3	0.10	3	0.09	3	0.29
Tourism facilities and infrastructure in Sukamade still do not have optimal quality	0.09	3	0.23	3	0.20	3	0.25
Increased number of criminals from visiting residents or tourists	0.12	3	0.32	3	0.40	3	0.24
	1.00						
Strengths							
Having a beautiful panorama and natural beauty	0.09	4	0.40	4	0.20	4	0.50

Have a good diversity of flora and fauna that live on land, forests and beaches	0.16	3	0.35	3	0.30	3	0.35
Increased carrying capacity and participation of the surrounding community, especially the Sarongan village community	0.09	3	0.09	3	0.06	3	0.20
Sea turtle nesting attractions, breeding and returning turtles to the beach	0.08	3	0.08	3	0.03	3	0.15
Weaknesses							
Lack of funds for developing Sukamade tourism areas	0.07	3	0.28	3	0.34	3	0.40
Lack of human resources managing tourism objects	0.03	3	0.45	3	0.4	3	0.18
The lack of quality access to the road to the area	0.07	3	0.06	3	0.06	3	0.06
Public participation in general is still not optimal	0.08	3	0.04	3	0.04	3	0.04
The lack of Sukamade tourism promotion facilities	0.02	4	0.12	4	0.12	4	0.12
	1.00		5.79		5.82		5.80

Research results are as follows. The value of optimizing the resources of destinations and tourist attractions is 5.79. For strategies to increase community participation in the management of nature tourism, the value 5.82, utilizing transparent and accountable management policies to maximize conservation efforts, including the implementation of sustainable tourism, is valued at 5.80.

The following strategic priorities are based on the QSPM analysis, which specifies three priorities which have the highest total value attractiveness score (TAS): (1) Increasing community participation in the management of natural tourism, (2) Utilizing transparent and accountable management policies to maximize conservation efforts, including the implementation of sustainable tourism, (3) Optimizing the resources of tourist destinations and attractions in Sukamade Island.

CONCLUSIONS AND SUGGESTIONS

The conclusions in this study are based on data obtained during research activities and have been analyzed, so that answers can be found to the problems raised. This study uses a deductive method that describes things that are general and then assesses something that is specific, namely regarding the development strategy and tourism planning of Sukamade tourism objects in Banyuwangi Regency.

The suggestions that can be submitted in this research are as follows;

1. The development of Sukamademe tourism areas requires considerable financial support, it is necessary to provide financial assistance from the Regional Government, Tourism and Culture Agency, Investors and even from the management of revenue from entrance fees, parking fees, rental costs of facilities and infrastructure for good tourists. Professionally managed
2. The quality of human resources, especially the managers of objects and the surrounding community as supporters of tourism must continue to be improved both through education and training in the tourism sector.
3. The need for road construction as the main means that can influence the motivation of tourists to return to visit as a favorite tourist attraction
4. The participation and support of local communities needs to be improved to create quality services to create tourist satisfaction

5. Sukamade tourism promotion facilities need to be carried out continuously and more professionally through electronic media, print media, information technology (IT) to facilitate potential tourists to obtain the widest information about Sukamade tourism
6. The quantity and quality of Sukamade tourism infrastructure facilities need to be developed
7. Sukamade is a tourist area protected by the Meru Betiri National Park, therefore it should not only focus on increasing the number of tourist visits, but it should also be thought about the existence, sustainability of ecosystems, protected animals and not to become extinct due to parties not responsible.

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