# The Strategy of Potential tourism development in Namalatu Beach at Nusaniwe Sub District, Ambon City, Indonesia

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**ABSTRACT**: *The objectives of research are to analyze the internal and external factors influencing the development of Namalatu Beach tourist object at Nusaniwe SubSub District, Ambon City, and to analyze the alternative strategy that is proposed to develop beach tourist object. Research method is qualitative descriptive. Data are collected through (1) observation, (2) questionnaire, and (3) interview. Sampling technique is Accidental Sampling for tourist respondent and Purposive Sampling for expert respondent. Data analysis method consists of inputting stage, matching stage and deciding stage [2]. Research method is qualitative descriptive. Analysis tools include matrix, IFAS (Internal Strategic Factors Analysis Summary), EFAS (External Strategic Factors Analysis Summary) and SWOT (Strengths, Weaknesses, Opportunities, Threats) to formulate and to determine a strategy. Result of the analysis of matrix internal factor (IFAS) indicates that strengths rate is 2.61 and weaknesses rate is 0.41, and therefore, total of both is 3.0 meaning that strengths factor is higher than weaknesses factor. Result of the analysis of matrix external factor (EFAS) shows that opportunities rate is 1.89 and threats rate is 1.01. Total of both is 2.9 meaning that opportunities factor is able to deal with threats factor. The strategy of tourist object development remains at abscissa and ordinate points of 2.20:0.88 within Quadrant I (one). It must be a useful situation because tourist object has opportunities and strengths to be used well. Based on SWOT analysis, the most dominant strategy is SO (Strengths, Opportunities) strategy which is a strategy to develop strengths to manage opportunities. The strategy involves: (1) keeping and maintaining the natural condition of tourist object location, its originality, and its availability of facilities and structure-infrastructures, and (2) using the potential of natural resource and the tourism supporting facilities in maximum manner.*

**Keywords:** *Development Strategy, Beach Tourism, Namalatu Beach, Ambon City*

## I. INTRODUCTION

Tourist sector is an economic activity with great potential which is promising huge benefit for the country. Tourism has been the most important industry at global level, and it is estimated that it will grow 100 % for the next 10 years [11]. It contributed to 10.9% of Gross Domestic Product throughout the world and by 2016, the potential may be more than 270 millions workers[1].

Indonesia is the biggest islands country in the world with 17,508 islands, 81,000 km coastline, and 3.1 km2 sea width. Waters are occupying 62% of territorial width. The coastal region has been recognized with its abundance and diversity of natural resources [4]. This natural abundance potential may contribute to the tourist development in Indonesia in order to create employment, to increase income, and to stimulate the local government in order to develop infrastructure and to increase community's life quality. Why tourism industry in Indonesia cannot give contribution or significance to the tourism development of Indonesia? Some problems remain behind this question such as very few tourist and cultural attractions, limited infrastructure, lack of human resource, poor tourist destination management, poor product management, and unfavorable marketing and regulation.Being one region within Indonesia, Maluku Province with Ambon City as the capital has highly valuable natural resources which are potentially developed for tourism. Its land width is 359.45 km2 [3] while its sea width is 658,294.69 km2. Coastline length is 8.287 km2 [10]. Many distinctive biodiversities have given the opportunity for this province to be developed as marine tourism industry.Data show that since 2011, there are 4,509 foreign tourists visiting Ambon City.

In 2012, this number is increased to 6,319 foreign tourists [12]. Considering this increasing trend, the government of Ambon City must rebuild its tourism sector which has been previously deteriorated due to social chaos in period 1999 to 2012. The development should be oriented toward beach tourist objects in the coast of Ambon City because these objects are mostly visited by domestic and foreign tourists. Physical condition of these tourism objects is seriously damaged because of social chaos and lack of serious treatment from the community, developer or local government. There are beach tourist objects, and one of them is Namalatu Beach. This beach is located at Ambon City, precisely in Nusaniwe Sub District, Latuhalat Village. Namalatu Beach tourist object faces Banda Sea in southern part of Ambon Island, precisely 15 km from the downtown of Ambon City. The beach has beautiful sea garden which is comfort for swimming, snorkeling and diving. This location is also ideal for fish-rod activity. The sand is white with few rocks. It is easily afforded with only 30 minutes from the center of Ambon City. The entry ticket may be cheap because only spending 3,000 rupiahs for each person, 5,000 rupiahs for two-wheels, and 7,000 rupiahs for four-wheels, people can spoil themselves with natural scenery of Namalatu Beach.

Various potentials in Namalatu Beach, however, cannot escape from problems, especially those related to the development and management of tourism destination. Result of the observation over Namalatu Beach tourist object is not oriented toward how to use tourism attraction as a destination. The developer seems still putting the destination aspect in parallel with other aspects. The development of tourism system must be oriented toward four important aspects. These four aspects are destination, marketing, market and travel.Developer of tourist object and attraction (ODTW – obyek dan daya tarik wisata) must organize these four aspects with stakeholder to determine the strategy and the management program of each aspect [5]. The management of ODTW must concern with how to understand natural carrying capacity and local culture, how to preserve the nature and the economic of local community at the appropriate scale based on the quality standards and behavior rules of organizing and visiting, and how to increase the understanding of visitors about ecology, local culture, and developing problems [8].The development of tourist destination must obey environmental stipulations such as those related to facility arrangement, zoning and conservation. The role of stakeholder in the development must be actively attended to help developer in providing physical and non-physical facilities, and to deliver economical, social and environmental benefits for the community, business world and government [9].

Based on the regional condition and natural beauty, Namalatu Beach tourist object has great opportunity to be developed because many tourist potentials will improve natural tourist attractiveness and increase the number of visitors. Local government should consider beach tourism as a leading sector to increase local genuine revenue and to improve people income.Taking account this problem, the objectives of research are as following: (1) to analyze internal factors influencing the development of Namalatu Beach tourist object, (2) to analyze external factors influencing the development of Namalatu Beach; and (3) to analyze strategic alternative to be proposed to develop Namalatu Beach tourist object.

## II.    METHOD

Method of research is qualitative descriptive. Data are collected through (1) observation, (2) questionnaire, and (3) interview. Sampling technique is Accidental Sampling for tourist respondent and Purposive Sampling for expert respondent. Accidental sampling is a method where not all subjects or individuals of population have similar probability or possibility to become the sample. Accidental sampling is subjected to the visitors observed based on the number of sample. The visitors with eligibility of being respondent are 30 persons [6].

## III.    DATA ANALYSIS
### 3.1. IFAS, EFAS, and SWOT Analyses

Matrix analyses such as IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary) are used to examine the internal and external factors influencing the development of Namalatu Beach tourist object at Nusaniwe Sub District of Ambon City. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is used to formulate and to determine the strategy of developing beach tourist object. SWOT analysis also involves identifying some factors systematically to formulate the organizational strategy. Such analysis is to maximize strengths and opportunities, while at same time, to minimize weaknesses and threats [6].

**a. The Stage of Identification of Internal and External Factors**
The stage of identification of internal and external factors is by constructing IFAS matrix and EFAS matrix. The preparation of IFAS matrix is aimed to ensure whether the strengths are bigger than weaknesses, while EFAS matrix is designed to acknowledge whether the development of Namalatu Beach tourist object is managing opportunities to deal with threats. Quantitative and qualitative data are analyzed with SWOT to determine the strategy to develop Namalatu Beach tourist object at Nusaniwe Sub District of Ambon City.

**b. The Stage of SWOT Analysis**
The stage of SWOT analysis includes the following activities:
Classifying the data to sort what factors becoming strengths, weaknesses, opportunities and threats of Namalatu Beach tourist object. The first two factors are internal factor, while the remaining is external factor. The classification produces the information table of SWOT.Comparing external factor of opportunities and threats with internal factor of strengths and weaknesses of Namalatu Beach tourist object.Interpreting the result and developing it into a decision of selecting a strategy that is possible to implement. The selected strategy usually is the most possible result (the most positive) with the smallest risks and threats.

**c. Scoring**
The scoring of the importance rate of internal environment is based on the influence of strategic factor on its strategic position. The importance rate of external environment is scored based on its impact on strategic factor. The score of each internal and external environment must be 1 (one). Internal total score is strengths score total added by weaknesses score total, and the result must be 1 (one). External score total is opportunities score total added by threats score total that should result in 1 (one). The scale is ranging from 1.0 (very important) to 0.0 (not important). The score rate is relying on the number of strategic factors (5-10 strategic factors).

**d. Rating**
Rating is given based on the influence of strategic factors on the condition [6]. The scale starts from 4 (very good), 3 (relatively good), 2 (less good), and 1 (not good).
Positive variables (strengths or opportunities) are given rate 1 to 4 by comparing the main competing averages. Negative variables are the reverse, meaning that if weaknesses or threats are big (compared to the competing averages), the rate is 1, but if these are small or below the competing averages, the rate is 4.

# IV. ANALYSIS AND RESULT
## 4.1. Internal Factors Influencing The Development of Namalatu Beach Tourist Object at Nusaniwe Sub District of Ambon City
Result of IFAS in Table 1 indicates that the strongest strengths factors from Namalatu Beach tourist object is the potential of the beauty of beach natural resource (S2) and the strategic location of tourist object (S1), while the weaknesses factors are low human resource (W2) and lack of promotion and information of tourist resort (W5). The total score is 3.02 meaning that beach tourist resort is still strong. In other words, internal condition has strengths to deal with the weaknesses.

Table 1. IFAS (Internal Factor Analysis Summary) of Namalatu Beach Tourist Object at Nusaniwe Sub District of Ambon City

| | | Internal Factors | Influence | Score | Rate |
|---|---|---|---|---|---|
| | I. | Strengths | | | |
| 1 | S1 | Strategic location | 0.17 | 4 | 0.68 |
| 2 | S2 | Natural resource beauty potential | 0.18 | 4 | 0.72 |
| 3 | S3 | Cheaper entry ticket | 0.13 | 4 | 0.52 |
| 4 | S4 | Transportation facility | 0.08 | 3 | 0.24 |
| 5 | S5 | Land availability | 0.15 | 3 | 0.45 |
| | | Strengths Total | 0.72 | | 2.61 |
| | II. | Weaknesses | | | |
| 6 | W1 | Lack of tourism attraction | 0.08 | 1 | 0.08 |
| 7 | W2 | Low human resource | 0.06 | 2 | 0.12 |
| 8 | W3 | Lack of lodging structures | 0.04 | 1 | 0.04 |
| 9 | W4 | Lack of praying structures | 0.05 | 1 | 0.05 |
| 10 | W5 | Lack of promotion and information | 0.06 | 2 | 0.12 |
| | | Weaknesses Total | 0.28 | | 0.41 |
| Total of Strengths and Weaknesses (S + W) | | | 1.00 | | 3.02 |
| Difference of Strengths Total − Weaknesses Total = S − W = x | | | | | 2.20 |

Note:
Score of IFAS Matrix:
0.05 = Small influence          1 = Not good
0.10 = Moderate influence       2 = Less good
0.15 = Big influence            3 = Adequate
0.20 = Very big influence       4 = Very good

**4.2. External Factors Influencing The Development of Namalatu Beach Tourist Object at Nusaniwe Sub District of Ambon City**

Table 2 of EFAS shows that the opportunities factors from Namalatu Beach tourist object are the increased attractiveness of tourist to visit tourist object location (O1), the absorption of workers around tourist object (O2), the increase of people income (O3), and the increase of local genuine revenue (O4). The threats factors are the development of similar tourist objects in other place (T1), socio-political conflict (T2), and lack of cooperation with investors (T5). Score total is 2.90, meaning that beach tourist object can still control the existing opportunities to deal with threats. In other words, system can respond the external situation.

Table 2. EFAS (External Factor Analysis Summary) of Namalatu Beach Tourist Object at Nusaniwe Sub District of Ambon City

|   |    | External Factors | Influence | Score | Rate |
|---|----|------------------|-----------|-------|------|
|   | I. | Opportunities    |           |       |      |
| 1 | O1 | The increased number of tourist | 0.12 | 4 | 0.48 |
| 2 | O2 | The absorption of workers | 0.12 | 3 | 0.36 |
| 3 | O3 | The increase of people income | 0.12 | 3 | 0.36 |
| 4 | O4 | The increase of local revenue | 0.12 | 3 | 0.36 |
| 5 | O5 | The opening of market share | 0.11 | 3 | 0.33 |
|   |    | Opportunities Total | 0.59 |  | 1.89 |
|   |    |                  |           |       |      |
|   | II.| Threats          |           |       |      |
| 6 | T1 | Other similar kinds of tourist object | 0.11 | 3 | 0.33 |
| 7 | T2 | Socio-political conflict | 0.08 | 3 | 0.24 |
| 8 | T3 | Less awareness of cleanliness | 0.07 | 2 | 0.14 |
| 9 | T4 | Less cooperation between parties | 0.07 | 2 | 0.14 |
| 10| T5 | Lack of cooperation with investors | 0.08 | 2 | 0.16 |
|   |    |                  |           |       |      |
|   |    | Threats Total    | 0.41 |  | 1.01 |
| Total of Opportunities and Threats (O + T) | | | 1.00 | | 2.90 |
| Difference of Opportunities Total – Threats Total = O – T = y | | | | | 0.88 |

Note:                            Score of EFAS Matrix:
0.05 = Small influence          1 = Not good
0.10 = Moderate influence       2 = Less good
0.15 = Big influence            3 = Adequate
0.20 = Very big influence       4 = Very good

The quadrant position of the strategy of the development of Namalatu Beach tourist object is highlighted in SWOT analysis diagram as shown in Figure 2. The position is determined by counting the difference between total score of internal strengths and internal weaknesses (as points at horizontal axis) and total score of external opportunities and external threats (as points at vertical axis). Result of calculating this difference has produced a point of abscissa and ordinate (2.20:0.88) which is located at Quadrant I. The position of Quadrant I represents a very benefiting situation because the tourist object has opportunities and strengths to be used well. An appropriate strategy for this condition is to support the aggressive development policy.
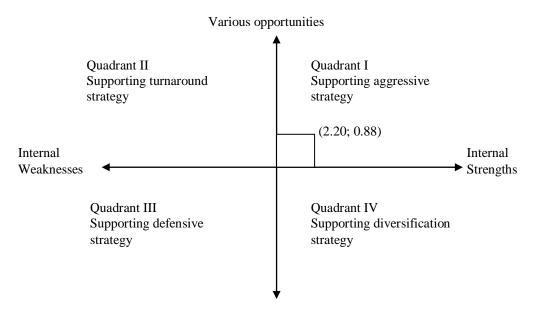
Various opportunities

Quadrant II
Supporting turnaround
strategy

Quadrant I
Supporting aggressive
strategy

(2.20; 0.88)

Internal
Weaknesses

Internal
Strengths

Quadrant III
Supporting defensive
strategy

Quadrant IV
Supporting diversification
strategy

Figure 2. SWOT Analysis Diagram of Namalatu Beach, Nusaniwe Sub District of Ambon City

## 4.3. The Alternative of The Strategy of The Development of Namalatu Beach Tourist Object at Nusaniwe Sub District of Ambon City

Based on internal and external factors of Namalatu Beach tourist object in the SWOT analysis, therefore, the alternative of the strategy for the development of tourist object is actually found. Result of SWOT analysis in Table 3 has provided some strategic alternatives for the policy of the development of tourist objects in Namalatu Beach at Nusaniwe Sub District of Ambon City. These development strategic alternatives can be arranged as following:

Strategy Strengths-Opportunities (SO), which is a development strategy to use strengths to manage opportunities. This strategy involves:
Strategy of keeping and maintaining the natural condition of tourist object location, its originality, and its availability of facilities and structure-infrastructures to become attractive tourist resort.
Strategy of using the potential of natural resource and the tourism supporting facilities.

Strategy Strengths-Threats (ST), which is a development strategy to use strengths to deal with threats. This strategy includes:
Strategy to build relationship and communication with related parties to develop resource potentials.
Strategy to improve image of tourist object to increase the visiting rate.
Strategy to maintain and to increase the quality of tourist object using the existing natural resource.

Strategy Weaknesses-Opportunities (WO), which is a development strategy to minimize weaknesses to manage opportunities. This strategy involves:
Strategy of increasing the type and number of tourist attraction.
Strategy of increasing the quality of human resource.
Strategy of developing main structure and infrastructure and also tourist support.
Strategy to develop the promotion and information of tourist attractiveness.

Strategy Weaknesses-Threats (WT), which is a development strategy to minimize weaknesses to manage opportunities. This strategy involves:
Strategy to anticipate the competition between tourist objects by increasing the number and variety of local culture and art by participating the community around tourist object, providing facilities and structures in affordable price, and increasing promotion and information about the benefit of tourist object.

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Table 3.  SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of Namalatu Beach Tourist Object, Nusaniwe Sub District of Ambon City

| Internal Factors / External Factors | Strengths<br>Strategic location<br>Natural resource beauty potential<br>Cheaper entry ticket<br>Transportation facility<br>Land availability | Weaknesses<br>Lack of tourism attraction<br>Low human resource<br>Lack of lodging structures<br>Lack of praying structures<br>Lack of promotion and information |
|---|---|---|
| Opportunities<br>The increased number of tourist<br>The absorption of workers<br>The increase of people income<br>The increase of local revenue<br>The opening of market share | Strategy to maximize strengths and to manage opportunities (SO)<br>Strategy of keeping and maintaining the natural condition of tourist object location, its originality, and its availability of facilities and structure-infrastructures to become attractive tourist resort (S1, S2, S3, S4, S5, O1, O3, O4, O5)<br>Strategy of using the potential of natural resource and the tourism supporting facilities (S1, S2, S4, S5, O1, O3, O4, O5) | Strategy to minimize weaknesses and to manage opportunities (WO)<br>Strategy of increasing the type and number of tourist attraction (W1, O1, O2, O3, O4, O5).<br>Strategy of increasing the quality of human resource (W2, O1, O2, O3, O4, O5).<br>Strategy of developing main structure and infrastructure and also tourist support (W3, W4, O1, O5).<br>Strategy to develop the promotion and information of tourist attractiveness (W1, W2, W3, W4, O1, O2, O4, O5) |
| Threats<br>Other similar kinds of tourist object<br>Socio-political conflict<br>Less awareness of cleanliness<br>Less cooperation between parties<br>Lack of cooperation with investors | Strategy to use strengths to deal with threats (ST)<br>Strategy to build relationship and communication with related parties to develop resource potentials (S1, S2, S3, S4, S5, T1, T2, T3, T4, T5).<br>Strategy to improve image of tourist object to increase the visiting rate (S1, S2, T2, T3).<br>Strategy to maintain and to increase the quality of tourist object using the existing natural resource (S1, S2, S5, T1, T2, T3, T4, T5). | Strategy to minimize weaknesses to deal with threats (WT)<br>Strategy to anticipate the competition between tourist objects by increasing the number and variety of local culture and art by participating the community around tourist object, providing facilities and structures in affordable price, and increasing promotion and information about the benefit of tourist object (W1, W2, W3, W4, W5, T1, T2, T3, T4, T5) |

## V.    CONCLUSION

Taking account the result of analysis, it is concluded that:  (1) The location of Namalatu Beach tourist object at Nusaniwe Sub District of Ambon City has very strategic position which is not far from the center of Ambon City and nearby the people settlement; (2) The characteristic of beach natural resource is very potential with beautiful natural and coastal landscapes; (3) The structure and infrastructure for public transport are reliable and the road toward tourist object location is available and also reliable; (4) Security in tourist object is good; (5) The management of Namalatu Beach tourist object, however, has not been maximal for the structure and infrastructure of lodging and praying; (6) The marketing and promotion are still less, and therefore, it should be increased by giving a more modernized and extensive tourism package; and (7) The role of local government, related official and investor is not yet maximal for the development and management of Namalatu Beach tourist object.

## ACKNOWLEDGEMENT

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