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**STRATEGY OF TOURISM SUPPLY CHAIN DEVELOPMENT IN MARINE TOURISM
DESTINATION MADASARI BEACH PANGANDARAN REGENCY WEST JAVA**

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Abstract

The objective of this research were to produce a strategy for developing tourism supply chains in marine tourism destination Madasari Beach Pangandaran Regency, West Java. This research identifies and analyzes how the existing conditions of tourism and business products/services are involved in the production group (accommodation service business, transportation service business, tourism travel business, food and craft services business, management of tourist attraction in a destination). This research uses an analysis of external and internal environmental situations (TOWS) to find out how the existing condition of Madasari Beach based on the sequence of strategies in TOWS analysis which will serve as a reference for strategic planning output on developing tourism supply chains. The results show that Madasari Beach still has various weaknesses in developing of tourism supply chain. The results of the analysis of external and internal situations show that the position of Madasari Beach is in quadrant 3 with a negative x and a positive y. The suggestions in this research are to improve the competence of human resources in the field of service and tourism product development for tourism service business, local communities, and government elements, adding facilities and accessibility that can support the implementation of tourism activities in Madasari Beach. and partnering with tourism service businesses in other tourist attractions outside the Madasari Beach region, determining form and building management or institution for tourism destination operational in order to increase competitiveness and increase tourist visits to Madasari Beach.

Keywords: *Tourism Supply Chain, Strategic Management, Tourism Development Strategy, Tourist Development Area, Sustainable Tourism Development*

PENDAHULUAN

West Java Province has abundant tourism potential and is one of the potential areas to be developed in the tourism sector. Tourist destinations in West Java province which have the potential for a tourism development are Pangandaran Regency. One important aspect in efforts to improve the progress of Indonesian tourism is to continue to improve the quality of objects and tourist attractions in various regions. The aim of improving the quality of tourist attractions is to attract tourists to come to every destination and increase tourist visits to tourism destination. Therefore, an effort to develop tourism strategies is needed in

accordance with the level of development of destination and capacity of regional budget.

Pangandaran Regency is included in the list of National Tourism Strategic Areas (KSPN) namely KSPN Pangandaran and Surroundings Areas based on PP No. 50 of 2011 concerning the Master Plan for the Development of National Tourism (RIPPARNAS), Pangandaran is also part of the Pangandaran Growth Center based on Perda No. 12 of 2012 concerning Management of Metropolitan Development and Development and Growth Centers in West Java, with the development policy of Pangandaran Regency



as a center for growth based on the tourism and fisheries sector.

Table 1
Tourist Visits To Superior Tourist Attractions in Pangandaran Regency in 2013 – 2016

Years	Pangandaran	
	Domestic	Foreign
2013	1.209.200	4.059
2014	946.580	5.515
2015	1.832.025	6.621
2016	1.399.156	3.804

Years	Green Canyon	
	Domestic	Foreign
2013	123.000	4.016
2014	154.225	5.350
2015	189.930	7.105
2016	143.240	5.654

Source : Pangandaran Tourism Government

One of the tourist attractions owned by Pangandaran Regency is Madasari Beach. Madasari Beach has the beauty of an exotic beach. In addition to the beach, the rocks and sand are still clean, making Madasari Beach a potential tourist attraction in the Pangandaran Regency area.

In *Rencana Tata Ruang Wilayah (RTRW)* of Pangandaran Regency 2018-2038, Madasari Beach in Cimerak Subdistrict is included in one of the three natural tourist destinations which are prioritized in the development of tourism allotment designated by *Badan Perencanaan Pemerintah Daerah (BAPPEDA)* as an element of government Pangandaran Regency development.

With the many tourists visiting Pangandaran Regency, and the location of Madasari Beach which is near to Batukaras Beach. In 2015, the number of tourist visits to Batu Karas Beach had reached 277,711 people

(UMKM Service in Pangandaran Regency, 2015), this will be an opportunity for Madasari Beach to develop into one of the leading tourist attractions and attractions and is expected to not be inferior to other known marine tourism attractions in Pangandaran Regency.

Provision of tourism supply chain is considered important to meet the needs of tourists. Batu Karas, business management of accommodation services, transportation service business, food and beverage service business, souvenir service businesses, and other tourism services, information centers and tourism facilities, as well as facilities and infrastructure other supporting environments in a tourist attraction as an effort provided to meet tourist demand.

Developing tourism supply chain in Madasari Beach is an effort to optimize tourism potential. Because now the industry or tourism sector is one of the focuses of the development of Pangandaran Regency. The establishment of tourism as a leading sector is carried out by looking at the potential of nature that can still be developed as a tourist attraction and can contribute to local revenue and be known and desired by tourists, can meet the demands and needs of foreign tourists and improve management regional assets.

Mapping the potential of marine tourism as an effort to implement the technical development of Madasari Beach, especially to develop maritime tourism in the tourist area of Madasari Beach, must be directed to suit the characteristics of marine tourism. To be able to develop Madasari Beach as a maritime tourist destination, the concept or approach used in this research to conduct a research of the strategy of developing marine tourism from supply chain tourism is the Tourism Supply Chain Management (TSCM).

One of the strategies of the industry or tourism sector in increasing competitiveness is effective tourism supply chain management. In increasing competitive advantage, the private sector, namely service businesses in the tourism



sector and local communities through the support of government elements, is expected to be able to optimize the management of supply chain tourism (TSCM).

PROBLEM

In fact, although the number of tourist visits to Pangandaran Regency is quite high, the number of tourists visiting Madasari Beach is still limited. Madasari Beach when viewed from the components of tourism supply chain, there are already several food service businesses with they sell typical local food products of West Java but the number is still limited, there are only three in the form of food stalls. For accommodation services businesses, some local communities have opened homestay businesses and there are available camping equipment rental services by several tour operators from outside the Madasari Beach area such as Janggala Adventure, an adventure tour operator tour based in the Green Canyon tourist area, Cijulang River but the amount even limited. For homestays there are two and there are three lodging/cottage. Pangandaran local communities that open tourism travel services such as tour operators and travel agents have started to appear selling Madasari Beach tour packages but the numbers are still limited.

LITERATURE REVIEW

1. Marine Tourism Development

Marine Tourism is an alternative type of tourism related to marine life, both in coastal areas, above sea level and activities carried out below the sea surface. The coastal area used is a meeting between land and sea. The land direction of the coastal area covers the land, both dry and submerged in water, which is still influenced by the characteristics of the sea such as tides, sea breeze, and seepage of salt water. Whereas towards the sea, coastal areas cover parts of the sea which are still influenced by natural processes such as sedimentation and freshwater flow and activities caused by humans. (Wardhono, 2014)

2. Strategic Management

According to David F.R (2008; 5-6) strategic management can be defined as art and knowledge in formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives. Strategic management means the term strategic planning. The aim of strategic planning is to exploit and create new and different opportunities for tomorrow (long-term planning).

Strategic plan is a game tactic of a company. A company needs a good strategic plan to be able to compete successfully. The strategic plan results from difficult managerial choices over many good alternatives, and this signifies commitment to the market, policies, procedures and certain operations above the other direction of action.

The strategic management process consists of three stages as follows:

a. Strategy formulation

Strategy formulation includes developing vision and mission, identifying external opportunities and threats of the company, determining internal strengths and weaknesses, establishing long-term goals, formulating alternative strategies, and selecting specific strategies to be implemented.

b. Implementation of strategy

The implementation of the strategy requires companies to set annual goals, make policies, motivate employees, and allocate resources so that the formulated strategies can be implemented. Implementation of strategies includes developing culture and supporting strategies, creating effective organizational structures and directing marketing efforts, preparing budgets, developing and empowering information systems, and linking employee performance with organizational performance.

c. Strategy evaluation



Strategy assessment is the final stage in Strategic Management. Managers really want to know when the strategy cannot work as expected; Strategy evaluation is the main way to get this kind of information

3. Tourism Supply Side

Gunn (2002: 77) explained that aspects of tourism offerings are divided into several parts, namely tourist attractions, tourist transportation, tourism services, and information and tourism promotions. Travel offers are products that are given to tourists to be enjoyed.

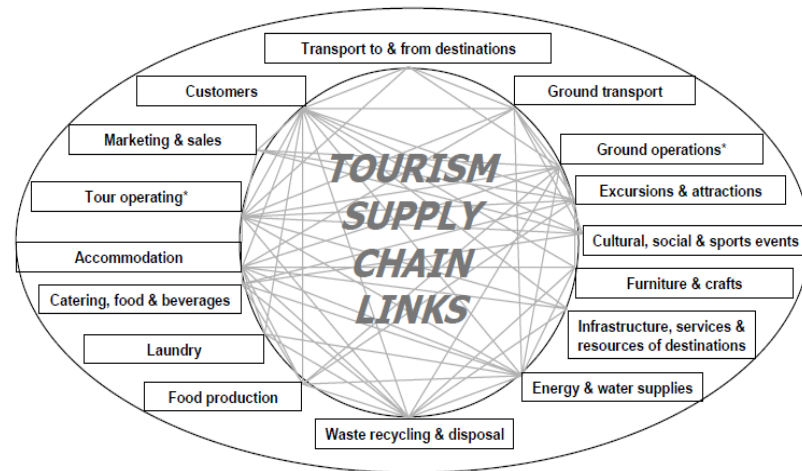
4. Tourism Supply Chain

Tourism Supply Chain (TSC) can be defined as a network of tourism organizations that supply various components of tourism products / services such as transportation and accommodation to be distributed and marketing end tourism products in certain tourist destinations involving various parties both in the private and public sectors (Haiyan Song, 2012).

The supply chain consists of suppliers of all goods and services that go into shipping tourism products to consumers. Includes all suppliers of goods and services whether they are directly contracted by tour operators or by agents or suppliers (including accommodation providers). It should be considered that some tourism goods and services provided to tourists are purchased directly by consumers themselves or through agents and should not be forgotten that tour operators can influence tourists as their consumers.

In supply chain tourism an increase in the proportion of local goods and services used in the tourism sector can be influenced by environmental and socio-cultural issues, such as waste management practices, job training and as well as combating forms of illegal tourism. In the tourism supply chain that is practiced by one or several tourism businesses in the tourism industry, sometimes they work in

partnership at various points in the supply chain. The aim is to support more sustainable tourism that is being carried out at the destination level (Tapper, 2004)





5. Research Framework

(KOMPEPAR) Madasari. The Business Services/Tourism

INPUT	PROCESS	OUTPUT
Development of Madasari Beach Tourism.	<ul style="list-style-type: none"> - Identify and analyze the existing conditions of Madasari Beach from the perspective of supply chain tourism. - Analysis of the external and internal environmental situation (TOWS) to find out about Madasari Beach based on the sequence of strategies in the TOWS analysis 	Produce a formulation of tourism development strategy in the tourism supply chain side in the Madasari Beach marine tourism destination Pangandaran Regency which refers to the sequence of strategies from the situation analysis. External and internal environment (TOWS).

RESEARCH METHODS

This research uses a descriptive research method with a qualitative approach. The purpose of descriptive research is to make a systematic, factual, and accurate explanation of the facts and characteristics of a particular population or region and gather information about the status of a symptom, namely the state of symptoms according to what they were at the time of the study (Arikunto, 2005)

Qualitative research tends to collect data through continuous contact with subjects, namely by means of interviews and observations (Merriam in Alsa, 2004). An exploratory approach aims to find something new in the form of grouping a symptom, facts, and certain diseases aimed at describing the state of a phenomenon (Mabrudy, 2013: 34).

Participants in this research is stakeholders related to tourism management in the Madasari Beach and surrounding areas. The element of the Government such as the Government of Masawah Village and *Badan Usaha Milik Desa (BUMDES)* Masawah. Community elements consist of people who are not directly involved such as Fishermen and Farmers and communities directly involved in tourism management activities such as *Kelompok Penggerak Pariwisata*

Services business consists of Tourism Services Business Owners/Managers (accommodation services businesses, tourist transportation services businesses, business travel services, food and craft services businesses, tourism attraction managers of Madasari beach). In this reserach the author using triangulation techniques. Triangulation technique is a technique of collecting data that has the character of combining various data collection techniques and data sources that already exist. (Sugiyono, 2009)

The stages of data analysis activities in this study are as follows:

1. Reviewing all collected data, both primary and secondary data. Qualitative primary data in the form of interviews, observations and documentation. While secondary data is qualitative data in the form of a profile of the Madasari Beach area followed by the selection of data relating to the substance of the research.
2. To process the data that has been obtained from the field, the researcher then mapped the potential of tourism resources, especially in the part of tourism products / services and businesses, then used the technique of analyzing the external and internal environment using the TOWS



matrix method to obtain the strategy formula.

3. This research uses external and internal situation analysis techniques (TOWS). The purpose of using the TOWS analysis in this study is to find out how the existing conditions of Madasari Beach are based on the sequence of strategies in the TOWS analysis which will serve as a reference for formulating strategies for developing tourism supply chain in Madasari Beach. The formulation that will be produced is adjusted to regional capacity and regional budget by looking at external factors (opportunities and threats) in the TOWS analysis. Opportunities here for example are climate or tourism development trends that already exist today in Pangandaran Regency. Government policy in the development of regional tourism. In addition, the aim is to minimize the weaknesses of the organization/company from existing threats so as not to burden the business (development process) that is being carried out. The formulated strategy is expected to be able to answer the existing problems and be able to move the organization/company to move dynamically to follow the trend of tourism development at the regional level (Pangandaran Regency) and regional (West Java). According to Wardoyo (2011), TOWS analysis studies and investigates opportunities for external factors, because they are considered to be more dynamic and competitive. These external factors include the way of promotion of competitors, consumer culture, people's purchasing power, rupiah value, government policy, political climate, socio-economic changes, population profile, lifestyle, social rules, technological changes, and so forth.

RESEARCH RESULTS AND DISCUSSION

1. Potential and Weakness Analysis of Tourism Products / Services and Businesses

a. Accommodation Services Business

The condition of the accommodation services business in Madasari Beach when viewed from the parameters of tourism supply chain management is currently declared not good. Currently available accommodation products at Madasari Beach are only homestays and lodges. Management of accommodation services businesses is still managed in the traditional way. Most business management is a family-run business.

Local people rent their private homes to use as homestays. Other accommodation products such as hotels are not yet available. This has caused the accommodation services business in Madasari Beach to not fully meet the needs of guests / tourists who will visit Madasari Beach, especially for large corporate guests.

For the supply of food stuffs to support the business indirectly there is a connection with the local economy such as food supplies such as fish and seafood supplies supplied from fishermen who sell their fish catches at *Tempat Pelelangan Ikan Madasari (TPI)* and for the supply of vegetables supplied from vegetable middlemen in Legok Jawa Village and Cimerak Village, at Cimerak District. Product marketing uses online media such as Instagram and Facebook. So that it is expected that prospective guests / tourists can ask directly about accommodation products on Madasari Beach.

b. Tourist Transportation Services Business

The condition of the business of transportation services in Madasari Beach when viewed from the parameters of supply chain tourism management is currently declared not good. Currently the transportation services business in tourist attraction is dominated by service companies that do not originate from



the Madasari Hamlet and Masawah Village areas. Most come from the Batukaras region, and Green Canyon Cijulang, Cimerak and Pangandaran. This is due to the condition of the people of Madasari Beach and Masawah Village, dominated by the middle and lower classes. Only a few local Madasari people in the upper middle class / certain professions have private vehicles, and they do not use it for business.

c. Tourism Travel Services Business

The condition of business travel services Madasari Beach when viewed from the parameters of tourism supply chain management is currently declared not good. Just like the tourist transportation services business group, currently travel services business is dominated by tour operators outside the Madasari Beach area. Like the Green Canyon Cijulang and Batukaras. From Pangandaran there are only a few because most tour operators based in Pangandaran do not sell Madasari Beach tourist attractions into their tour packages. Considering the distance of Pangandaran - Madasari which is quite far around 40 Km. Tour operators based in Pangandaran only sell Madasari Beach tourist attraction if there is a request from guests only.

In terms of tour guiding, the local Madasari and its surrounding communities are now active in the field of tour guidance. Among them are local people aged 40-50 years and young people aged around 20-40 years but there are not many in number. Some of them have already passed the lifeguard training organized by the *Tirta Pangandaran (Balawista)* as Tourism Rescue Agency, *Himpunan Pramuwisata Indonesia (HPI)* as the Indonesia Tour Guides Association of Pangandaran Regency and *Dinas Pariwisata Kabupaten Pangandaran* as the Pangandaran Regency Tourism Government Office and have been certified.

Tour operators in Madasari Beach do not have the legality in establishing a business entity so most of them are local people who have businesses with multitasking work. In

addition to being an accommodation business owner, they sometimes become tour guides and make open trip programs to various tourist attractions in the Madasari and Masawah villages.

Knowledge of product development such as the development of tour packages and tourism guide knowledge possessed by tour operators in Madasari Beach is quite good. Almost all learn about safety policies and standard operating procedures in handling activities and tourist trips. There are also those who have foreign language competencies in addition to English such as Arabic.

d. Food and Craft Services Business

The condition of the food service business in Madasari Beach when viewed from the parameters of tourism supply chain is declared not good. There is no restaurant available that can accommodate large numbers of guests. Although currently there are many food service businesses that are established but are still in the form of ordinary food stalls. The stalls only sell food products with traditional Sundanese food menus such as nasi liwet, lalapan, sambal, and coastal foods such as grilled fish and seafood.

Currently Madasari Beach has a salt factory with quality products that are modern and feasible to sell to markets outside the Pangandaran region. The Madasari salt farmers are local people who have been trained directly by the Ministry of Fisheries and Maritime Affairs in collaboration with the Maritime Fisheries and Food Security Agency of Pangandaran Regency. This salt product with the *Sari Garam Madasari* brand can be used as a typical Madasari souvenir for guests / tourists who want to buy souvenirs that will be taken home after a trip to Madasari Beach. It is only unfortunate that currently there is no souvenir shop available at Madasari Beach.

e. Tourism Attraction Management

When viewed from the parameters of supply chain tourism, Madasari Beach is a potential tourist attraction in Pangandaran Regency which has a beautiful beach view.



With fresh air with a low noise level because it is far from urban activities, as well as blue sea water. In addition to having the characteristics of marine tourism, other potentials in the Madasari Beach range in numbers ranging from natural tourism, cultural tourism, and historical tourism that can be developed to become a leading tourist attraction in Pangandaran Regency.

But there are still many weaknesses in the element of managing tourist attraction. The Government of Masawah Village as the manager of Madasari Beach's tourist attraction is deemed unable to run an effective and efficient tourist attraction management. The absence of *Peraturan Desa (PERDES)* integrated village regulations related to the development and management of operational activities of Madasari Beach tourism as well as overlapping policies has caused tourism service businesses in Madasari Beach to have no place to accommodate their aspirations in realizing the vision and mission of Madasari Beach tourism development. This resulted in conflicts in the community such as business competition becoming unhealthy, monopolized by certain parties which only affected, and the distribution of income from the contribution of Madasari Beach tourism activities only absorbed in Madasari hamlet, not evenly distributed to all other hamlets outside the hamlet. Madasari is only so that the services provided to tourists are still not optimal.

Facilities and infrastructure to support tourism activities on Mandasari Beach are available such as health clinics in the form of auxiliary health centers located right in the Madasari Beach area, making it easier for tourists who need first action and medical actions, places of worship, and public toilets.

The security and supervision system at Madasari Beach is carried out by local communities and village officials who are members *Kesatuan Perlindungan Masyarakat (Satlinmas)* of the Community Protection Unit. In addition, for Lifeguards there are already

local communities that are certified under Balawista. It's just unfortunate that there is no routine supervision schedule.

Information centers such as the Tourism Information Center (TIC) are not yet available. At present, if anyone wants to find out information about Madasari Beach tourism is limited to social media such as Instagram and Facebook.

2. External and Internal Environmental Situation Analysis (TOWS)

In the development of tourism supply chain in Madasari Beach, it is necessary to know how the conditions of tourism products and services in Madasari Beach can be developed later. Through an analysis of the situation of the external and internal environment, it can be seen how the conditions of tourism and business products / services through data obtained from tourism actors and tourism service business owners that are in the attraction, which data has been presented in previous discussions.

The method used in this analysis is the TOWS analysis approach. The tools used to formulate strategies related to tows analysis are external and internal (EI) matrix. This stage was carried out to find out and how to take into account and take advantage of opportunities outside to increase the tourism services business in Madasari Beach. Also to be able to know and take advantage of existing internal potential. The explanation is presented in the following table:



Table 2
Results of External Factor Score
Calculation

External Factor			
Opportunity	Rating	Weight	Score
1. The opening of new jobs for the community	3	0.073	0.218
2. Other sectors that have not been touched	3	0.090	0.270
3. In accordance with local government policies	2	0.050	0.100
	4	0.121	0.482
	4	0.075	0.302
4. Technological progress	1	0.038	0.038
5. High interest in traveling			
6. Market product prices			
Total			1.41
Threats	Rating	Weight	Score
1. Increase in fuel prices	-2	0.048	-
2. An unstable economy	-3	0.115	0.096
3. Competition for similar businesses in other attractions	-4	0.099	-0.344
4. Impact of waste disposal	-4	0.115	-
			0.395
5. Impact of socio-cultural changes in society	-2	0.099	-0.459
	-4	0.077	-
			-
6. Threat of newcomers			0.199
			-0.309
Total			-1.80
Overall Result			-0.39

Source: Analysis Result

Table 3
Results of Calculation of Internal
Factor Score

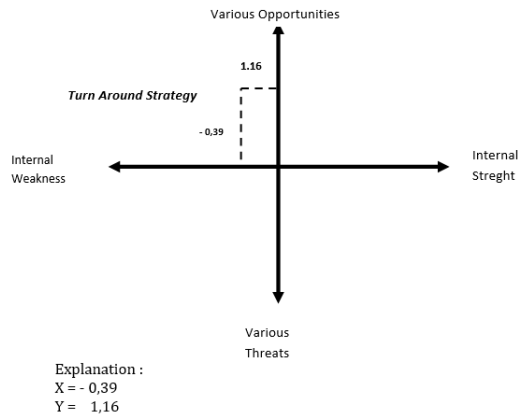
Internal Factor			
Strength	Rating	Weight	Score
		t	
1. Employee education and training	1	0.079	0.079
2. Company environmental performance	1	0.099	0.099
	2	0.144	0.289
3. Industrial growth	2	0.110	0.221
	3	0.174	0.523
4. Completeness of tourist facilities and accessibility	4	0.162	0.650

5. Quality of products and tourist attractions
6. Use of internet technology for promotion

Total			1.86
Weakness	Rating	Weight	Score
		t	e
1. Limitations of competent human resources	-3	0.060	-
			0.179
2. Experience in managing organization / companies is still small	-3	0.049	-
	-3	0.048	-
	-2	0.020	-
	-3	0.020	0.148
			-
	-4	0.033	0.144
			-
3. Limited production of goods			0.040
			-
4. Unreached sales targets			0.060
			-
5. Potential customer service			0.131
6. Security and supervision systems are not optimal			
Total			-0.70
Overall Result			1.16

Source: Analysis Result

The next step is to plot the data into the TOWS matrix diagram. Data plotting results are presented in the following figure:



The value of X is the sum of the total score of opportunity (opportunity) with the total score of threats (threats) which are assumed to be negative and the threat score is dominant. Y value is the sum of results between total strength scores and weaknesses. It is assumed that the strength score is positive, while the weakness score is of dominant value. From the results of the total calculation, the value of threats is more dominant.

Based on the analysis of rating and score calculation and TOWS diagrams, it shows that the position of TOWS analysis of tourism supply chains in Madasari Beach is in the position of quadrant 3 so that the Turn Around strategy can be applied.

CONCLUSION

The results of this study indicate that Madasari Beach still has various weaknesses in the development of tourism supply chain. Based on the results of the analysis of the researcher, the strategy obtained is the Turn Around strategy. The turn around strategy is a strategy that aims to change the old strategy with a new strategy, which is to improve the internal weaknesses of the organization / company by using various opportunities.

From the results of the external and internal situation analysis shows that the weighting results and scores of external factors and internal factors plotted into the TOWS diagram produce the value $x = -0.39$ and the value $y = 1.16$. From the results of the TOWS plotting

diagram, it is illustrated that the position of Madasari Beach tourism supply chain is in the position of quadrant 3 limited by the negative x axis and the positive y axis. The available business strategy and in accordance with the results of the plotting is a strategy to turn around.

RECOMMENDATION

Madasari Beach has the potential for tourism resources with the advantages of tourism products including the appearance, uniqueness and quality of the beach. However, inadequate business facilities for accommodation services, tourist transportation services businesses, tourism service businesses, food and craft services businesses, and tourist attraction businesses that support tourism activities in Madasari Beach.

Elements of tourism supply chain that need to be developed in Madasari Beach tourism objects include providing accommodation facilities, providing tourist transportation facilities, eating and drinking facilities, souvenir shops, providing tour guides, local operator tours, security management, tourism information center / information center, banking, landfills, types of tourist attraction, types of tourism activities, use of technology, health clinics, product superiority (quality, appearance and uniqueness), security and supervision systems.

Strategy of tourism supply chains development in Madasari Beach that are in accordance with the principles of sustainable tourism development is directed at zoning upgrading of tourism potential so that economic benefits are felt by all local communities, protecting natural resources and not changing the natural, cultural and economic structures of the growing community in a healthy manner, and provide excellent service for the satisfaction of tourists visiting Madasari Beach.

The strategy is as follows:

1. Improve the competence of human resources (HR) in the field of service and



- development of tourism products for tourism service business actors, local communities, and government elements such as village officials.
2. Adding facilities and accessibility that can support the implementation of tourism activities on Madasari Beach.
 3. Partnering with tourism service businesses in other tourist attractions outside the Madasari Coast region, outside the area of Masawah Village and outside the Cimerak District area.
 4. The panorama that is owned plus its clean natural environment is one of the main attractions for Madasari Beach.
 5. Conducting socialization or providing supplies to the community regarding the general understanding of tourism and the benefits of tourism development
 6. Understanding tourism products and how to package tourism products and market them.
 7. Determining the form of management or institutions in tourism management.
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