

ANALYSIS STRATEGY OF BREKSI CLIFF TOURISM DESTINATION DEVELOPMENT IN THE NEW NORMAL PERIOD

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Abstract: Sleman Regency is one of the regencies that is known to have a lot of potential in nature, tourism, and others, one of which is in Prambanan District, namely the Breksi Cliff tourist attraction. This research is descriptive qualitative with the aim of analyzing the strengths, weaknesses, opportunities, and threats of the Breksi Cliff tourism object and formulating a strategy for developing Breksi Cliff tourism objects. Data collection techniques were obtained through observation, interviews, and documentation conducted with the Department of Tourism, Breksi Cliff managers, and visitors. Analysis of the data to determine the strategy of developing a tourist attraction is carried out by a SWOT analysis. Based on the SWOT analysis, the following strategies can be developed: SO (Strength and Opportunities) strategy by 1) Involving the community in all development planning and fostering a sense of community ownership of tourism objects, 2) Increasing promotion through social media. WO (Weaknesses and Opportunities) strategy by 1) Making souvenirs of typical food for Breksi Cliff tourism 2) Increasing the ability of human resources by holding foreign language skills training. ST strategy (Strength and Treats) by 1) Maintaining health protocols for mutual convenience. WT (Weaknesses and Treats) strategy by 1) Maintaining Product and Service Quality to be able to maintain the level of consumer confidence.

Keywords: *development strategy, tourism, SWOT analysis*

1. Introduction

Indonesia is an archipelagic country consisting of thousands of islands. Each province or region in Indonesia has a diversity of natural, cultural, historical energy sources that can be developed as leading tourism in each of these provinces (Hasanah et al. 2019). With the presence of tourist visits to each of these provinces, it will affect the increase in Local Own Source Revenue and foreign exchange for the State. Tourism is a commodity that is needed by every individual, because traveling can eliminate boredom, know historical and cultural heritage, can shop and do business (Mehanna and Mehanna 2019).

Each province in Indonesia has an attractive tourist area, Yogyakarta is one of the provinces that always tries to bring in and increase the number of visits by domestic and foreign tourists every year (Manaf et al. 2018). This is because Yogyakarta has many tourist destinations that are well known by domestic and foreign tourists. These tourist destinations are in the form of natural tourism destinations, artificial tours, historical tours, cultural tours, religious tours, culinary tours and other tours to attract tourists.

Even though Yogyakarta already has many tourist destinations, new tourist destinations always appear in Yogyakarta that make tourists not feel bored. The new tourist destinations are spread across all districts in the Yogyakarta area. In 2018, according to the Tourism Statistics book of the Yogyakarta Tourism Office in 2018 in Yogyakarta there were 185 tourist destinations, while in 2019 according to the Tourism Statistics of the Yogyakarta Tourism Office in 2019 in Yogyakarta there were 215 tourist destinations, which include natural, artificial, cultural, and tourist destinations. tourist village/village. From this information, it can be interpreted that in the period of one year, there are the addition of 30 new tourist destinations in Yogyakarta. One of the regencies that is trying to present a new tourist destination is Sleman Regency.

Sleman Regency has a variety of tourist destinations ranging from natural, cultural, historical, culinary tourism, amusement parks, as well as the craft industry and so on. According to the Tourism Statistics book of the Yogyakarta Tourism Office in 2019, in Sleman Regency alone there are 49 tourist destinations. One of the tourist destinations in Sleman Regency is Breksi Cliff which is located in Sambirejo Village, Prambanan District, Sleman Regency.

However, related to the Covid-19 pandemic, Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions was issued in the context of acceleration handling of covid-19 with the aim of limiting the movement of people and goods which requires the public if there is no urgent need to stay at home.

One of the sectors that support the economy affected by COVID-19 is the tourism sector. The tourism sector is a supporter of the country's foreign exchange, one of which is because Indonesian tourism has an attraction in terms of the number of tourist attractions, customs and cultures and traditions (Dr. M. Agus Cholik, S.E 2017). The Indonesian government has mitigated the tourism sector, including a ban on traveling with the aim of traveling to several tourist attractions, domestic and international flights being closed by several airports (Uğur and Akbıyık 2020). The reason for this closure is that temporarily closing tourist attractions can reduce or prevent the spread of COVID-19 (Sandeep Kumar et al. 2020). Covid-19 has had a negative impact on the development of the tourism sector (Khalid, Okafor, and Burzynska 2021). Bellina (2020) said that since the spread of COVID-19, the number of tourists in Indonesia has decreased. Although there is an impact due to covid on the tourism sector, the occurrence of the covid-19 pandemic has a positive impact, namely a decrease in the pollution index (PRATIWI 2020).

Breksi Cliff Tourism is one of the tourist destinations affected by Covid-19. Where before Covid-19 the average visitor a day reached more than 3000 people, but after the pandemic the average visitor was only about 300 people a day. Therefore, Breksi Cliff Tourism requires development so that it remains a popular tourist destination even during the pandemic. In development, good and appropriate strategic management is needed.

According to (Bibri and Krogstie 2019) management is a science and art in managing the process of utilizing human resources and other resources effectively and efficient to achieve a goal. Meanwhile, according to (Bibri and Krogstie 2019) strategy is a shared means with long-term goals to be achieved. To achieve its goals, tourism managers must carry out good strategic management as described by (Anon n.d.) strategic management is the art and knowledge of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve them. This strategic management aims to exploit and create new and different opportunities for long-term planning and seeks to optimize current trends for the future (Bibri and Krogstie 2019). The implementation of this strategic management

according to (Anon n.d.) will provide benefits in helping organizations formulate better strategies through the use of a more systematic approach to strategy choice. By implementing the right strategy and taking advantage of existing opportunities, a business will be able to be maintained and developed even better, this of course becomes very important and has meaning in maintaining the business and producing good performance.

Based on this description, the author wishes to conduct an analysis of the development of the Breksi Cliff destination. Then a study of the strengths, weaknesses, opportunities and threats is carried out, known as a SWOT analysis to formulate a strategy to be developed. SWOT analysis is the identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities but simultaneously minimize weaknesses and threats. The company's strategic decisions need to be considered internal factors that include strengths and weaknesses as well as external factors that include opportunities and threats (Alam et al. 2018).

2. Research Method

2.1. Research Location

The research location was in Sambirejo Village, Prambanan District, Sleman Regency. The research time is based on the length of time the research activity begins with conducting research efforts, field survey activities, research activities, research data collection, up to the collection of research results and the process of completing research activities. This research was conducted for 6 (six) months, namely from January to June. The research location was determined with the consideration that the area has potential and tourist attraction that can be further developed into an attractive tourist destination even in the midst of the COVID-19 pandemic.

2.2. Method of Collecting Data

Data collection methods used in this study, namely the method of observation, interviews and documentation. The following is an explanation of each data collection method, which is used:

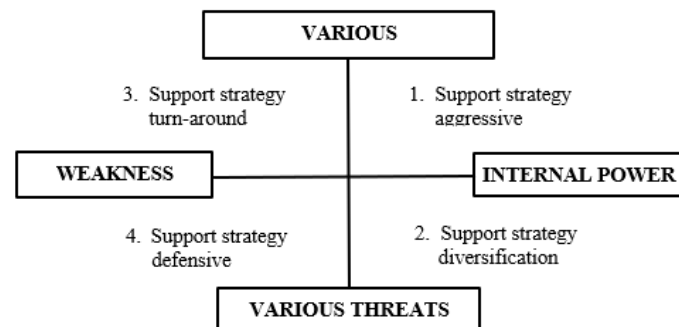
- a. Observation is a method of collecting data by observing directly the condition of the Breksi Cliff tourist attraction, to be recorded systematically and as a reference in compiling the results of the research.
- b. Interview is a method of collecting data in the form of information in this study by meeting face to face and asking several questions that has been prepared and in accordance with the required data for tourists to the Breksi Cliff tourist attraction, without any coercion or threat.
- c. Documentation is a method of collecting data by taking pictures, video or audio recordings that can support the results of research at the Breksi Cliff tourist attraction.

2.3. Data Analysis Method

The data analysis method used is descriptive qualitative using SWOT analysis. According to (Rangkuti 2014), SWOT analysis is the identification of various factors systematically to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, goals, strategies, and policies. The SWOT analysis compares external opportunities and threats with internal strengths and weaknesses (Rangkuti 2014).

According to (Rangkuti 2014) SWOT analysis is a strategic planning method used to evaluate strengths or weaknesses, opportunities or opportunities, and threats or threats in a project or business speculation. And can be applied by analyzing and sorting out various things that affect the four factors.

According to (Rangkuti 2014), SWOT analysis is a form of descriptive analysis of situations and conditions (gives an overview). This analysis places situations and conditions as input factors, then grouped according to their respective contributions. The models used in this study are as follows:



After collecting information that affects the continuity of the development of the Breksi Cliff Tourism Object, the next step is to utilize this information into strategy formulation. The tool used to compile strategic development factors is the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the Breksi Cliff Tourism Object can be adjusted to its strengths and weaknesses. The SWOT analysis matrix produces four sets of possible alternative strategies. This analysis is used to find out the strengths, weaknesses, opportunities and threats or challenges they have.

The SWOT matrix is a tool used for the company's strategic factors. This matrix describes how the external opportunities and threats faced are resolved with strengths and weaknesses. This SWOT matrix can produce four cells of possible alternative strategies (Rangkuti 2014).

Table 3.1 SWOT Matrix

Internal External	STRENGHT-S	WEAKNESES-W
OPPORTUNITIES-O	SO Strategy Create strategies that use strengths to take advantage of opportunities	WO Strategy Create strategies that minimize weaknesses to take advantage of opportunities
TRHEATS-T	ST Strategy Create strategies that use strength to overcome threats	WT Strategy Strategies that minimize weaknesses and avoid threats

3. Results and Discussion

3.1. Results

Based on the results of interview observations, information about the strengths, weaknesses, opportunities and threats of the Breksi Cliff tourism object is obtained, namely as follows:

Tabel 3.1 SWOT Analysis

STRENGTH	WEAKNESSES
<ol style="list-style-type: none"> 1. Contribute to Local Own Source Revenue 2. The uniqueness and beauty of the tourist attraction 3. There is a homestay 4. There is glamcamp 5. There is a balcony 6. Availability of supporting facilities and infrastructure (mushola, toilets, information offices, etc.) 	<ol style="list-style-type: none"> 1. There are no souvenirs in the form of special foods 2. The road to the tourist attraction is quite steep 3. There is no public transportation to the tourist attraction 4. Lack of foreign language skills
OPPORTUNITIES	THREAT
<ol style="list-style-type: none"> 1. Opening job opportunities for the surrounding community 2. Ease of accessing technology as a means of promotion through social media. 3. Can be enjoyed by all ages and circles 	<ol style="list-style-type: none"> 1. The high rate of spread of covid 19 2. Weak purchasing power of the people as a result of the Covid-19 Pandemic 3. Unstable economic conditions due to the Covid-19 pandemic 4. Fewer tourists visiting tourist attractions due to the Covid-19 pandemic

3.2. Discussion

Furthermore, according to the strengths, weaknesses, opportunities and threats, a SWOT analysis can be carried out. The strategy carried out in the development of the Breksi Cliff tourism object according to the SWOT analysis is to produce four alternative strategies namely alternative SO Strategy (create a strategy that uses strengths to take advantage of opportunities), WO strategy alternatives (create strategies that minimize weaknesses to take advantage of opportunities), ST strategy alternatives (create strategies that use strengths to overcome threats) and WT strategy alternatives (create strategies that minimize weaknesses and avoids threats).

1. SO (Strength and Opportunities) Strategy

- a. Involving the community in all development planning and fostering a sense of community ownership of tourism objects. Community participation in the development of tourism objects is also very important, so that the sense of belonging from the community to the results of development also goes well for the creation of good tourism objects and is oriented towards community welfare. Community participation can be carried out at all stages in the development process, from the development planning stage, to the development implementation stage, to the stage of utilizing development results.
- b. Increase promotion through social media does provide benefits for its users to share their knowledge and experiences (Nezakati et al. 2015). The content (content) generated on social media becomes a new source of information that online is created, initiated, shared, and used by users with the aim of informing each other about products, brands, services, and issues (Manap 2013). In this case, Breksi Cliff managers can take advantage of internet media, especially social media as a means of promotion and communication. By intensifying tourism promotion through social media such as instagram, twitter, facebook or also through youtube and what is currently popular with teenagers, namely through tiktok, it is hoped that the Breksi Cliff will be more widely known.

2. WO Strategy (Weaknesses and Opportunities)

a. Make souvenirs of typical food for Breksi Cliff tourism

One type of tourism that is quite in demand is culinary tourism, which is an activity of traveling to a place because of the food (Culinary) that is in that place, culinary tourism is said to be an activity that presents the main activities for consuming food in travel as something that is needed in the industry tourism, this is also influenced by the presence of regional specialties that represent the uniqueness or culture of the place (Young and Seongseop 2018). From this we can know that culinary is one of the factors that can attract tourists to visit. Currently Breksi Cliff still does not have a special food that can be one of the tourist attractions in terms of culinary. This is because Sambirejo Village does not have food or ingredients that can be used as a characteristic. Therefore, to increase tourist attraction in the culinary field, Tebing Breksi needs to launch a food product that has never been seen in other tourist objects, and is processed directly by the people of Sambirejo. For example, making beverage products from pea flowers.

b. Pharmacological potential of telang flower, among others, is as an antioxidant, antibacterial, anti-inflammatory and analgesic, antiparasitic and anticide, antidiabetic, anticancer, antihistamine, immunomodulator, and has the potential to play a role in the arrangement of central requirements, the Central Nervous System (CNS) (Budiasih, 2017). Besides being able to be made into drinks, telang flowers can also be used as a mixture to make ice cream or used as other foods according to creativity. Telang flower plants can also be used as ornamental gardens around tourist attractions because this butterfly flower is easy to grow.

c. Improving the ability of human resources by holding foreign language skills training

d. Mastery of foreign languages is still the main problem for officers, so it is necessary to increase or develop human resource capabilities. HR development according to (Stefanie, Suryani, and Maharani 2020) is a process carried out to develop the knowledge, skills, and abilities of workers, as well as competencies developed through training and development, organizational learning, leadership management, and knowledge management for the benefit of performance improvement. Human resource capacity improvement can be done by involving experts in training on skills in related fields such as communication, language. Breccia Cliff Managers can weave cooperation with universities or colleges to provide regular foreign language training.

3. ST Strategy (Strength and Threats)

Maintain health protocols for mutual comfort

The new normal era in the tourism sector can be interpreted that the tourism sector has habits in new ways within the limited space of movement (Shahbaz et al. 2020). These methods include maintaining cleanliness through hand washing infrastructure, the availability of hand sanitizers, the availability of a thermo gun, and the existence of an isolation room if there are visitors who have symptoms of COVID-19 (Shahbaz et al. 2020).

4. WT (Weaknesses and Treats) Strategy

a. Maintaining Product and Service Quality in order to maintain the level of consumer confidence. Quality is a combination of traits and characteristics that determine the extent to which a product or service can meet customer needs and expectations (Rangkuti 2014). Service quality is an abstract concept that is difficult to understand,

because service quality has intangible characteristics, varies, does not last long, and the production and consumption of services occur simultaneously (Rangkuti 2014).

- b. Maintaining the Quality of Products and Services to be able to maintain the level of consumer confidence in tourism objects by utilizing provincial government policies and the possibility of tourism recovering. The quality of products and services is an important aspect of business in the service sector, so that Breksi Cliff Tourism Managers should be able to maintain these aspects to increase consumer confidence, especially during difficult times such as the COVID-19 pandemic.

4. Conclusion

Based on the results of the SWOT matrix analysis, it shows that the Breksi Cliff Tourism Object still needs concrete steps to be able to survive and be sustainable in the midst of the pandemic and post-covid 19. The implementation of this strategy is quite ideal considering the condition of the Breksi Cliff Tourism Object which is still unstable due to the pandemic, therefore the concept and formulation of innovative strategies are constantly needed. That strategy is a process of determining the value of choices and making decisions in the use of resources that creates a commitment for the organization concerned to actions that lead to the future and this is ideally applied to Breksi Cliff Tourism Object. The strategies are in the form of:

- a. SO Strategy (Strength and Opportunities): involving the community in all development planning and fostering a sense of community ownership of tourism objects, and increase promotion through social media
- b. WO Strategy (Weaknesses and Opportunities): making souvenirs of typical food for Breksi Cliffs, and improving the ability of human resources by holding foreign language skills training
- c. ST Strategy (Strength and Treats) is maintain health protocols for mutual comfort
- d. WT (Weaknesses and Treats) Strategy is maintain Product and Service Quality to be able to maintain the level of consumer confidence

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