



TOURISM REVENUE INCREASING STRATEGY, STUDY AT THE LEBONG DISTRICT TOURISM DEPARTMENT

*Hengky Firnando*¹

¹ Departement Public Administration, Faculty of Social Science And Political Science, University of Bengkulu.

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A B S T R A C T

This study aims to determine the increase in regional income from the tourism sector in Lebong district after Covid-19. The research method used is a qualitative approach with SWOT analysis techniques, the first step is to create an IFAS and EFAS matrix by giving weights to find the total score of the IFAS and EFAS variables. The second step is to formulate a strategy, namely SO, WO, ST, and WT. The results of the study show that the Lebong Regency Tourism Sector has strengths in natural natural tourist destinations with beautiful views. The weakness is the lack of supporting facilities and infrastructure to get to tourist destinations. Meanwhile, the threat is that there are more and more private tours with adequate facilities. The tourism sector has internal strengths that can be utilized to take existing opportunities to compete. The obstacles faced by the tourism sector are the weaknesses of the tourism sector, limited human resources, competitors, and promotion so that tourism is not widely known.

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INTRODUCTION

Tourism is a potential sector to be developed in supporting regional development and improving the welfare of the community. Indonesia is a country blessed with natural beauty and cultural diversity, hence the need for an increase in the tourism sector. This is because tourism is considered a profitable sector and has great potential to be developed as one of the assets used as a source of income for the Nation and the State.

Lebong Regency is an area in the Bengkulu Province that is geographically surrounded by mountains. It's no wonder that Lebong has many natural tourist destinations. Some of the tourist destinations in Lebong Regency include Lake Picung, Air Putih Hot Springs, Air Paliak River, Tes Lake, Air Ketahun Whitewater Rafting, and many more. Among the various tourist places in Lebong Regency, Lake Picung, Air Putih Tourism, and Lake Tes Tourism contribute the largest to the Regional Original Income (PAD). Air Putih Tourism contributes 24 million rupiahs per year, Lake Picung Tourism contributes 27 million rupiahs per year, and Lake Tes Tourism contributes 21 million rupiahs per year. The tourism sector is one of the sources of income for Lebong Regency. Before the Covid-19 pandemic, the revenue from the tourism sector reached 72 million rupiahs (Lebong Regency BPK), but it has been adversely affected since the Covid-19 pandemic.

Regional Original Income (PAD) refers to the revenue from local tax collection, regional levies, profits from Regional Owned Enterprises (BUMD), and other legitimate regional revenues. Regional Original Income can be referred to the Minister of Home Affairs Regulation No. 37 of 2013 regarding Guidelines for the Preparation of Regional Revenue and

Expenditure Budgets (APBD). The higher the role of Regional Original Income in reflecting the success of a business entity or the ability of a region to manage financing for regional governments. Regional original income generally varies in each region. This is due to the different potentials and wealth possessed by each region, both in terms of geography and local socio-cultural conditions.

The Corona Virus or Coronavirus Disease, which was discovered in late 2019, has rapidly spread to 213 countries. Data published on April 19, 2020, revealed that the Corona outbreak had affected 2,245,872 confirmed cases worldwide, with 152,707 deaths (Data and IT Field of the Covid-19 Handling Task Force, 2021). Due to the rapid spread of the virus, 20 countries have implemented lockdowns. China was the first to implement a lockdown since January 23, 2020. During the lockdown, people were required to self-isolate at home (Yunus, N.R., & Rezki, A., 2020).

Lebong Regency is one of the regencies that implemented isolation by closing access to those who wanted to enter the regency. This has impacted the tourism sector. Two years have passed and now the community has to coexist with the coronavirus. However, after the isolation, the recovery of the tourism sector must be carried out to achieve the expected Regional Original Income target through the tourism sector. The tourism sector is currently facing a decrease in revenue due to a reduction in the number of tourist visits (Fitriyani, 2020).

Based on the interview with the manager of Air Putih nature tourism, Mr. Wagito, he mentioned a drastic decrease in the number of visitors, where on regular days, the income could reach 350,000-600,000 per day. Since the coronavirus, the income has dropped to less than 100,000 per day, or even no income at all. The same

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situation was reported by the manager of Lake Picung nature tourism, which also experienced a decline in tourist visits. In addition to interviewing tourism managers, the researchers also interviewed local vendors around the tourist attractions. Ibu Sulistiowati, one of the vendors, stated that she had reduced her merchandise due to the decrease in tourists, which affected her income.

According to data from the Central Statistics Agency (BPS) of Lebong Regency, the number of visitors before the pandemic reached 12,000 per year, with an average income of 72 million rupiahs per year for the top 3 tourist attractions: Lake Picung, Air Putih Tourism, and Lake Tes Tourism. However, after reopening in 2022, the number of tourist visitors only reached approximately 5,000, with an average income of 27 million rupiahs per year for the top 3 tourist destinations. This situation needs to be addressed by the government in order to revive tourism in Lebong Regency after the pandemic.

Post-isolation recovery strategies are crucial to increasing the number of tourists visiting Lebong Regency. Tourism can be said to thrive when there are many tourists traveling to a destination. Therefore, travel occurs due to several factors, such as companies providing vacation time, increased income of the population, allowing them to afford traveling, and the development of transportation providing fast, easy, comfortable, and safe services. Additionally, marketing activities aimed at introducing and promoting tourism can also contribute to travel (Muljadi, 2019).

The Tourism Office of Lebong Regency has a Village Tourism Development program (DEWI). The Tourism Office stated that DEWI development can utilize Village Funds (DD) to support the facilities of tourist attractions in the respective

villages. DEWI development aims to empower the potential of local tourism. Additionally, social media promotion programs are also a focus of the Tourism Office of Lebong Regency, as an effort to bring back the number of visitors to the tourist attractions.

There are abundant resources that can be utilized as tourist attractions, such as the natural and cultural atmosphere in Lebong Regency. The natural and cultural charms can be utilized as tourist attractions, which can be found in rural areas that are in harmony with the majority of Lebong Regency's population residing in rural areas. Therefore, the potential of rural areas, such as the natural and cultural atmosphere, can be maximized by transforming them into tourist village areas. The establishment of tourist villages indirectly impacts the regional economy and the community. According to Pitana (2005), a tourist village can be defined as a rural area with a natural atmosphere in its spatial structure, architectural buildings, and socio-cultural life of the community, as well as being able to provide basic needs components such as accommodation, food and beverages, souvenirs, and tourist attractions. A tourist village can also be defined as an integration of attractions, accommodations, and supporting facilities presented within a community life structure that is integrated with applicable customs and traditions.

This research aims to examine appropriate strategies to increase and sustain regional income through the tourism sector in Lebong Regency. This is because the tourism sector is one of the contributors to the Regional Original Income (APD) in Lebong Regency. Additionally, tourism provides employment opportunities that can help the local economy. This research is titled



"Tourism Strategies in Sustaining Income in the Tourism".

MATERIALS AND METHODE

This research utilizes a qualitative research method with a descriptive approach. Descriptive research, also known as a feasibility study, aims to obtain preliminary data (Risya, 2014). The analysis method used in this research is qualitative SWOT analysis. Qualitative research is a research procedure conducted to uncover holistic-contextual phenomena that generate descriptive data in a specific context, utilizing various scientific methods and relying on observations.

Table 1. Matriks SWOT

IFAS	STRENGTHS (S)	WEAKNESS (W)
EFAS	Determine internal strength factors	Determine internal strength factors
OPPORTUNITIES (O)	STRATEGI SO	STRATEGI WO
Determine external strength factors	Create strategies that use strengths to take advantage of opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
THREATS (T)	SRATEGI ST	STRATEGI WT
Determine external factors	Create strategies that leverage strengths to suppress threats	Create strategies that minimize weaknesses and suppress threats

RESULTS AND DISCUSSION

Table 2. Lebong Regency Tourism IFAS Matrix

Internal Factors	Strategic	Priority Scale (SP)	Constanta (K)	SP x K
Strength/Weakness				
1. Natural Tourism		0,13	4,00	0,52
2. Tourist Beauty		0,19	5,00	0,97
3 Travel for All Ages		0.13	3,50	0,45
Opportunities / Threats				
1. Road Access		0,19	2,00	0,39
2. Facilities		0,19	2,50	0,48
3. Tourism Management		0,16	2,00	0,32
Total		1		3,13

Based on Table 2, there are three factors closely related to strength factors, namely: a. The first factor is natural nature tourism, with a rating of 4 and a weight of 0.13 obtained from the calculated data. b. The second factor is the beauty of nature as a tourist attraction, with a rating of 5 and a weight of 0.19 obtained from the calculated data. c. The third factor is tourism for all groups, targeting all age groups by offering natural tourism, with a rating of 3.5 and a weight of 0.13 obtained from the calculated data.

Based on Table 2, there are also three factors closely related to weakness factors, namely:

a. The first factor is the inadequate road access, which often leads to traffic congestion during holidays, with a rating of 4 and a weight of 0.19 obtained from the calculated data.

b. The second factor is the lack of facilities, as some tourist places do not provide toilets and places of worship, with



a rating of 4 and a weight of 0.19 obtained from the calculated data.

c. The third factor is the lack of management personnel, resulting in queues at the ticket entrance, with a rating of 3 and a weight of 0.16 obtained from the calculated data.

Table 3. Lebong Regency Tourism EFAS

External Strategic Factors	Quality	Rating	Score
Opportunity			
1.close to the city center	0,27	4	1,09
2.affordable entrance fee	0,27	2	0,55
Threats			
1.private tourism (competitor)	0,18	1,5	0,27
2. illegal levies	0,27	2	0,55
Total	1	3,13	2,45

Based on Table 3, there are two factors closely related to opportunity factors. They are: a. The first factor is about tourism with the city center, making it easily accessible for tourists, with a rating of 4 and a weight of 0.27 based on the calculations. b. The second factor is about low entrance fees for beautiful natural attractions, with a rating of 4 and a weight of 0.27 based on the calculations.

According to Table 3, there are also two factors closely related to threat factors. They are: a. The first factor is about a significant number of local competitors, with a rating of 1.5 and a weight of 0.27 based on the calculations. b. The second factor is about parking extortion with poor management, with a rating of 2 and a weight of 0.55 based on the calculations.

Based on Table 2, the strengths factors have a score of 3.13, while the weaknesses

factors have a score of 2.45. This means that tourism in Lebong Regency has higher strengths compared to weaknesses in determining marketing strategies to increase regional income. Furthermore, in Table 4.3, the opportunity factors have a score of 3.13, and the threat factors have a score of 2.45. These scores indicate the efforts to determine strategies to increase regional income in Lebong Regency.

The strengths of the tourism area in Lebong Regency lie in its natural beauty, such as surrounding greenery, clear water, and natural hot springs. To ensure its management aligns with the established objectives for tourism development, the relevant government focuses on improving human resources' capacity as responsible managers through Village Tourism programs. This is in line with Soekadijo's opinion (2000) in Anjela (2014) that good tourism attractions must fulfill certain requirements: (1) Proper presentation to leave an impression on tourists and make them satisfied. Satisfaction depends not only on the attractions themselves but also on how they are presented to tourists. To achieve good presentation, (2) leaving a lasting impression is crucial. The longer tourists enjoy a tourism object, the better. Efforts can be made to enhance the lasting impression by preserving objects that are not easily damaged and can be taken home, so that whenever tourists see those objects, they will be reminded of what they have witnessed.

Strengths refer to the internal factors within an organization, project, or business concept. Analyzing strengths means identifying the factors within the organization, project, or business concept itself that contribute to its development. Knowing the strengths, tourism can be developed to become more resilient, capable of surviving in the market, and



competing for future developments related to tourism (Freddy, 2014).

Secondly, the weaknesses of existing tourist attractions in Lebong Regency are the lack of maintenance by the management, as evidenced by the lack of supporting facilities for tourist attractions. The accessibility level to these attractions is also insufficient, such as damaged bridges and rocky roads. If visitors are not careful while driving, accidents can occur. Additionally, the remote location of the tourist sites adds to the lack of accessibility. The limited budget for managing tourist attractions in Lebong Regency is a weakness in the tourism development process. This is in line with Yoeti's opinion (2013) that a tourist attraction will not be significant if it is difficult to access, whether by land or air. To ensure successful tourism development, destinations must be accessible. Therefore, accessibility to and around tourist locations/objects needs to be considered. Accessibility refers to roads and transportation (Pitana & Diarta, 2009). Weaknesses refer to internal factors within an organization, project, or business concept. Analyzing weaknesses means identifying factors within the organization, project, or business concept that are unfavorable or detrimental to the development of the object (Freddy, 2014).

Thirdly, opportunities can be created through the Dewi and Pesat Durian programs, which are annual events organized by the local government of Lebong Regency. These events can create new job opportunities for the local community, such as selling food or offering services, to better explore the tourist areas. Additionally, individuals interested in the tourist areas can engage in entrepreneurial activities.

Facilities and infrastructure refer to all forms of companies that can provide services to tourists. This is in line with Pitana and Diarta's opinion (2009) that the accommodation sector involves providing temporary residence (accommodation) and related services, such as providing food and beverages. This sector is commonly found in tourist destinations and transit locations and offers opportunities for regional development with supporting facilities. Opportunities refer to potential future developments that may occur. The conditions that arise present opportunities from outside the organization, project, or business concept itself, such as competitors or policies (Freddy, 2014).

Fourthly, threats to the tourist attractions managed by the government include competition from private parties. This is in line with Jamaris' opinion in Anjela (2014) that tourist attractions encompass everything that can be seen, enjoyed, and leave a distinct impression. When supported by adequate facilities and infrastructure, if there are more suitable places with complete facilities, visitors will feel more comfortable. Threats refer to external conditions. These threats can disrupt the organization, project, or business concept itself (Freddy, 2014).

CONCLUSION

Based on the discussion, the conclusion drawn from the conducted research on Tourism Strategies in Increasing Income in the Tourism Sector Post-Covid-19 pandemic is as follows. The strategies employed to increase income through the tourism sector in Lebong Regency include the development of supporting tourism facilities, organizing events that attract tourists, and improving infrastructure. Based on these strategies, there has been an increase in tourist visits to Lebong Regency, resulting in increased



regional income from the tourism sector. The use of SWOT analysis in implementing these strategies has proven effective in attracting tourist visits to Lebong Regency.

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