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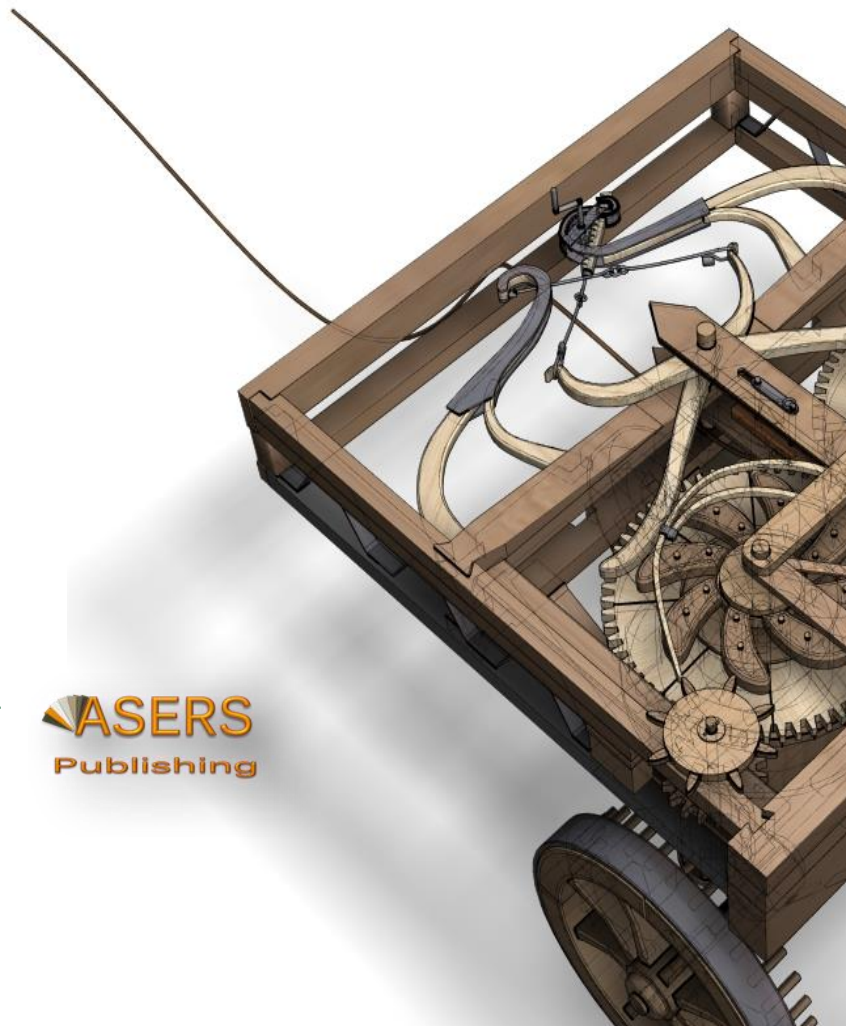
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Strengthening Natural Tourism Empowerment Construction through Brand Strategy - Based Online Marketplace

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Abstract:

This study aimed to focus on strengthening the construction of natural tourism empowerment through a brand strategy-based online marketplace. The analytical tool in this study was A'WOT analysis, which is a combination of AHP analysis and SWOT analysis. Data collection methods were through observation, documentation, and interviews with stakeholders, including representatives of the Bangkalan Regency Tourism and Culture Office, Situbondo Regency Tourism and Culture Office, and two tourism industry observers. The results showed that if all programs are implemented and executed by referring to the legal basis set by the government, then the strengthening of natural tourism empowerment construction through a brand strategy-based online marketplace can be achieved and can improve the economic development in a community, especially in Bangkalan Regency. The strengthening of its construction is by managing the website through the online promotion of tourism products, improving facilities and infrastructure to support tourism activities, optimizing additional service facilities at tourist destinations, and optimizing the management of tourism objects.

Keywords: natural tourism; brand strategy; online market; strengthening strategy.

JEL Classification: R58; Z32; Q26.

Introduction

The advancement in science and technology is developing in all areas, including the tourism sector. One of them is various platform facilities for an online promotion that can provide a lot of convenience for tourists to find out, get to know, and get information about the location of tourist destinations. The conveniences offered online positively impact the tourism industry by marketing tourism products to tourists worldwide. The research results from several studies found that the internet is one of the fastest and easiest tools to access sources of information about travel and tourism. Designing online marketing by paying attention to branding strategies is necessary if all the efforts made do not want to go to waste. A brand is a very powerful tool for substantial product marketing activities, especially tourism products. According to Soehardjoepri *et al.* (2021), in the era of digitalization, when everything turns digital, it can support the brand formation for tourist areas or even a city through an online marketplace, such as through social media like Facebook and Instagram, where most of the users are the younger generation to get information about tourist destinations. The brand formation is certainly not easy because many aspects and elements need to be considered (Widiana 2021). It's considered not only the uniqueness, beauty, and value of the diversity of natural, cultural, and man-made wealth, but also the availability of public facilities, tourism facilities, accessibility, and the main thing is community participation, which is interrelated and complementary to the realization of tourism activities (Soehardjoepri *et al.* 2021).

1. Literature Review

a. Strengthening Natural Tourism Empowerment

Nowadays, tourism management is based on the assumption that human movement is based on the desire to know about the world and natural reflection. Therefore, tourism is always considered a system for transmitting impressions and information about everything, including the natural environment and the built environment through subjective impressions (Dermele *et al.* 2019). The abundance of natural resources that have not been managed optimally and diverse cultures make Indonesia a country that is rich in culture and natural resources and has excellent potential to be developed in the tourism sector (Suryaningsih *et al.* 2020).

b. Online Marketplace

The primary regulator should implement regional tourism policies by offering incentives to small and medium-sized enterprises (SMEs) in internal tourism and visiting arrangements in socio-economically depressed regions (Widiana 2021). Another direction is an investment policy that is targeted to make the internal market more centralized in order to have a clear spatial arrangement and a hierarchy of components in the territorial structure, and therefore contributing to a polarized process and becoming the basis for the formation of a tourism transportation logistics system with the distribution of internal and external tourism flows coordinators (Assessment and Data, 2012).

Furthermore, promotional materials are used to organize, reinforce, or change the image of the tourist destination. Marketing activities can create awareness, generate interest, stimulate desire, and eventually generate action (Panjaitan 2020).

c. Brand Strategy

The higher the tourist satisfaction with tourism objects and attractions, the higher the tourist preferences for these tourism objects and attractions. Satisfaction, preferences, and a positive image of tourism destinations can be a reasonable basis for tourism development, including integrated and sustainable domestic tourism (Lagarensen & Walansendow 2020). The brand image of the tourism destination does not affect the brand value of the tourist attractions. The brand value of the tourism destination also provides additional reinforcement to the achievement of tourist satisfaction and loyalty. This means that when tourists decide to visit tourist objects, tourists will also consider the destination brand value of each of these tourist attractions based on four indicators: comfort, reasonable cost, fun, and benefits (Panjaitan 2020).

3. Methodology

This study uses a decision support system approach. It is a computer-based system to assist and support decision-making in utilizing certain data and models to solve various unstructured problems (Yusuf *et al.* 2020). The analytical tool in this study was A'WOT analysis, which is a combination of AHP analysis and SWOT analysis. Data collection methods were through observation, documentation, and interviews with stakeholders, including representatives of the Bangkalan Regency Tourism and Culture Office, Situbondo Regency Tourism and Culture Office, and two tourism industry observers. The research variables are Tourist Attractions, Tourism Facilities, Community Participation, and Organizational Management.

4. Case Studies

Based on the astronomical aspect Bangkalan Regency is between 60 51' - 70 11' South Latitude and between 1120 40' – 1130 08" East Longitude and located on the west side of Madura Island, bordering with Sampang Regency to the east, the Java Sea to the north, and Madura Strait to the west and the south sides.

Analysis of Strengthening Natural Tourism Empowerment Construction through a brand strategy-based online marketplace using a qualitative descriptive analysis method with AHP and SWOT analysis techniques.

A. Strength Weakness Opportunity Threat Analysis

A Strength Weakness Opportunity Threat (SWOT) analysis consists of two stages. The first stage is the input stage using the Internal Factor Evaluation (IFE) matrix to identify the factors that become strengths and weaknesses and the External Factor Evaluation (EFE) matrix to identify the factors that become opportunities and threats. The second stage is the formulation of an alternative development strategy using the Internal-External (IE) matrix and the SWOT (Strengths – Weaknesses – Opportunities – Threats) matrix. The IE matrix is used to

obtain a more detailed development strategy. The SWOT matrix is used to obtain appropriate development strategy alternatives based on strengths, weaknesses, opportunities, and threats.

1) Stages of Internal Factor Evaluation and External Factor Evaluation Input

IFE and EFE input stages are by paying attention to indicators for each factor: Strengths, Weaknesses, Opportunities, and Threats. These factors were then given weights, ratings, and scores for each indicator according to the interview results and questionnaires to three different source persons.

The results of weights, ratings, and scores obtained show that the IFE value of the strengths and weakness factors is 2,91, and the EFE value of the opportunities and threats factors is 3,12.

2) Stages of Formulating Alternative Strengthening Strategies

a) Internal External Matrix (Internal External)

The IE matrix consists of two dimensions: the total score of the IFE matrix on the X-axis and the total score of the EFE matrix on the Y-axis. It should be noted that each SBU must form its IFE Matrix and EFE Matrix. The X-axis of the IFE matrix obtained a score of 2,91. This indicates that it has a high position because it is between the interval 1.99-2.99. While the Y-axis of the EFE matrix gets a score of 3.12, which also indicates it has a high position because it is between intervals 3.00-4.00 (Muta'ali 2015).

Table 1. Matrix of Internal and External Factors

IE MATRIX	HIGH (3,00 – 4,00)	MEDIUM (1,99 – 2,99)	LOW (1,00 – 1,98)
HIGH (3,00 – 4,00)	1 GROWTH (Concentration through Vertical Integration)	2 GROWTH (Concentration through Horizontal Integration)	3 RETRENCHMENT (Conglomerate Diversification)
MEDIUM (1,99 – 2,99)	4 STABILITY (Caution)	5 GROWTH (Concentration through Horizontal Integration or Stability)	6 RETRENCHMENT (Divestment)
LOW (1,00 – 1,98)	7 GROWTH (Concentric Diversification)	8 GROWTH (Conglomerate Diversification)	9 RETRENCHMENT (Bankrupt or Liquidation)

Source: 2021 Analysis Results

Based on the matrix in Table 1, there are strategic implications for type A, which can be described as Grow and Build. Appropriate strategies are incentive strategies in the form of market penetration, market development, product development, and integrated strategies, including backward, forward, and horizontal integration.

b) Strength Weakness Opportunity Threat Matrix

In principle, the interpretation of SWOT analysis results are strengths that can take advantage of existing opportunities and the way to overcome weaknesses that prevent taking advantage of existing opportunities. Furthermore, strengths can deal with existing threats, and lastly is a way to overcome weaknesses that can turn threats into reality or create new threats. Based on the quadrant of the calculation results of the IFE and EFE from the SWOT matrix, a strategy in the form of a progressive strategy is obtained by means of which the institutions can expand, maximize growth, and progress.

c) Internal External Matrix

Based on the strategy matrix for strengthening the construction of natural tourism empowerment through a brand strategy-based online marketplace, the strategy can be formulated as follows:

a. SO Strategy

- i. Website management in the form of online promotion for tourism products (S1, S2, S3, O1, O2, and O4).
- ii. Involving community participation in managing tourism products (S1, S2, S3, S4, and O3).
- iii. Formation of the image and identity of Bangkalan Regency (S1, S2, S3, S4, O5, O6)

Table 2. Internal Matrix and External Matrix

IFE	<ol style="list-style-type: none"> 1. Beautiful, pleasant, and exotic beach nature. 2. Interesting, distinctive, and unique traditional cultural heritage, customs, and culinary delights. 3. Inheritance of skills (making traditional weapons and batik with unique motifs). 4. Local wisdom holding tight to religious norms. 	<ol style="list-style-type: none"> 1. No Tourism Awareness Group in each tourist village. 2. No professional cooperation in developing tourism objects. 3. The management of website content is still minimum. 4. The management of tourism objects is still not professional. 5. No training on the competence of tour guides. 6. Facilities and infrastructure for tourism objects are still minimum, especially accommodation. 7. Accessibility to some tourism objects is still difficult to reach. 8. The support from the local government has not been maximized.
EFE	STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Lots of online promotion media 2. Lots of online social media. 3. Community involvement. 4. The location is close to the provincial capital, <i>i.e.</i>, Surabaya. 5. The existence of government programs in the form of tourism villages through The National Program for Community Empowerment (PNPM) and independent villages. 6. Bangkalan Regency is included in the KSP (Tourism Development Strategy Area) of East Java province. 	STRENGTH OPPORTUNITY STRATEGY	WEAKNESS OPPORTUNITY STRATEGY
	<p>SO-1 Website management in the form of online promotion for tourism products (S1, S2, S3, O1, O2, and O4).</p> <p>SO-2 Involving community participation in managing tourism products (S1, S2, S3, S4, O3)</p> <p>SO-3 Formation of the image and identity of Bangkalan Regency (S1, S2, S3, S4, O5, O6)</p>	<p>WO-1 Working together with the academy to provide competency training to support tourism activities (W1, W3, W4, W5, O5, O6)</p> <p>WO-2 Improving facilities and infrastructure to support tourism activities (W6, O5, O6)</p>
OPPORTUNITIES	STRENGTH THREAT STRATEGY	WEAKNESS THREAT STRATEGY
<ol style="list-style-type: none"> 1. The development area location is far from the airport 2. Competition with districts that have the same tourist attraction. 3. The number of tourism products that have in common. 4. The erosion of traditional culture due to technology and communication. 	<p>ST-1 Optimizing existing accommodation (S4, T1)</p> <p>ST-2 Optimizing additional service facilities at tourist destinations (S1, S2, S3, T2 dan T3)</p> <p>ST-3 Building image and identity of the tourism area while still paying attention to local wisdom (S4, T4)</p>	<p>WT-1 Optimizing existing tourism facilities and infrastructure (W6-T2).</p> <p>WT-2 Optimizing the management of existing tourism objects (W1-W2-W4-W5-T3-T4)</p>
THREATS		

Source: 2021 Analysis Results

- b. WO Strategy
 - i. Working together with the academy to provide competency training to support tourism activities (W1, W3, W4, W5, O5, O6)
 - ii. Improving facilities and infrastructure to support tourism activities (W6, O5, O6)
- c. ST Strategy
 - i. ST-1 Optimizing existing accommodation (S4, T1).
 - ii. Optimizing additional service facilities at tourist destinations (S1, S2, S3, T2 dan T3)

- iii. Building image and identity of the tourism area while still paying attention to local wisdom (S4, T4)

d.WT Strategy

- iv. Optimizing existing tourism facilities and infrastructure (W6-T2).
- v. Optimizing the management of existing tourism objects (W1-W2-W4-W5-T3-T4)

B. Analysis Hierarchy Process Analysis

Determining the priorities for strengthening the construction of natural tourism empowerment through a brand strategy-based online marketplace using AHP technical analysis is processed using expert choice 11 software. The respondents were one academic representative, one representative from the Bangkalan Regency Tourism and Culture Office, and two representatives from tourism observers. The criteria of selected respondents are understanding the existing conditions, understanding policies in preparing the development of tourism areas and having experience in dealing with problems of the tourism area. The results from the filled-out questionnaires were then processed using the Expert Choice 11 program, as shown in the following table.

Table 3. Questionnaire compilation results

No	Strategies	Value
1	Website management in the form of online promotion for tourism products	0.195
2	Involving community participation in managing tourism products	0.089
3	Formation of the image and identity of Bangkalan Regency	0.117
4	Working together with the academy to provide competency training to support tourism activities	0.056
5	Improving facilities and infrastructure to support tourism activities	0.070
6	Optimizing existing accommodation	0.054
7	Optimizing additional service facilities at tourist destinations	0.072
8	Building image and identity of the tourism area while still paying attention to local wisdom	0.066
9	Optimizing existing tourism facilities and infrastructure	0.124
10	Optimizing the management of existing tourism objects	0.157

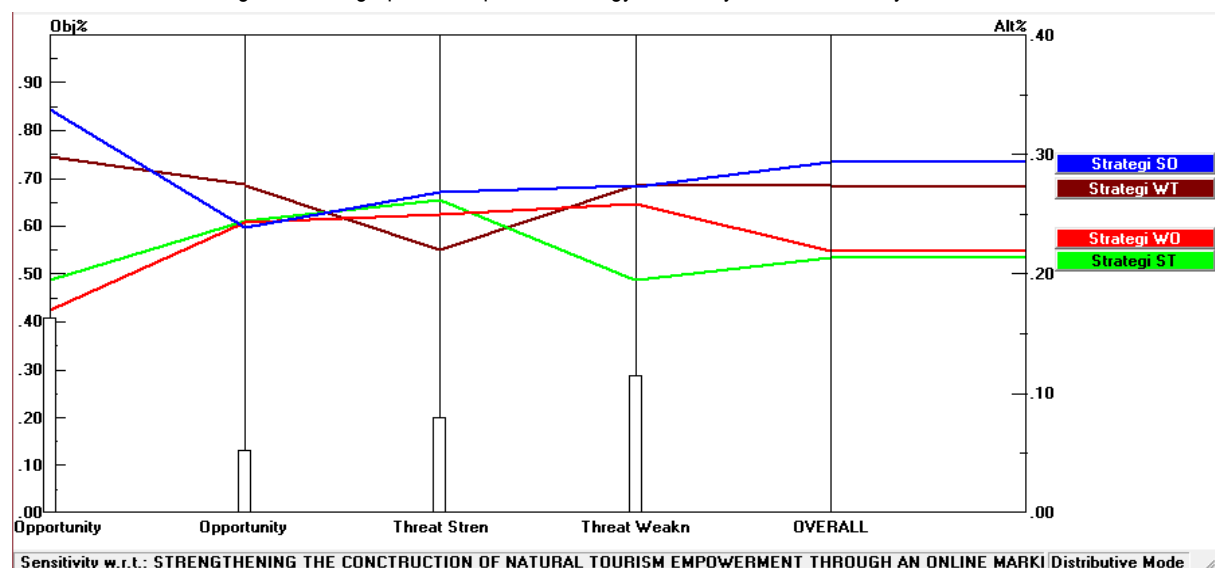
Source: 2021 Analysis Results

The analysis results found that the first priority is on the financial strategy and opportunities in the form of website management in the form of online promotion for tourism products with a value of 0.195. This is in line with the research conducted by Soehardjoepri *et al.* (2021) that there are opportunities to improve the regional economy through the natural potential that is packaged in the tourism industry by utilizing the online marketplace. Therefore, it builds a regional brand.

The second priority is optimizing the management of existing tourism objects with a value of 0.157. This is also in line with research conducted by Soehardjoepri *et al.* (2021) that the formation of an area's image is based not only on the existing potential but also on human resources to manage the existing tourism objects.

The following is an overview of the AHP analysis results using Expert Choice 11.

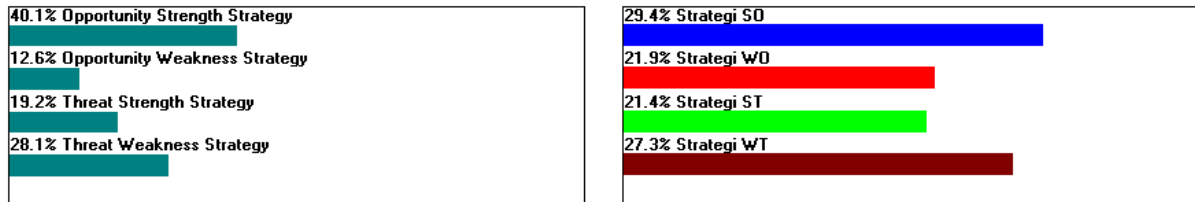
Figure 1. The graph of component strategy sensitivity of the AHP analysis results.



Source: 2021 Analysis Results

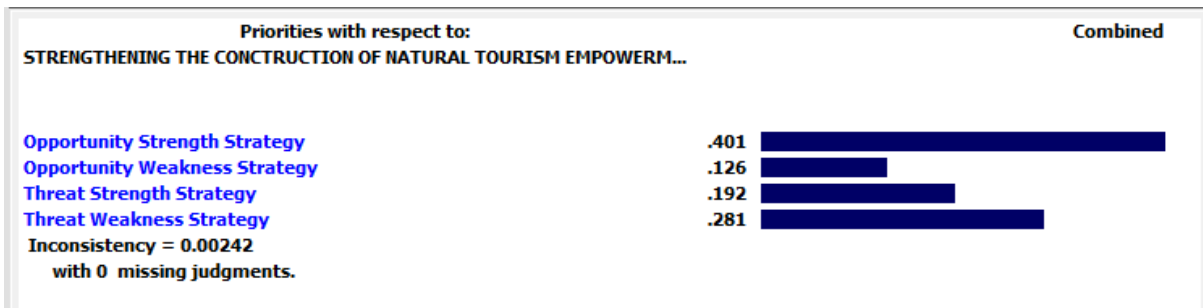
The results of the AHP analysis in Figure 1, Figure 2, and Figure 3 show that the priority of the Strengths and Weaknesses (SO) strategy with a value of 40,1 or 29,4%, which used in the effort to strengthen the construction of natural tourism empowerment through a brand strategy-based online marketplace is in strengthening the strengths and potential opportunities that exist in the natural tourism area in Bangkalan district. In addition, it also considers existing weaknesses and threats. Thus, all strategies used and implemented can be felt by the community and improve the economic development in the community.

Figure 2. Diagram of AHP Analysis Results



Source: 2021 Analysis Results

Figure 3. AHP Analysis Results in the form of strategic priorities



Source: 2021 Analysis Results

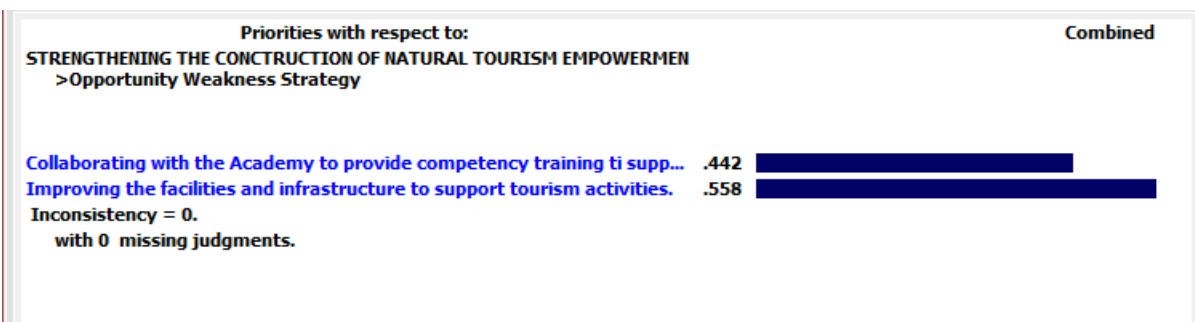
Figure 4. AHP Analysis Results in the form of Strengthening Program on Opportunity and Strenght Strategy



Source: 2021 Analysis Results

The analysis results of the Opportunity and Strengths strategy obtained several programs that support the strengthening of natural tourism empowerment by managing websites in the form of online promotion for tourism products, which are the main priority with a value of 0,48 (figure 4).

Figure 5. AHP Analysis Results in the form of Strengthening Program on Opportunity and Weakness Strategy



Source: 2021 Analysis Results

The AHP analysis results of the weakness and opportunity strategy obtained that the priority program is to improve the facilities and infrastructure to support tourism activities with a value of 0,558 (figure 5).

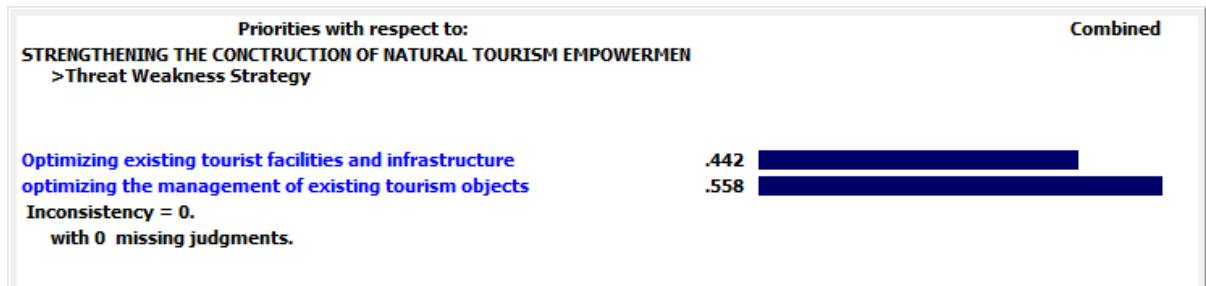
Figure 6. The AHP Analysis Results in the form of a Strengthening Program on the Strength and Threat strategy



Source: 2021 Analysis Results

The results of the AHP analysis on the Strength and Threat Strategy that become a priority are optimizing additional service facilities at tourist destinations with a value of 0,374 (figure 6).

Figure 7. The AHP analysis results in the form of strengthening program on the weakness and threat strategy



Source: 2021 Analysis Results

The AHP analysis results on the weakness and threat strategy, the priority program is to optimize the existing management of tourism objects with a value of 0,558 (figure 7).

The discussion of the analysis results as a whole can be explained that the program to strengthen the construction of natural tourism empowerment through a brand strategy-based online marketplace that the first strategy is to manage the website in the form of online promotion for tourism products (Facebook and other social media). There are several advantages and unique attractions for tourists to use internet facilities in finding information on interesting tourist destinations (Sutejo 2006). Technological changes in the modern era are a combination of telecommunications, information, technology, and innovation that support the introduction of the concept of digital technology in all human activities (Nikolskaya *et al.* 2019).

The second program is to improve the facilities and infrastructure to support tourism activities (accessibility and infrastructure for toilets and rest area). Many requests and expectations regarding infrastructure and facilities at tourist objects significantly affect tourists in selecting tourist destinations (Mandic *et al.* 2018; Widaningsih *et al.* 2020). Facilities and infrastructure can be in the form of parking areas, restaurants, trash bins, information centers, places of worship, ATMs, public toilets, pedestrian paths, and shelters (Widaningsih *et al.* 2020).

The third program is optimizing additional service facilities at tourist destinations (giving unique souvenirs from the tourist objects, picking up tourists from lodging hotels by empowering communities around tourism objects). The application of the concept of products and services in the tourism industry is a major utility with different and changing properties that can be used as additional features, derivatives, and services that accompany various types of tourism products (Vasilenko *et al.* 2019).

The fourth program is to optimize the management of tourism objects by working together with the tourism office, experts, and academics and still paying attention to existing human resources. Human resources in the tourism industry are one of the main factors in economic reform by creating quality, skilled, and competing resources in global competition (Brata and Pemayun 2018).

Conclusion

Suppose all programs are implemented and executed by referring to the legal basis set by the government. In that case, strengthening natural tourism empowerment construction through a brand strategy-based online marketplace can be achieved and improve the community's economic development, especially in Bangkalan Regency. The strengthening of its construction is by managing the website through the online promotion of tourism products, improving facilities and infrastructure to support tourism activities, optimizing additional service facilities at tourist destinations, and optimizing the management of tourism objects.

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