

MANAGEMENT STRATEGY FOR PANDAN BEACH MARINE TOURISM, CENTRAL TAPANULI REGENCY, NORTH SUMATRA

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ABSTRACT

Pandan Beach is a popular tourist destination in Central Tapanuli Regency. The number of tourists in 2018 was 184,355; in 2019, it decreased to 114,925; in 2020, it decreased to 90,240; in 2021, it increased to 123,905; and in 2022, it decreased to 63,191. This research was conducted at Pandan Beach, Central Tapanuli Regency, North Sumatra Province, in May 2023. This study aims to determine the current conditions and management strategies for Pandan Beach. The method used in this research is the survey method. The sample in this study amounted to 100 respondents. In this study, informants included 3 managers from Pandan Beach, Bappeda, and the Tourism Office, a Village Head, and 2 community leaders. The data obtained were analyzed using descriptive and SWOT analyses. The results of this study indicated that the appropriate management strategy for Pandan Beach is the SO (Strengths-Opportunities) strategy. Utilizing the natural beauty of Pandan Beach to attract tourists to visit, improving the quality and quantity of existing facilities such as toilets, prayer rooms, and others, utilizing government support to support the management of Pandan Beach attractions, involving surrounding communities, such as fishermen, to increase income and increase fishermen's income through boat rental and photo both.

Keywords: Management Strategy, Marine Tourism, SWOT Analysis.

1. INTRODUCTION

Bandotan Tourism is one of the industrial sectors that can be relied upon to improve community welfare and national development¹. The tourism sector has many uses, such as serving as a source of foreign exchange and tax revenue, and opening up new jobs and income for the community². Tourism development is needed to increase the equitable distribution of business opportunities, leverage tourism, and address the challenges posed by local, national, and global life changes³.

Marine tourism is a tourist activity related to beaches, the sea, and activities carried out in coastal areas and waters⁴. Marine tourism is also closely related to many business activities that can support its realization in a destination, such as land transportation companies and

accommodation and food/beverage shops, which will play a very important role in providing a memorable experience for tourists⁵.

The marine tourism management strategy is a government effort to leverage the potential of marine tourism by making various marine tourism destinations a means to introduce and attract tourists, enabling them to enjoy the beautiful panorama of the sea, coastline, coral reefs, and activities in these waters⁶. Managing marine tourism is not easy; good management is needed so that it can grow and develop over time, and of course, with changes in tourist visit patterns.

North Sumatra Province is an area that has the potential to develop marine tourism management, leveraging its natural and cultural diversity to become a tourist destination. This potential stems from

beaches and natural scenery that are beautiful and unique in each tourist destination, which can be visited by both domestic and foreign tourists⁷. Pandan Beach is one of the beach attractions in North Sumatra that is very popular with tourists while in the area.

Nevertheless, Pandan Beach is now required to compete with new tourist destinations in Central Tapanuli. Pandan Beach has its own beauty, including its natural beauty, clear seawater, and white sand stretching from east to west. The waves are not too big, so children swim and play safely on this beach. When on this beach, as far as the eye can see, there are only waters that stretch out to the open sea and a hill that increases the beauty of Pandan Beach. The Pandan Beach area has significant potential that can be developed and managed professionally in attract tourists to visit Pandan Beach⁸.

Pandan Beach offers a variety of playgrounds, ranging from thrilling to exciting, and is also equipped with safety equipment. The games at Pandan Beach include pandan doughnut boats, banana boats, and boat tours around the beach. As one of the mainstays of marine tourism in Central Tapanuli Regency, Pandan Beach offers a comprehensive range of facilities for tourist activities. The facilities available include a large parking area, public toilets, prayer rooms, dining areas with delicious menus, and lodging.

The available accommodations are also very numerous and diverse, ranging from simple to luxurious. Hotels and resorts in Pandan Beach offer a range of room rates, from around IDR300,000 to 800,000 per night. This is an advantage of Pandan Beach when compared to beaches in other Central Tapanuli areas, such as Sibintang Indah Beach. At Pantai Indah Sibintang, there are still minimal facilities and infrastructure. Facilities that support tourism activities. The lack of community awareness of Pantai Indah Sibintang's tourism, and the continued lack of cleanliness at its tourist attractions, remain a concern⁹.

Based on data from the Central Bureau of Statistics of Central Tapanuli 2023, it shows that there are fluctuations in the number of tourists in 2018-2022, where in 2018 the number of tourist visits was 184,355, in 2019 it decreased by 114,925, in 2020 it also decreased by 90,240, in 2021 it increased by 123,905 and in 2022 there was a very large decline from the previous year where in 2022 tourists visiting were only 63,191 tourists. This is due to the large number of tourist sites in Central Tapanuli, the lack of human resources with the necessary competence, poor management of tourist attractions, and the local government's lack of attention.

In order to overcome tourism problems in Central Tapanuli, the Central Tapanuli Regency government must have management strategies to be used in overcoming the problems contained in the Pandan Beach tourist attraction. This can affect regional income because tourism is one of the sectors that contribute to regional economic growth. In addition, good management of tourist destinations will certainly attract the attention of tourists who want to visit Pandan Beach. Given the background of these problems, it is necessary to conduct research to address the issues found at Pandan Beach.

2. RESEARCH METHOD

Time and Place

This research was conducted in June 2023 at Pandan Beach tourist attraction, Pandan Village, Pandan District, Central Tapanuli Regency, North Sumatra Province. This research site was chosen purposively.

Methods

The research method used in this study is a survey, with both qualitative and quantitative approaches. Umar¹⁰ suggests that in determining the sample size in a population, the technique used is the Slovin technique. The population in this study amounted to 63,191 tourists in a year. The level of leeway is 10% (0.1), and the level of accuracy is 90% (0.9), so it can be taken to

represent the population. Using the Slovin formula, the respondents in this study were 100 tourists. Respondents in this research are needed to provide an assessment of the research object through a research questionnaire.

In this study, informants are needed to provide information and direction for strategy recommendations regarding the object of research. For selecting informants in this study, a purposive sampling technique was used. According to Sugiyono¹¹ (2020), purposive sampling is a sampling technique that selects participants based on specific criteria. The informants in this study numbered 8 and consisted of: 3 people managing Pandan Beach, Bappeda, the Tourism Office, the Village Head, and 2 community leaders.

Data Analysis

Data analysis in the study was carried out to examine the existing conditions of Pandan Beach Maritime Tourism using qualitative descriptive analysis, with words and information systematically linked to relevant theories, and to analyze the management strategy of Pandan Beach using SWOT analysis.

3. RESULT AND DISCUSSION

Condition of Pandan Beach

Pandan Beach is a popular tourist attraction in Central Tapanuli. To reach this beach, it takes approximately 30 minutes from the city center of Central Tapanuli by public transportation or rental car¹². Pandan Beach is in high demand among tourists for its natural beauty. Pandan Beach has a very beautiful stretch of white sand and quite clear seawater. The waves are not too big, making swimming comfortable and safe. Beautiful scenery in the afternoon, with fishing boats around the beach, also adds to the beauty of Pandan Beach. There is a wide expanse of water in the open sea, and a fairly high mainland hill in the Pandan area. In addition, along the beach edge, some trees provide shade, and mats are available for

tourists to rest while enjoying the beauty of Pandan Beach.

Pandan beach has shallow, sloping waters, which is consistent with the research of Manurung et al.¹³, which found that the water depth on Pandan beach averaged 1.33-1.58 m and fell into the sloping category. The ideal depth for swimming and playing on the beach is about 0-3 m. Pandan Beach is included in the depth category, making it safe for swimming and other activities.



Figure 1. Pandan Beach

Pandan Beach has a unique character that sets it apart from other beaches. The uniqueness of Pandan Beach is that, from this beach, the view is of the waters that stretch very wide across the open sea. On the right is the mainland of the Sibolga region, which appears as a high hill. This is also what attracts tourists to Pandan Beach.

Condition of Facilities and Infrastructure of Pandan Beach

Wilopo & Hakim¹⁴ state that tourism accessibility is a means that enables tourists to reach a particular tourist attraction with ease. Road access to Pandan Beach is very important, as it makes it easy for tourists from outside the area to reach the tourist attraction. Pandan Beach is approximately 1.5 km from Pandan City and 9 km from Sibolga City. Good road access also makes it easier for tourists and can increase the number of tourists visiting Pandan Beach.

Accommodation is a factor that can support tourism, as noted by Kurniansah & Khali¹⁵. Accommodation plays a big role in tourism, because tourists who come from cities far from a tourist attraction need lodging when visiting. The lodgings on Pandan Beach are very adequate and not far

from the beach. Lodging is available with direct sea views and offers as many as 114 rooms¹⁶, adding special value to the Pandan Beach location. Lodging at Pandan Beach is so comfortable, and the prices are affordable, ranging from the lowest to the highest.

Internal Factors of Pandan Beach

Internal environmental analysis is a factor contained in an organization's environment, consisting of strengths and weaknesses owned by the organization. An

internal environmental analysis is conducted to identify Pandan Beach's strengths and weaknesses. Based on the identification of internal factors at Pandan Beach, the Internal Strategic Factors Analysis Summary (IFAS) matrix will be compiled, weighted, and ranked for each strength and weakness indicator. After obtaining the weight and average rating for each indicator, the main strengths and weaknesses of Pandan Beach can be identified. The results of the IFAS matrix analysis for Pandan Beach are shown in the following Table 1.

Table 1. Internal strategic factors analysis summary (IFAS) matrix of Pandan Beach

Internal Factors	Weight	Rating	Score
Strengths			
The location of the attraction is not far from the Pandan city center	0,099	4,2	0,4158
The natural beauty of pandan beach	0,096	4,1	0,3936
Complete facilities such as public toilets, prayer rooms, and large parking lots	0,097	4,1	0,3977
The condition of cleanliness and safety of beach attractions is very good	0,095	4	0,38
The availability of playgrounds, such as banana boats and made boats	0,096	4,1	0,3936
Free tourist attraction	0,104	4,4	0,4576
Sub Total	0,587	24,9	2,4383
Weakness			
Promotion of attractions that are still lacking	0,088	3,7	0,3256
Lack of food stalls/stalls around the beach	0,083	3,5	0,2905
Lack of human resources in the management of beach attractions	0,075	3,2	0,24
Less friendly service from business people around the beach	0,085	3,6	0,306
Lack of places for photo spots	0,081	3,4	0,2754
Sub Total	0,412	17,4	1,4375
Total	1	42,3	3,8758

Based on Table 1, the internal factor analysis of Pandan Beach has a total score of 3.8758. The main strength factor found in Pandan Beach is free tourist attractions, with a score of 0.4576, and the main weakness factor found in Pandan Beach is the lack of promotion for attractions, with a score of 0.3256. The total strength score for the Pandan Beach tourist attraction is 2.4383, and the total weakness score is 1.4375. This value is higher than Almutahar's¹⁷ research, which has strengths of 1.6088 and weaknesses of 1.4204. The total value of these internal factors is 1.1884.

External Factors of Pandan Beach

External environmental analysis is a factor that comes from outside the

environment of an organization, consisting of opportunities and threats that can affect the state of an organization. An external environmental analysis is conducted to identify opportunity and threat factors that may affect the management of Pandan Beach.

Based on the identification of external factors for Pandan Beach, the External Strategic Factors Analysis Summary (EFAS) matrix will then be compiled, weighted, and ranked for each indicator of opportunities and threats. After obtaining the weight and average rating for each indicator, the main opportunities and threats affecting management at Pandan Beach are: The results of the EFAS matrix analysis for Pandan Beach are shown in Table 2.

Table 2. External strategic factors analysis summary (EFAS) matrix of Pandan Beach

External Factors	Weight	Rating	Score
Opportunity			
Able to increase the income of the surrounding community	0,125	4,5	0,5625
Support from the government, especially related agencies, for the development of tourist attractions	0,122	4,4	0,5368
Many fishing boats add to the attractiveness of the beach	0,122	4,4	0,5368
The number of travel agents	0,117	4,2	0,4914
Often becomes a place for student research	0,116	4,2	0,4872
Sub Total	0,602	21,7	2,6147
Treath			
The number of tourist objects that have developed in the Central Tapanuli area	0,102	3,7	0,3774
Close to other tourist attractions	0,102	3,7	0,3774
Erratic weather, such as high waves and rainstorms	0,101	3,6	0,3636
Tourists who litter	0,093	3,4	0,3162
Sub Total	0,398	14,4	1,4346
Total	1	36,1	4,0493

Internal Factors	Strengths 1. The location of the attraction is not far from the Pandan City center 2. The natural beauty of pandan Beach 3. Complete facilities such as public toilets, prayer rooms, and large parking lots 4. The condition of cleanliness and safety of beach attractions is very good 5. The availability of playgrounds such as banana boats and made boats 6. Free tourist attraction	Weaknesses 1. Promotion of attractions that are still lacking 2. Lack of food stalls/stalls around the beach 3. Lack of human resources in the management of beach attractions 4. Less friendly service from business people around the beach 5. Lack of places for photo spots
External Factors		
Opportunity 1. Able to increase the income of the surrounding community 2. Support from the government, especially related agencies, for the development of tourist attractions 3. Many fishing boats add to the attractiveness of the beach 4. The number of travel agents 5. Often becomes a place for student research	Strengths-Opportunity 1. Utilizing the natural beauty of Pandan Beach to attract tourists to visit again. (S2, O4, O5) 2. Improve the quality and quantity of existing facilities such as toilets, prayer rooms, etc. (S3, S4, O1, O2) 3. Utilize government support to support the management of Pandan Beach tourism objects. (S3, S4, S5, O2) 4. Involving surrounding communities, such as fishermen to increase income and increase fishermen's income through boat rental and photo both. (S6, O1, O3)	Weakness-Opportunity 1. Create new photo spot areas to increase the number of visits to Pandan Beach. (W3, O1, O2) 2. Improve tourism services through training related to tourism objects and understanding the importance of service. (W5, O2) 3. Promoting the beauty of Pandan Beach tourism objects through social media, travel agents, and students who conduct research to attract tourists. (W1, O4, O5) 4. Adding food outlets. (W2, O1)
Threat 1. The number of tourist objects that have developed in the Central Tapanuli area 2. Close to other tourist attraction 3. Erratic weather, such as high waves and rainstorm 4. Tourists who litter	Strenght-Treath 1. Utilizing the advantages and optimizing the superior tourism products of Pandan Beach, such as facilities, spots, playgrounds, and others. (S1, S2, S4, S5, S6, T1, T2) 2. Creating safety and hygiene protocols at the beach. (S3, S4, S6, T3, T4) 3. Improve cleaning facilities and add appeals to maintain cleanliness. (S3, S4, T4)	Weaknees-Treath Maintain free entrance fees, cleanliness, and improve services to be able to compete with other tourist attractions around. (W5, T1, T2)

Based on Table 2, the total score for the overall opportunity and threat factors at Pandan Beach is 4.0493. The main opportunity factor that can be utilized in the management of Pandan Beach is the factor of being able to increase the income of the surrounding community, with a score of 0.5625 and the main threat factor that must be avoided is the factor of the number of tourist attractions developing in the Central Tapanuli area and close to other tourist attractions with a score of 0.3774. The total score for opportunities that can support the management of Pandan Beach attractions is 2.6147, and the total score for threats is 1.4346. The total score of these external factors is 1.1884.

SWOT matrix analysis is a stage in developing alternative strategies for managing Pandan Beach, using the strengths, weaknesses, opportunities, and threats previously identified through the IFAS and EFAS matrices. The resulting strategy is a match or combination of strength factors and opportunity factors (S-O), weakness factors and opportunity factors (W-O), strength factors and threat factors (S-T), and weakness factors and threat factors (W-T).

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Pandan Beach Management Strategy

The right strategy for managing Pandan Beach, based on the SWOT quadrant, is an aggressive one. Aggressive strategies focus on SO (strengths-opportunities), namely, using strengths to capitalize on existing opportunities. The S-O

strategies that can be used in the management of Pandan Beach are.

Improve the quality and quantity of existing facilities, such as toilets and prayer rooms. Tourist facilities are complimentary amenities that enhance tourists' comfort at a tourist attraction. Tourist facilities are designed to meet the needs of tourists during their trips. Therefore, in addition to the beauty of the tourist attraction, tourism activities are also inseparable from the need for tourist facilities to enhance the tourist attraction's competitiveness. So that each component is interrelated in a series of travel tours, ranging from tourist attractions and activities to tourist facilities, forming a unity that cannot be separated¹⁸.

Increasing the quality and quantity of tourist facilities is needed to enhance tourists' comfort. With the many facilities at Pandan Beach, it can, of course, attract tourists to return. In addition to the number of facilities, these facilities must also be maintained so they can still be used by tourists who visit Pandan Beach later.

Utilizing government support to support the management of Pandan Beach tourist attractions. Government support can help manage and develop a tourist attraction. With government support, the manager of the tourist attraction can improve facilities and infrastructure and promote the attraction. Amin¹⁹ says the role of local government is to facilitate and motivate development in an area. Facilities and infrastructure are factors that strongly support the development of tourist attractions in North Tapanuli²⁰. Therefore, the government must continue to make efforts to improve facilities and infrastructure. The government also provides facilities to promote tourist attractions, up to facilities for maintaining tourist objects or tourist destinations in the area.

Involvement of surrounding communities, such as fishermen, to increase income and increase fishermen's income through boat rental and photo both. According to Amalyah et al.²¹, there are

main elements that need to be given special attention in the development and management of tourism in tourist destinations, including planning, implementation, and development, which includes five elements, one of which is the community. The community plays an important role in assisting with and being involved in the management and development of Pandan Beach. The community's involvement in the management of Pandan Beach can certainly open new opportunities and access for them in developing tourism-support businesses. These things are useful in improving the welfare and standard of living of the surrounding community by opening new business fields, such as opening souvenir shops, food stalls, and game rentals.

Utilizing the natural beauty of Pandan Beach to attract tourists to visit. According to Aprilia et al.²², tourists' decision to visit a destination is to see its attractions contained in the destination. Tourism attraction consists of uniqueness, natural beauty, natural wealth, and also culture and attractions contained in the tourist attraction. Sari & Bachri²³ state that tourists consider natural beauty to have the highest value.

Pandan Beach is a tourist attraction with a stunning natural landscape. It has a wide expanse of white sand, clear seawater, and hills surrounding the beach, creating a beautiful, natural feel. The beauty of this beach makes it a great background for photos that will make tourists' social media feeds even more interesting. Promoting the natural beauty of Pandan Beach through

online and social media can certainly attract tourists to visit.

4. CONCLUSION

Based on the results of research on marine tourism management strategies for Pandan Beach, Central Tapanuli Regency, North Sumatra Province, the following conclusions can be drawn: Existing conditions Pandan Beach has a very beautiful stretch of white sand, the sea water is quite clear, and the waves are not too big, which makes tourists comfortable and safe for swimming. Beautiful scenery in the afternoon, with fishing boats around the beach, also adds to the beauty of Pandan Beach. In addition, there are tourist attractions such as banana boats, doughnut boats, water parks, and boat rentals around Pandan Beach. There are also wide waters in the open sea, and the hills in the Pandan area are quite high. banana boat, doughnut boat, waterpark, and boat rental around the beach. The management strategy for marine tourism at Pandan Beach, Central Tapanuli Regency, North Sumatra Province, resulted in the SO (Strength-Opportunity) strategy as follows: Utilizing the natural beauty of Pandan Beach to attract tourists to visit, Improving the quality and quantity of existing facilities such as toilets, prayer rooms and others, Utilizing government support to support the management of Pandan Beach attractions, Involving surrounding communities such as fishermen to increase income and increase fishermen's income through boat rental and photo both.

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