



SWOT Analysis of Labuan Bajo City Development Plan as a Super Premium Tourism Destination

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Abstract. East Nusa Tenggara is a province in Indonesia that include part east the islands of Nusa Tenggara. In 2016 sector tourists, most often visited is City Labuan Bajo Regency Manggarai West where there is the National Komodo Dragon ark in Komodo Island which has set as inheritance culture world (World Heritage site) by UN UNESCO in 1991 and _ wrong one of 7 (seven) Miracles Natural New World on the year 2011 (World Bank 2017), Coastal Nemberala in Rote Ndao District which has been crowned as the most popular place of surfing in Indonesia and Sumba Island, where there is Nihiwatu which is the best hotel in the world according to international journey magazine: Travel and Leisure. East Nusa Tenggara Tourism is currently transformed massively in its goal to develop nature potency existing so that produces good impact for well-being Public local nor national. SWOT was selected to analyze Strengths, Weaknesses, Opportunities, and threats to find the solution and also to analyze the stability, self-defense, growth, and diversification specifically in tourism.

Keywords: Tourism · SWOT · Tourism Development

1 Introduction

Development is a process toward achieving goals country. Many factors are involved in this development, related one with the others. Development can't work spontaneously, but through a process called development planning, the government does the most play a major role in the planning process. Development planning is a directive in the use of limited development resources to achieve the goals of a better socio-economic situation more effectively and efficiently. Efficient [1]. A development plan in terms of its scope can be distinguished into national, sectoral, and spatial planning. in terms of levels of government, development planning can be in the form of planning at the central and regional levels. From the time dimension, development planning consists of long-term planning, medium, and short term. A plan is seen in terms of the process and the mechanism can be top-down or bottom-up planning and can be a combination of the two mechanisms.

Tourism has a strategic role in the nation's economy. This is reflected in its contribution to the formation of GDP (Gross Domestic Product), foreign exchange earnings,

and employment. The contribution of the tourism sector to the formation of Indonesia's GDP before the Covid-19 pandemic tends to increase from 4.45% in 2015 to 4.80% in 2019 [2]. According to Bank Indonesia [3], tourism has the characteristics of quick yielding which can generate foreign exchange faster than conventional export activities. In the last five years before the Covid-19 pandemic, foreign exchange receipts from the tourism sector have consistently increased, from USD 10.8 billion in 2015 to USD 17.6 billion in 2019. Meanwhile, in terms of employment, the tourism sector also has an important role.

Ministry of tourism's data [2] shows an increase in employment in the tourism sector from 11.4 million people (9.93%) in 2015 to 13 million people (10.28%) in 2019. Judging from their role and contribution, the development of the tourism sector has an urgency for future national economic development. Although the development of the tourism sector in recent years has looked quite good, the performance of Indonesia's tourism sector is currently still lagging when compared to other countries in the world. In terms of foreign exchange earnings in the tourism sector, Indonesia only occupies the 27th position in the world in 2019. This ranking is still far from several Southeast Asian countries, such as Thailand which occupies the 4th position with foreign exchange earnings reaching USD 66.2 billion in 2017. 2019. Especially when compared to developed countries such as the United States which occupied the first position with foreign exchange earnings of USD 264.6 billion, followed by Spain with the foreign exchange of USD 81.4 billion and France in the third position with the foreign exchange of USD 72.9 billion [4].

The illustration above shows that the competitiveness of Indonesian tourism on an international scale needs to be improved by utilizing the existing potential. The Government of Indonesia's efforts to improve tourism competitiveness and tourism development, in general, have been manifested in the policy developments of the last few decades. The 2011 Government Regulation concerning the National Tourism Development Master Plan (RIPPARNAS) 2010–2025 outlines a regional map of the development of 50 National Tourism Destinations is one manifestation of the 2005–2025 Long-Term Development Plan (RPJP) which has outlined that tourism development is developed to encourage economic activity. And improve the image of Indonesia, improve the welfare of local communities, and provide expansion of job opportunities.

Furthermore, the Master Plan for the Acceleration and Expansion of Indonesian Economic Development (MP3EI) 2011–2025 has the premise that growth must be of quality with the principle of sustainable growth with equity, which is translated into four track strategies, namely economic growth (pro-growth), poverty reduction (pro-poor), job creation (pro-jobs), and environmental preservation (pro-environment). In addition, MP3EI also outlines that economic development is a relay so there must be continuity in the process of planning and implementing development programs between periods of government.

According to the 2020–2024 RPJMN [5], of the 50 National Tourism Destinations that have been prepared previously, the focus is on Priority Tourism Destinations called "10 New Balis". The ten destinations include Lake Toba; Borobudur and its surroundings; Lombok/Mandalika; Labuan Bajo; Bromo Tengger Semeru; Wakatobi; Tanjung Kelayang; Tanjung Lesung; the Thousand Islands and the Old City of Jakarta; and Morotai [2]. Furthermore, of the ten destinations, the government sets priorities for national

tourism development in 5 (five) Super Priority Tourism Destinations, namely Lake Toba; Borobudur; Mandalika; Likupang, and Labuan Bajo [6].

Labuan Bajo Tourism Area is one of the Super Priority Tourism Destinations which is also designated as a Super Premium Tourism Area. This is understandable considering that the area has great tourism potential and unique characteristics, both physical and non-physical so that it has the opportunity to become multi-destination tourism. In terms of physical potential, the natural condition (landscape) in this area has a natural beauty that is still preserved with various types of tourism ranging from beaches, mountains, caves, and forests. The image of the Labuan Bajo Tourism Area as a world-class tourist destination has become clearer with the establishment of Komodo National Park (TNK) as a world cultural heritage site (World Heritage Site) by the United Nations UNESCO in 1991 and one of the New 7 Natural Wonders of the World in 2011.

The implementation of the development of Labuan Bajo as a Super Premium Tourist Destination has begun with massive development even during the Covid-19 pandemic. Several forms of this arrangement have been carried out in several areas targeted by the government, namely Pramuka Hill, Air Village, Container Port, Passenger Pier, Marina Area, and Ujung Village. In addition, the main development centered on Komodo National Park, Padar Island, and Rinca Island as the original habitat for Komodo dragons to become Super Premium destinations will be managed properly and professionally.

Amid these developments, the Labuan Bajo Tourism Area has a lot of potentials that can be developed based on existing strengths and opportunities. However, it cannot be avoided that in its implementation it will face obstacles, challenges, and also weaknesses which become serious problems that must be immediately resolved by the central and regional governments in this case the East Nusa Tenggara Provincial Government and the West Manggarai Regency Government. Therefore, we need a study or analysis of the strengths, weaknesses, opportunities, and threats in the development planning of Labuan Bajo City as a super-premium tourist destination.

2 Literature Review

SWOT analysis is a method that is often used as a basis for making a decision. SWOT was introduced by Heinz Wehrich in 1982 it aims to describe the situation and conditions faced but is not an analytical tool to provide solutions. SWOT analysis is a way of strategic planning to evaluate the factors that influence a business in achieving its goals.

The benefits of a SWOT analysis are as follows.

- Serving as a useful component in strategic analysis activities.
- Organizations better understand their strengths and can provide solutions to improve them.
- Organizations can see opportunities and can defend them.
- Organizations can recognize their weaknesses and find solutions to overcome them.
- For-profit and non-profit organizations can identify potential threats and challenges, then find solutions to avoid them.
- To make strategies and assist in decision making.
- Can describe the most basic organizations, and see sides of the organization that have never been seen.

2.1 Regional Development Planning

A development plan is an initial stage in the development process. As an initial stage, development planning will become the basic material or guideline for the implementation of development activities. Regional development planning can be seen based on the elements that make it up, as it is known that development planning is a system formed from planning, development, and regional elements. By looking at the divergence of each of these elements, then a convergence description is taken, which will form a complete understanding.

According to Bintoro Tjokroamidjojo [7], said that the main elements in development planning are as follows:

- Basic policies or basic strategies for development planning which are often also called development goals, directions, and priorities, in this element it is necessary to set the objectives of the plan.
- There is a planning framework that shows the relationship between development variables and their implications.
- Estimated development sources, especially financing.
- The existence of consistent and harmonious policies, such as fiscal, monetary, budgetary, price, sectoral, and regional development policies.
- There are investment programs carried out by sectors, such as agriculture, industry, education, health, and others.
- The existence of a development administration that supports the planning and implementation of development.

So some of the main elements of development planning above should be considered in a planned development because it is the basis of planning. Before formulating a development plan, these elements must be considered first.

Regional Development Planning is a process of compiling the stages that involve various elements in it, for the use and allocation of existing resources to improve the welfare social environment in a region or region within a certain period. Regional development planning is an activity that does not easy because you will be faced with various very difficult problems complex and comprehensive covering various social aspects of society from a situation that exists in the related area.

So to keep the implementation of activities following the predetermined plan previously, so that efficiency and effectiveness can be achieved very it is necessary to carry out monitoring and evaluation of the implementation of regional development. Monitoring and evaluation are management functions interrelated. Monitoring in practice is identified with supervision, control, or monitoring of ongoing activities or activities, while evaluation is often interpreted as an assessment of the results of activities carried out after the activity is running.

Supervision is the process of observing all organizational activities to ensure that all activities that are being carried out run according to a predetermined plan. While evaluation is defined as the process of measuring and comparing the results that should

be achieved, the purpose of monitoring the implementation of regional development planning is to:

- Knowing the extent to which the implementation of planning is carried out under what has been determined.
- Knowing whether the units carry out activities by their respective functions and roles.
- Knowing whether there is coordination carried out by each unit or agency or project implementers with related parties.
- Prevent and control deviations so that they can be avoided.

3 Research Methods

This research is a type of descriptive research, using the literature analysis method that suggests data collection techniques by conducting a review study of books, kinds of literature, notes, and reports related to the problems to be solved.

4 Result and Discussion

4.1 Labuan Bajo City Development Policy

The government has decided to transform the economy using tourism as one of the main growth drivers. The tourism sector is believed to continue to record positive growth as a foreign exchange earner. To support this achievement, 10 (ten) priorities have been set, namely: 1) Digital Tourism (e-tourism); 2) Homestays; 3) Air Accessibility; 4) Branding; 5) Top 10 Originations; 6) Top 3 Main Destinations; 7) Develop 10 New Priority Tourism Destinations; 8) Certified Human Resources in Tourism & Tourism Awareness Movement; 9) Tourism Investment Growth, and 10) Crisis Center Management [8].

Referring to the National Medium-Term Development Plan (RPJMN) 2020–2024 which has been officially enacted as a guideline for Indonesia's development for the next 5 (five) years, through the stipulation of Presidential Regulation no. 18 of 2020, increasing the added value of tourism is an important concern [5]. In its development, Labuan Bajo as one of 5 (five) Super Priority Tourism Destinations in Indonesia continues to improve in strengthening its position.

The famous tourist destinations in Labuan Bajo consist of the Komodo National Park which has been designated as a world cultural heritage (World Heritage Site) by the United Nations UNESCO in 1991 and one of the 7 (seven) New Natural Wonders of the World in 2011, Padar Island, Pink Beach, Kelor Island, Bidadari Island, Kalong Island, Sabolo Island, Kanawa Island, Gili Lawa, Rinca Island, Wae Rebo Traditional Village, Cunca Wulang Waterfall, Rangko Cave, Batu Cermin Cave and many more.

4.2 Provincial Tourism Development Planning

As the implementation of the Central Government Development Planning, the Regional Government of East Nusa Tenggara Province through the Vision "NTT Rises Towards a Prosperous Society within the Frame of the Unitary State of the Republic of Indonesia"

has one of the 5 (five) missions set, namely "Improving Tourism Development in the Context of Empowering People's Economy", then stipulates several Regional Development Policies in the context of developing Tourism Destinations [9], namely:

- Improving the Quality and Standards of Tourism Services;
- Improving the quality of products, facilities, and infrastructure in tourism destinations and the quality of tourism destination management (marine, cultural, and ecotourism);
- Increasing tourism awareness movement and Sapta Pesona;
- Increased investment and partnership between the government and the business world;
- Development of local potential and wisdom for the development of tourism in NTT
- Development of regional tourism strategic destinations and areas with a regional approach;
- of quantity and improvement of quality destination attraction NTT tourism, especially for areas that already have national and international markets;
- Improved accessibility, with the support of infrastructure that becomes a liaison between tourist destinations;
- Development of the tourism industry by providing facilities and a conducive climate;
- Determination of coordination, cooperation, and synergy in tourism development across sectors and regions/authorities.

The strategy for developing sustainable "super-premium tourism" in Labuan Bajo Flores is focused on developing a narrative about a new experience of perfection from every perspective, which shows special luxury and guarantees the exclusivity and uniqueness of tourism. The existence of the Komodo National Park is one of the answers to meeting the expectations and unique experiences of tourists with the premium segmentation above, both from the land and sea (nautical) sectors.

The strategies carried out by the NTT Provincial Government in the context of developing Super Premium Tourism Destinations are as follows.

- Harmonization of Tourism Policies: Ripparda, Presidential Regulation on Tourism Development Coordination, Ministerial Regulation on business standardization, Tourism Development Guidelines, Coordination Forum, Tourism Development.
- Special Tourism Development: Focusing on Cultural Tourism, Nature and Ecotourism, Marine Tourism, Culinary Tourism, MICE Tourism.
- Facilitation of improving the quality of governance and tourism facilities: Destination Management Organization (DMO), Tourism Village, creative zone (creative city development, facilitation of attraction development).
- Tourism industry development: Business standardization and certification, coaching, development of travel patterns and tour packages, monitoring of registration, and business licensing.
- Imaging and Promotion: Preparation of Communication Concepts, Tourism Imaging Communication Guidelines, Design Assistance, Advertisements, Exhibitions, Domestic Events, Festivals, Sales Missions, and Publication of Familiarization Trips.

4.3 Labuan Bajo City Tourism Development Planning, West Manggarai Regency

The vision of the West Manggarai Regency RPJMD for the 2021–2026 period is "Mabar Rise Up Towards a Steady Mabar". One of its missions to support the implementation

of the central government's development plan to make Labuan Bajo a super-premium tourism destination is to Develop Sustainable and Inclusive Tourism as the Main Driver of the Economy. The purpose of this mission is to increase the benefits of tourism to the regional economy with the main targets, (1) Increasing the attractiveness of West Manggarai Tourism, (2) Increasing the economy of the tourism sector community, and (3) Increasing the preservation of Regional Culture.

After its determination as one of the 5 (five) super priority tourism development areas by the central government, development activities will continue to be carried out by local governments supported by the central government, namely as follows.

- Making changing rooms/toilets at each tourist location;
- Making a Gazebo/small house on stilts in an open space;
- Construction of the viewing tower;
- Construction of pedestrian paths/walks on main roads;
- Manufacture of directional signs;
- Garden arrangement (pergola making, garden lighting installation, guardrail construction, art stage, open stage);
- Development of a tourist information center/ Tourism Information Center (TIC);
- Making audience places (tribunes), performance venues, and amphitheaters;
- Development and arrangement of tourism areas, courtyards, souvenir kiosks, street stalls, pavilions, rest areas, plazas, hawker/culinary centers, and places of worship
- Komodo Airport's arrangement according to international class airport standards starts from cleanliness, airport facilities, and runway expansion
- Construction of a dive center and procurement of diving equipment;
- Construction of bridges and boardwalks in tourism area;
- Construction of gates/entrance gates/ entrances; and
- Construction and repair of piers/ jetties in tourism areas
- Construction of multipurpose ports for container, general cargo, and liquid bulk (BBM) activities
- The development of the Puncak Waringin Souvenir Center as a forum to accommodate MSMEs.
- Several forms of development carried out by the West Manggarai Regency Government in supporting the central government's development planning are as follows.
- Construction of a Gas Engine Power Plant (PLTMG) in the Rangko area, a Geothermal Power Plant (PLTP) in the Ulumbu area, and a PLTP in the Wae Sano area;
- Construction of the Caci Dance Center and West Manggarai Culture in Melo Village, Mbeliling District;
- Development of several weaving villages as centers of weaving of West Manggarai woven fabrics and other areas in the province of East Nusa Tenggara;
- The arrangement of the culinary center in the Kampung Ujung area;
- Opening of transportation routes for the outer ring of the north coast to facilitate the distribution of goods and services;
- Agricultural development through fostering local farmers to become suppliers of food ingredients for hotels and cruise ships.

In addition to physical development that has been carried out by the central government and local governments, several human resource developments are intensively

carried out by the local government through the Tourism and Culture Office of West Manggarai Regency to prepare human resources for Labuan Bajo tourism, including:

- Training/Courses in the field of Catering, Dishes, House Keeping, and Tour Guides aimed at the sons/daughters of West Manggarai graduating from high school / vocational school, in collaboration with the Bali Tourism College (STP).
- “Be a Good Diver” Dive Course for guides.
- English language training for local tour guides in Golo Lujang Village;
- Trekking Tour Guide Training for the community, especially representatives from villages that have trekking tourism potential;
- Komodo Tour Guide / Ranger Training.
- Art training, western Manggarai culture, and local weaving.

4.4 SWOT Analysis of Labuan Bajo Development

Analysis of Strengths (strengths), Weaknesses (weaknesses), Opportunities (Opportunities), and Threats (threats) or better known as SWOT Analysis in the Development of Labuan Bajo as a Super Premium Tourist Destination is as follows:

Strength

- The Komodo area or often called Varanus Komodoensis is one of the wonders of the world (World Heritage Site);
- Has a panorama and landscape as well as the sea that is not inferior to the island of Bali which was already famous;
- Has a unique cultural heritage, and a strong attraction for domestic and foreign tourists;
- The hospitality of the people of Labuan Bajo which makes tourists feel well received;
- A relatively good understanding of the religion and culture of the Labuan Bajo community;
- The steadier the implementation of regional autonomy;
- Already have five-star class hotels to cheap hotels for backpackers.

Weaknesses. Human resources are less supportive of tourism development. This can be seen from the Human Development Index (HDI) data for West Manggarai Regency which is also still relatively low, at 63.50 in 2019. This figure is below the NTT Province HDI figure of 65.23 and the National HDI figure of 71.92 in 2019. The same year:

- Low public awareness of protecting the natural environment;
- Not yet optimal management of agro-tourism;
- The scarcity of diesel fuel causes the price to tend to be expensive even though diesel is needed as fuel for chartered boats (wood) to explore the islands around Labuan Bajo;

- The cleanliness of the Labuan Bajo tourism object has not been managed properly by the local government.

Opportunities. Determination of Labuan Bajo as a Super Premium Tourist Destination and a priority for the central government to the regional level:

- The concentration of technology development to support tourism as a promotional medium and source of information;
- The trend of visits every year;
- The geographical location of NTT is adjacent to Australia which allows the opening of direct flights from Australia to Labuan Bajo;
- The location of Labuan Bajo is close to NTB and Bali which allows long trips for tourists from Bali, Lombok, and Labuan Bajo;
- Increased Services Related to Tourism.

Threats. The influence of a negative external culture can affect the local culture of the community:

- Easy access to narcotics trafficking that can threaten and damage the younger generation and the people of Labuan Bajo;
- The development of the Komodo National Park and Rinca Island as the original habitat for Komodo dragons threatens the survival of these endangered species.

Based on internal and external factors, several things can be analyzed using SWOT, which is described as follows:

SO (Strength-Opportunity) Analysis

- Increasing the role of local governments in maintaining the authenticity of natural tourist destinations related to the survival of komodo so that these rare animals do not become extinct to maintain labuan Bajo as a Super Premium Tourist Destination.
- Increasing Tourism Promotion through social media and websites by introducing unique panoramas, landscapes, and cultural heritage which are strong attractions for tourists.
- Increasing the Capacity of Human Resources that Are Professional and Globally Competitive Through Education, Training, Mentoring, Debriefing, and Professional Certification.

ST (Strength-Threat) Analysis

- Increasing the Application of Religious Teachings and Local Culture to Counteract Negative External Cultural Influences.

- Increasing the Role of Local Governments in Maintaining the Authenticity of Natural Tourist Destinations Related to the Survival of Komodo Dragons so that These Endangered Species Do not Become Extinct.

WO (Weakness-Opportunity) Analysis

- Increase the Capacity of Human Resources that Are Professional and Globally Competitive Through Education, Training, Mentoring, Debriefing, and Professional Certification to Be Able to Provide Excellent Service to Tourists.
- Increasing the role of local governments to support agro-tourism management.
- Optimizing the operation of Multipurpose Ports to overcome the scarcity of diesel as fuel for crossing ships for island tourism.
- Increase the Government's Role in Waste Management.

WT Analysis (Weakness-Threats)

- Increase the Capacity of Human Resources that Are Professional and Globally Competitive Through Education, Training, Mentoring, Debriefing, and Professional Certification to Be Able to Provide Excellent Service to Tourists.
- Improving Education and Application of Religious Teachings as Well as Strengthening Local Culture as a Guide for Community Life and Behavior.

Based on the SWOT analysis above, several main strategies can be formulated that can be applied to improve and encourage the development process of Labuan Bajo as a premium tourist destination:

- Increasing the Role of Local Governments in Maintaining the Authenticity of Natural Tourist Destinations Related to the Survival of Komodo so that These Rare Animals Do not Become Extinct to Maintain Labuan Bajo as a Super Premium Tourist Destination.
- Increasing Tourism Promotion through social media and websites by introducing unique panoramas, landscapes, and cultural heritage which are strong attractions for tourists.
- Increasing the capacity of human resources that are professional and globally competitive through education, training, mentoring, debriefing, and professional certification.
- Optimizing the operation of Multipurpose Ports to overcome the scarcity of diesel as fuel for crossing ships for island tourism.
- Increasing the application of religious teachings and strengthening local culture to counteract negative external cultural influences.
- Increasing the role of local governments in maintaining the authenticity of natural tourist destinations related to the survival of Komodo dragons so that these endangered species do not become extinct.
- Increasing Local Government Support for Agro-Tourism Management.

5 Conclusions and Suggestions

Labuan Bajo is one of the 5 priorities for tourism development by the central government. The various kinds of development that have been carried out have had a positive impact on local and central governments. The local government in this case the NTT Province and the West Manggarai Regency continue to support the development carried out by the central government through various policies or regulations that can accelerate the Labuan Bajo development process.

The development of Labuan Bajo as a super-premium tourist destination is expected to provide job opportunities for the community, increase regional and national economic growth and increase Indonesia's popularity in the eyes of the world.

Suggestions:

- There needs to be a serious effort from the local government to develop NTT tourism, especially in Labuan Bajo by involving the private sector and local communities.
- The development of professional and globally competitive human resource capacity through education, training, mentoring, debriefing, and professional certification must be a priority for local governments so that local children are not only spectators of development in their land but can become business actors and can obtain significant benefits from tourists.
- Increasing Access to Finance and Public Participation and Technology to Support Tourism Need to Be the Government's Attention.

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