



Development Strategy of Cipondoh Lake Tourism Destination in Tangerang City, Banten Province

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Abstract: Tangerang City has outstanding tourist attractions, such as Cipondoh Lake, which serves as an alternative tourist destination that still needs to be developed. The aim of this research is to identify the appropriate development strategies in the Cipondoh Lake tourism area of Tangerang City. The research method used was a descriptive method that involved observation, interviews, and documentation. The data were analyzed using SWOT analysis by determining IFAS and EFAS, then determining SWOT matrices and SWOT diagrams. The results showed that the main strategy produced was the SO (strengths opportunities) strategy with the highest value of 3.55 in position I, which means that Cipondoh Lake's applied strategy supports an aggressive growth-oriented policy, by utilizing strengths and opportunities as optimally as possible. The SWOT analysis for the development of Cipondoh Lake tourism destination with the SO (strengths opportunities) strategy is as follows: (1) Combining natural beauty with artificial attractions and supporting facilities; (2) Ensuring good road conditions and availability of public transportation; (3) Providing government assistance in the form of adequate public transportation and funding to rejuvenate attraction objects.

Keyword: Cipondoh Lake, SWOT Analysis, Tourist Destinations.

1. Introduction

The government is one of the stakeholders in managing the tourism industry, and it also has a function as the developer of various policies regarding tourism in a region, as well as in increasing foreign exchange and regional revenue through tourism (Putra & Adnan, 2021). Tourism development encompasses all activities and efforts that are coordinated to attract tourists, provide all necessary facilities, goods, and services, as well as all facilities needed to serve the needs of tourists (Chaerunissa & Yuningsih, 2020). All tourism activities and developments involve a wide range of aspects that concern various aspects of life in society, ranging from transportation, accommodation, tourist attractions, food and beverage, souvenirs, comfort, and service provided to tourists themselves (Nabila & Widiyastuti, 2018).

According to Cooper (2005), the framework for tourism destination development must at least include the following main components: (1) Main attraction based on natural, cultural, or artificial wealth, such as events or what is often referred to as special interests; (2) Accessibility includes support for transportation systems that include transportation routes or paths, terminal facilities, airports, ports, and other transportation modes; (3) Amenities include supporting facilities for tourism that include accommodation, restaurants, retail, souvenir shops, currency exchange facilities, travel buses, tourist information centers, and other comfort facilities; (4) Ancillary services are services used by tourists such as banks, telecommunications, post offices, newspaper agents, hospitals, and others; (5) Accommodation is a temporary place to stay, which can be a hotel, inn, guesthouse, apartment, and other temporary living places; (6) Activities refer to recreational activities available to tourists to do at their destination, such as sightseeing, shopping, parking facilities, outdoor sports, nature walks, sightseeing of history and architecture, boating, scenery, health; (7) Available tour packages are pre-arranged packages by intermediaries and principals.

The definition of strategy is that it provides integrated direction for the organization and its various goals, and provides guidance for the utilization of organizational resources used to achieve those goals (Rusniati & Haq, 2014). This indicates efforts to strengthen the competitiveness of business operations in managing the organization and prevent negative external influences on organizational activities. There are 5 (five) definitions of strategy, according to Taufiqurokhman (2016): (1) Strategy is a plan, and it has two important characteristics: they are made before the actions that implement them, and they are consciously and intentionally developed; (2) Strategy as tactics, strategy brings us into the realm of direct competition, where threats and feints and various other maneuvers work to gain advantages; (3) Strategy as pattern, whether as a general or specific plan, but they can also be realized; (4) Strategy as position, specifically, this strategy becomes a mediation between the organization and the environment in the internal and external context, as a position can be challenged and aimed to consider plans (or tactics) or can be achieved, possibly even through patterns of behavior; (5) Strategy as a temporary

perspective, this strategy has one important implication, that all strategies are abstractions that only exist in the minds of interested parties.

The process of making strategic decisions is always related to the development of the company's mission, goals, strategies, and policies. Thus, strategic planners must analyze the strategic factors of the company (strengths, weaknesses, opportunities, and threats) in the current situation, which is called a situation analysis (Suhartini, 2012). Strengths and weaknesses are found within the organization, while opportunities and threats are environmental factors faced by the organization or the company in question. The following are the definitions of SWOT analysis (Rangkuti, 2014): (1) Strengths are the strengths possessed by a company, including its business units, such as specific competition within the organization that results in a comparative advantage for the business unit in the market because the business unit has skilled resources and flagship products; (2) Weaknesses are limitations or deficiencies in resources, skills, and abilities that pose serious barriers to achieving satisfactory organizational performance; (3) Opportunities are conditions that arise outside the organization, a project, or a business concept, such as competitors, government policies, and the surrounding environment; (4) Threats are environmental factors that are not advantageous to a business unit, and if not overcome, they will pose a danger to the business unit in question, both in the present and in the future.

The SWOT matrix will result in four groups of alternative strategies called SO strategy, ST strategy, WO strategy, and WT strategy (Sulistiani, 2014): (1) The SO strategy is created by utilizing all strengths to capture and utilize the opportunities as much as possible. If the available opportunities also have a strong internal position, the sector is considered to have a comparative advantage; (2) The ST strategy brings together the interaction between identified external threats and challenges to soften and possibly transform them into opportunities for further development; (3) The WO strategy can minimize weaknesses by using available opportunities so that these opportunities can overcome the weaknesses; (4) The WT strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

Tangerang City has a variety of lake tourist destinations, and one of its leading tourist attractions is Lake Cipondoh, which was built during the Dutch colonial era in the 1930s to store water during the dry season and irrigate the surrounding rice fields. Previously, the area of Lake Cipondoh reached 142 hectares, but now it has shrunk to 126.17 due to some of it being used as roads and residential areas. Lake Cipondoh currently functions as a flood controller and water tank for the local community during the dry season. This 4-meter-deep lake can hold more than four million cubic meters of water. Without this lake, floods would occur more frequently in residential areas in Cipondoh and Batuaceper, Tangerang City (Kristiana, 2011).

Lake Cipondoh, in addition to being a flood controller, also has its unique attraction when visiting this tourist destination because it is currently managed by a community forum in the Lake Cipondoh area with permission from the Tangerang City government to be designated as a tourism area outlined in local regulation No. 5 of 2007. Lake Cipondoh is designated as a water conservation area as well as a potential tourism development area. The attraction of Lake Cipondoh includes a friendly habitat for fauna with various types of freshwater fish, allowing visitors to fish. It also offers a beautiful green lake scenery, especially in the evening. Additionally, there are other attractions such as floating duckrides, water bikes, camping, and enjoying the beauty of the lake by boat (Nurbaeti et al., 2021).

In the process of developing the Lake Cipondoh tourism destination, there are many problems encountered, such as the lack of optimal provision and arrangement of tourist attractions and leading destinations that can provide appeal and compete with other lake destinations in Tangerang City. In addition, the promotion and marketing efforts are not optimal, and the level of service is not optimal due to the low quality of human resources in the tourism industry. As time goes on, developing the Lake Cipondoh tourism area requires proper facilities. However, there are tourism attraction facilities that need to be replaced or maintained as they are affected by age, requiring extra attention (Ratnaningtyas et al., 2022).

The Lake Cipondoh management can collaborate with the Tangerang City Government to give more attention on how to get the right solution in developing the tourism sector in the Lake Cipondoh area. This is because it will have an impact on tourists and the local community. With the development of good facilities, it is hoped to have a positive impact, including adding to the appeal of the tourism destination and opening up business opportunities for the local community around Lake Cipondoh. It cannot be denied that the suboptimal management is also caused by several issues that arise, especially around Lake Cipondoh tourism area, mostly due to the increasing population, community lifestyle patterns, and high activities of local residents that have an impact on the declining ecosystem and water quality of Lake Cipondoh (Nurbaeti et al., 2021). In the process of developing the tourism sector of Lake Cipondoh, structured planning is needed to restore the charm of Lake Cipondoh so that it can once again become a destination for local and national tourists. Good planning is crucial in this development effort so that the previously set strategies in tourism sector development can be executed. Based on the above description of the tourism sector in Tangerang City, especially Lake Cipondoh tourism (Nurbaeti et al. 2021; Ratnaningtyas et al., 2022), so we as researchers is interested in conducting research entitled "Development Strategy for Lake Cipondoh Tourism Destination in Tangerang City, Banten Province".

2. Methodology

The data collection techniques used in this research are: (1) Observation by collecting data based on direct observation of the physical symptoms of the research object; (2) Interview by asking questions directly conducted by the manager and visitors of Lake Cipondoh destination, in interviews with Lake Cipondoh managers, researchers were able to gain an understanding of the goals, strategies and challenges faced by managers. This helps in identifying the destination's internal strengths and weaknesses and understanding the actions taken by the operator to improve the visitor experience, then by interviewing visitors to the destination, researchers can gather feedback about their experiences at Lake Cipondoh. This helps in identifying the strengths of the destination that attract visitors, such as natural attractions, facilities provided, or activities that are popular.; (3) Documentation by collecting documents in the form of written, visual, and historical works of Lake Cipondoh.

The profile of visitors to Lake Cipondoh consists of 100 respondents. The most dominant age visiting Lake Cipondoh is 65%, composed of 17-30 years old, while 35% are over 30 years old. Then the respondents who visited Lake Cipondoh a lot were 55% students, 35% employees, 20% and 10% entrepreneurs. While respondents based on domicile, the most frequent visitors to Lake Cipondoh were 66% coming from Jabodetabek (Jakarta, Bogor, Depok, Tangerang, and Bekasi), while 34% were from outside Jabodetabek.

The questions posed to the manager of Situ Cipondoh are: (1) How do managers maintain the cleanliness and beauty of Lake Cipondoh?; (2) How do managers provide facilities and services for visitors?; (3) How is the accessibility to Lake Cipondoh? (4) What are the development and improvement plans made by the manager of Lake Cipondoh?; (5) How do managers promote Lake Cipondoh to the public?; (6) Does the manager face certain challenges in managing Lake Cipondoh? Furthermore, the questions asked to visitors to Lake Cipondoh can be as follows: (1) Why do visitors visit Lake Cipondoh?; What do visitors think about the cleanliness and beauty of Lake Cipondoh?; (2) Are visitors satisfied with the facilities and services provided at Lake Cipondoh?; (3) are there suggestions or criticisms that visitors want to convey to the management of Situ Cipondoh?; (4) Do visitors plan to visit Lake Cipondoh in the future?.

To analyze the responses of Lake Cipondoh managers and visitors by using the scale/rating on the SWOT analysis, the researcher did the following: (1) Make a list of strengths, weaknesses, opportunities, and threats from the conclusions of interviews with managers of Lake Cipondoh and visitors of Lake Cipondoh; (2) Determine the weight of each factor from 1 (very important) to 0 (not important) according to the results of collecting interview data with managers of Lake Cipondoh and visitors of Lake Cipondoh; (3) Determine the rating of each factor from 5.0 (very good) - 1.0 (poor) in column 3 according to the results of interviews with managers of Lake Cipondoh and visitors of Lake Cipondoh; (4) Weights and ratings are multiplied to produce a score; (5) Score results on existing and visible strengths, weaknesses, opportunities, and threats; (6) In the SWOT Matrix for the SO Strategy, add up the strength score with the opportunity score, then for the WO Strategy, add up the weakness score with the opportunity score, then for the ST Strategy, add up the strength score with the threat score. At the same time, for the WT Strategy, add the weakness and threat scores; (7) The results of the SWOT Matrix will produce a superior strategy for Lake Cipondoh tourist destinations; (8) In the SWOT Diagram, in which quadrant will the strategic advantage of Lake Cipondoh be seen?; (9) To determine point X in the quadrant, subtract the strength score from the weakness score; (10) To determine the Y point in the quadrant, subtract the Opportunity score from the Threat score.

3. Results and Discussion

Internal environmental analysis is conducted to determine the level of competitiveness of Lake Cipondoh based on internal conditions. It is used to analyze the strengths and weaknesses factors as shown in Table 1.

Table 1. IFAS (Internal factor analysis summary).

Strengths	Weight	Ratings	Score
Featuring a beautiful and fresh natural view of the lake	0,07	4	0,28
Good road conditions make it easier for visitors to reach tourist attractions	0,06	4	0,24
Directions made by the manager to make it easier for visitors to find tourist attractions.	0,05	3	0,15
Located close to the highway, visitors can enjoy a wide view of the lake by passing through the road on the tour	0,05	3	0,15
The availability of prayer room and rest area	0,04	3	0,12
The number of food stalls allows visitors to enjoy the food and drinks provided	0,05	4	0,20

Strengths	Weight	Ratings	Score
The attractions offered include floating duck rides, water bikes, flying fox, fishing, camping and enjoying the beauty of the lake by boat.	0,07	4	0,28
There are lots of toilets	0,06	3	0,18
The parking lot is wide	0,05	4	0,20
Total Score	0,50		1,80
Weakness	Weight	Ratings	Score
There is no integrated marketing activity from the manager and local government of Tangerang City	0,09	3	0,27
Facilities such as prayer rooms, rest centers, toilets and environmental cleanliness are not maintained	0,08	4	0,32
Many attractions, such as floating duck rides, water bikes, flying foxes and boats, have not been renovated or replaced with new ones	0,08	4	0,32
There are very few trash bin, so many visitors litter	0,08	4	0,32
The unavailability of an information service center location as a supporting tool to help visitors get information about Lake Cipondoh tourist destinations	0,08	2	0,16
There is no disaster management training conducted by the Tangerang City Disporaparbud for managers	0,09	3	0,27
Total Score	0,50		1,66
Sub Total	1,00		0,14

Source: Processed by researchers (2022).

EFAS (External factor analysis summary) compiled by formulating opportunities and threats that affect the development of Lake Cipondoh tourist destination, shown in Table 2 as follows:

Table 2. EFAS (External factor analysis summary).

Opportunity	Weight	Ratings	Score
Lake Cipondoh offers beautiful natural attractions, interesting attractions, as well as food and drink stalls that can create opportunities for the tourism industry.	0,125	4	0,50
Public interest in traveling to the lake has greatly increased	0,130	3	0,39
Information technology that is developing rapidly can be utilized by Lake Cipondoh managers for promotion on social media and website creation	0,120	3	0,36
The local government of Tangerang City and all interested stakeholders must prepare tourism facilities and infrastructure that meet tourism standards in the Lake Cipondoh tourism industry	0,125	4	0,50
Total Score	0,50		1,75
Threat	Weight	Ratings	Score
Many lake tourist destinations have the same attractive and competitive advantages as Lake Cipondoh	0,16	3	0,48
Tangerang City traffic congestion affects Cipondoh Lake tourism because of its central location	0,16	3	0,48
Low concern of visitors to the environment by littering	0,18	3	0,72
Total Score	0,50		1,68
Sub Total	1,00		0,07

Source: Processed by researchers (2022).

The SWOT diagram is a tool used to compile the strategic factors of Lake Cipondoh The SWOT diagram consists of 4 quadrants, namely Quadrants I, II, III, and IV.

Table 3. SWOT matrix.

IFAS	Strengths	Weakness
EFAS		
Opportunity	SO Strategy $1,80 + 1,75 = 3,55$ (I)	WO Strategy $1,66 + 1,75 = 3,41$ (III)
Threat	ST Strategy $1,80 + 1,68 = 3,48$ (II)	WT Strategy $1,66 + 1,68 = 3,34$ (IV)

Source: Processed by researchers (2022).

The results above show that the main strategy produced is the SO (strength opportunity) strategy with the highest score of 3.55 in position I which means that Lake Cipondoh has a strategy implemented that is to support an aggressive growth policy (growth oriented strategy), by utilizing optimal strengths and opportunities.

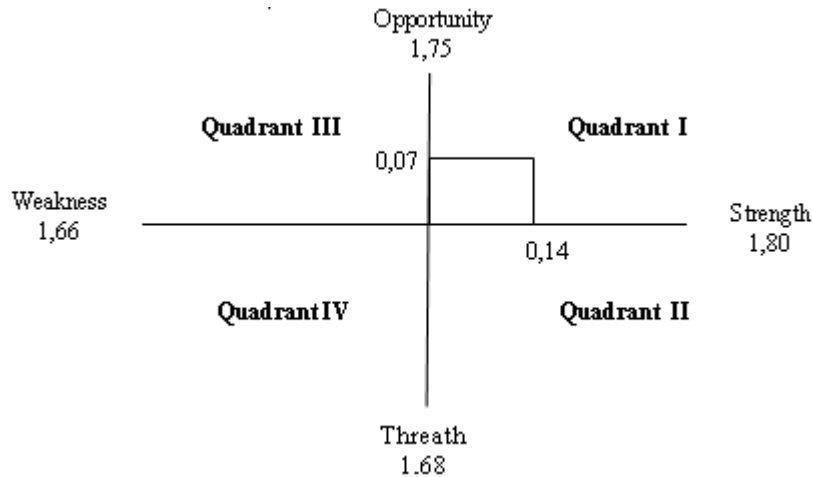


Fig 1. SWOT diagram.

Source: Processed by researchers (2022).

SWOT analysis for the development of the Lake Cipondoh tourist destination with the SO strategy (strength opportunities), WO strategy (weak opportunities), ST strategy (strength threats) and WT strategy (weakness threats), got the following results in table 4:

Table 4. SWOT analysis.

Strategy	Explanation
Strength Opportunities Strategy	<ul style="list-style-type: none"> - Combining natural beauty with artificial attractions and available supporting facilities - Road conditions are already good, followed by public transportation facilities must be available properly - The government provides assistance in the form of sufficient public transportation facilities and provides financial assistance to rejuvenate attractions
Weakness Opportunities Strategy	<ul style="list-style-type: none"> - Conduct digital marketing training for managers by creating websites and promotions on social media - Recruit cleaning staff to maintain the environment and facilities at Lake Cipondoh - The manager provides a garbage disposal site and an information site
Strength Threats Strategy	<ul style="list-style-type: none"> - Optimizing natural potential, artificial attractions and existing facilities in order to increase the number of visitors - With a distance that is not too far away, it should allow visitors to come and travel to Lake Cipondoh
Weakness Threats Strategy	<ul style="list-style-type: none"> - Visitors tend to prefer tourist destinations that are located within the city and closer to the city center

Source: Processed by researchers (2022).

Strength Opportunities Strategy

Lake Cipondoh aims to attract tourists by combining the beauty of nature, man-made attractions, and supporting facilities. The natural beauty such as beautiful scenery, fresh air, and tranquility are the main attractions for visitors, but artificial attractions such as duck rides, water bikes, and flying foxes, as well as supporting facilities such as toilets, dining places, and adequate parking areas, can add variety to visitors' experiences and comfort during their visit. By increasing visitor satisfaction, Lake Cipondoh can attract increasingly diverse tourists and increase the number of visitors who come and return to the location.

Accessibility to Lake Cipondoh is an important factor that affects tourists' interest in visiting the place. The road to Lake Cipondoh must be in good condition so that it can be easily and safely accessed, and the availability of good public transportation can facilitate tourists in reaching their destination without having to use private

vehicles. Good road conditions and the availability of adequate public transportation can also improve the safety and comfort of tourists and make their travel experience better, as well as make it easier for them to explore the tourist attractions.

The government provides assistance in the form of adequate public transportation and funds to revitalize the attractions at Lake Cipondoh, as this can help improve accessibility, mobility, and the attractiveness of the tourist destination. Good public transportation can facilitate and make it comfortable to reach the tourist destination, as well as reduce traffic congestion and air pollution. Meanwhile, the revitalization of the attractions at Lake Cipondoh can attract visitors to visit the place and increase the number of visits and income generated.

Weakness Opportunities Strategy

The management of Cipondoh Lake needs to conduct digital marketing training in order to create a website and promote it on social media. Digital marketing is very important in the tourism industry because it can increase the visibility and online presence of tourist attractions, making it easier for tourists to find information and decide to visit. By having a website and promoting it on social media, the management can provide accurate and up-to-date information about facilities, ticket prices, opening hours, and activities. Digital marketing training can help the management improve their skills in managing websites and social media, as well as optimizing the use of SEO to increase the visibility of the website on search engines like Google. By expanding the marketing reach and increasing the number of visitors, the management can enhance the attractiveness and revenue of Cipondoh Lake.

The management of Cipondoh Lake also needs to recruit cleaning staff to maintain the attractiveness of the tourist attraction by maintaining cleanliness and comfort of the environment and its facilities. Cleaning staff can clean and maintain public areas and facilities, maintain visitors' health and safety, and help keep the environment clean and sustainable by recycling waste. In addition, the management of Cipondoh Lake must provide waste disposal areas and information places to facilitate visitors in disposing of waste properly and providing accurate and useful information for visitors. By providing sufficient and easily accessible waste disposal areas, the management of Cipondoh Lake can keep the surrounding environment clean and sustainable, as well as reduce negative impacts on the environment. Meanwhile, by providing easily accessible and complete information places, visitors can obtain the necessary information to enjoy their visit to Cipondoh Lake better, increasing the level of visitor satisfaction and making them more likely to recommend and revisit Cipondoh Lake.

Strength Threat Strategy

The management of Lake Cipondoh needs to optimize the natural potential attractions made by the manager such as duck rides, water bikes, flying fox, boat rides to see the sights of Lake Cipondoh, and existing facilities at the tourist destination to increase the number of visitors. Natural potential can be the main attraction for tourists seeking authentic and calming natural experiences, while artificial attractions such as water rides and children's play areas can be options for tourists looking for more structured entertainment. Adequate facilities such as clean toilets, spacious parking areas, and comfortable rest areas can make visitors feel more secure and comfortable during their visit. By providing a better tourism experience, the management of Lake Cipondoh can increase opportunities for recommending and revisiting the tourist destination, thus the number of visitors can continue to increase.

Close proximity becomes an important factor in facilitating visitors to come and visit Lake Cipondoh. Easy and fast accessibility to a tourist destination can affect the interest and desire of tourists to visit. Lake Cipondoh, located in an area close to big cities such as Jakarta and Tangerang, allows tourists to easily visit the tourist destination. Available transportation, such as private cars, taxis, and public transportation, can also facilitate accessibility to Lake Cipondoh. With good accessibility, visitors can save time and costs, as well as increase the likelihood of revisiting the tourist destination in the future.

Weakness Threat Strategy

Visitors tend to choose tourist attractions located in the city or with a shorter distance to the city due to accessibility and ease of transportation. Tourist attractions in or near the city usually have more facilities and can offer a more diverse experience, such as cultural and culinary activities that can be easily accessed. Lake Cipondoh, which is located near big cities like Jakarta and Tangerang, and has many available facilities, becomes an attractive choice for visitors who are looking for an easily accessible tourist experience that can meet their needs during their visit.

The research conducted by Fatmawati & Silva (2021) on the strategies for developing the tourist attraction of Kualo Mudo Artificial Lake in Bengkalis Riau emphasizes the importance of location maintenance, increasing members and management to maintain the cleanliness of the lake from scattered waste, adding and improving infrastructure facilities, building accommodations such as hotels and guesthouses, improving promotion, increasing cooperation between private sector, local government and society, and increasing community participation in maintaining the location's security.

Meanwhile, the study conducted by Eman et al (2018) on the development strategy of Linouw Lake tourism to increase the original revenue of Tomohon City aims to increase the original revenue of Tomohon City. To achieve this, the government and private sector, especially the managers of Linouw Lake tourist attraction, need to plan a marketing strategy to attract more tourists. They also need to improve the infrastructure related to the access road to Linouw Lake, which is considered too narrow for visitors using motorized vehicles.

Furthermore, Prima et al. (2021) research shows that the appropriate strategy for developing natural tourism in Laet Lake is the SO strategy. This position is very advantageous because it has significant strength and opportunity values, allowing stakeholders to maximize these conditions. The best priority strategy is to introduce the beauty of the tourist attraction to both local and foreign tourists by presenting attractive promotions, interesting attractions, and information on available facilities and infrastructure in Lae Lake.

Lastly, Tabuni (2015) research shows that the Linouw Lake tourism area in Tomohon, North Sulawesi is in a rapid growth strategy position, indicating that the primary strategy for developing the area is in a strong competitive position with high tourist attraction. Based on this research, it is recommended that the relevant parties maintain the competitive position of Linouw Lake tourism area in Tomohon by prioritizing strong growth and considering the relatively high tourism prices.

4. Conclusion

The result of SWOT analysis for Lake Cipondoh shows that the main strategy generated is the SO (strength opportunity) strategy with the highest value of 3.55 in position I, which means that Lake Cipondoh's applied strategy supports an aggressive growth-oriented policy by utilizing its strengths and opportunities as optimally as possible. The SWOT analysis for the development of Lake Cipondoh tourism destination with the SO (strength opportunities) strategy is as follows: (1) Combining natural beauty with artificial attractions and available supporting facilities; (2) Good road conditions followed by the availability of public transportation should be well provided; (3) The government provides assistance in the form of adequate public transportation and funding support to rejuvenate attraction objects.

The following recommendations are given in this study for the Lake Cipondoh tourism destination in Tangerang City, Banten Province: (1) The manager should optimize the potential of Lake Cipondoh tourism to compete with other existing tourist attractions; (2) The manager and the local community around the tourism area should always pay attention to the carrying capacity of the Lake Cipondoh environment by continuously improving knowledge and awareness of environmental sustainability, providing waste disposal sites, and visitors always maintaining cleanliness, so that it is comfortable for tourism to enjoy nature and artificial attractions; (3) Maintenance should be carried out on existing facilities at the Lake Cipondoh tourism object such as mosques, rest halls, toilets, and attraction objects.

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