

Tourism Development Strategy Betawi Cultural Village Jagakarsa Jakarta

(Case Study On Setu Babakan Jakarta)

Shinta Teviningrum, Armaini Akhirson
Tourism Program of Literature and Cultural Faculty
Gunadarma University
Jaarta Indonesia
steviningrum@staff.gunadarma.ac.id

Abstract—Indonesia is a country that rich with natural resources and tourism, so does Jakarta as the capital city which recently succesfully attract foreign tourists. That is because Jakarta has begun unfolding its tourism elements including Setu Babakan that located in Jagakarsa, South Jakarta. The data in this study are taken from primary and secondary data, with sample only 70 respondents. The data were processed and analyzed by SWOT matrix, BCG matrix, and QSPM matrix method of analysis. The results of the author’s study from the SWOT matrix is the emergence of a strategy of four quadrants, SO strategy, WO strategy, ST strategy and WT strategy which after being processed by QSPM method yield new strategies, namely 1. Make ecofriendly fishing concept in cooperation with Indonesia Fishing Tour 2. Increase the Setu Babakan tourism promotion by utilizing information technology (web). While the BCG matrix describes the position the company is in Question Mark position which means it faces a rapid rate of market growth, but the market share held is not maximized yet.

Keywords—Development Strategy, QSPM, web, tourism, Setu Babakan

I. INTRODUCTION

Indonesia became one of the richest countries in Asia that rich in natural resources and cultures. Director of Meeting, Incentive, Conference and Exhibition (MICE) of Culture and Tourism Ministry recorded in January-August 2009, Indonesia's tourism sector grew 1.38 percent compared to the same period last year. Moreover, it turns the tourism sector contributes significantly to the country's foreign exchange resources. Where the tourism sector in 2007 is the third sector, after the oil and gas and palm oil contributed the highest level of gross domestic product in Indonesia.

In addition, in 2007 the number of tourist arrivals (Wisman) amounted to 5,505,759 increased by 13.02 per cent from 2006. In 2007 the number of foreign tourist visits amounted to 6,429,027 or increase of 16.76 percent from 2007 amounted 5505759. The increase in the number of tourists is also related to an increase in foreign exchange earnings for Indonesia. One of the provinces that has many attractions are DKI Jakarta, such as Ancol, Taman Mini Indonesia Indah, National Monument, World Fantasy and now being discussed

emergence of Tourism Region Betawi Cultural Village in the area jagakarsa.

Attraction with a Betawi nuanced special concept turned out to be a special attraction for visitors. Not only that, Betawi Cultural Village is quite vast with an area of 65

hectare, but also has a leading agro products in the form of various fruits Betawi is located in three locations: around the water attractions, tourist sites agro BCV and around people's homes. In addition BCV also has a tourist area located in the water attractions and Setu Babakan Setu Mangga Bolong. Water attractions offered are water duck boat, fishing, floating net cages, and various other water sports recreation. The existence of cultural tourism, agro tourism and water attractions make the area into a tourist attraction complete.

However, the existence of an act of terrorism, the issue of pandemic diseases (plague), and less stable political and economic conditions, as well as various natural disasters that occurred in Indonesia resulted in the development of the tourism sector, particularly the BCV over the years seen seems slow. Therefore, the tourism sector is expected to need to get attention from government, the public or even private parties for its development in the present and future. Besides the growing of modern entertainment and leisure parks can also increase competition for the BCV.

Hence the BCV need a development strategy to face and get survive in the competitive world of tourism.

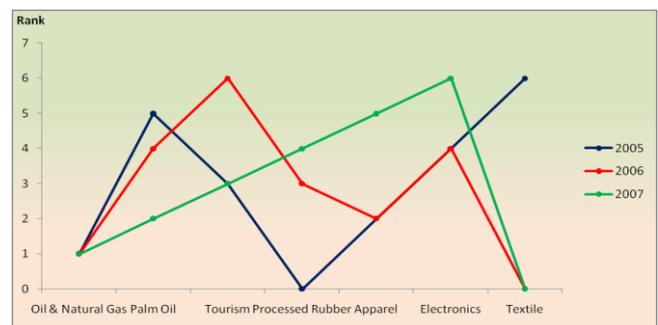


Fig. 1. Foreign exchange revenue tourism compared with other exported commodities. BPS, January-November 2007

II. LITERATURE REVIEW

The word tour means a trip where the offender returning to the place initially, traveling circularly undertaken for business purposes, having fun, or education, by visiting various places and usually use the travel itinerary planned (Pitana 2005).

According to Law No. 9 of 1990 on Tourism Chapter I Article 1; stated in point 1, travel is travel activities or part of these activities are carried out voluntarily and temporary to enjoy objects and tourist attraction. Point 3. Tourism is everything related to travel, including the exploitation of objects and attractions as well as related efforts in the field. While the attraction itself implies object power of dance tour creation of God Almighty, tangible state of nature, flora and fauna, objects and attraction work of human intangible museum, ancient heritage, historical heritage, arts and culture, agro tourism, water tourism, travel rush, nature adventure tourism, recreational parks, and entertainment venues.

Based on the Decree of the Tourism, Posts and Telecommunications Minister, and the Minister of Agriculture No. KM.47 / PW.DOW / MPPT-89 and No. 204 / KPTS / HK / 0504/1989, ecotourism is defined as a form of activity that take advantage of business agro from the beginning to the agricultural products in a variety of systems, scale and shape as a tourist attraction with the purpose of expanding knowledge, experience leisure and business relationships in agriculture. According to theIndonesia Agro Travel Association (2004), ecotourism is a form of very specific tourism, where visitors can enjoy the beauty and uniqueness of nature while enjoying agro products or can live on a farm, is involved in the production process that everything is done to experience, enjoy, learn and live a part of daily life takes place in an agricultural environment.

A. BCG (Boston Consulting Group) Matrix

BCG matrix based on the basic premise that a company must have a balanced business portfolio, which resulted in more funds than it uses (Munadi, 2009: 21). Bruce Henderson of Bolton Consulting Group developed a model for managing a portfolio of various strategic business unit (SBU) or major product lines. (Astriningsih, 2010: 15). The BCG Growth-Share Matrix is a four cells (2 of 2) matrix which is used to analyze business portfolio as a step in the strategic planning. It is designed specifically to encourage venture companies multidivisional in formulating the strategy. BCG basic framework assumes that the increase in the relative market share will increase the cash generated.

B. SWOT Analysis

SWOT Analysis is an acronym for strengths (Strength), weakness (Weaknesses), opportunity (Opportunities) and Threat (threats). According to David (2006), SWOT analysis is a tool to match the internal factors and external critical that helps managers develop four types of strategies, those are SO (strengths-opportunities), WO (Weakness-opportunities), ST (strengths-threats) and WT (weakness-threats). SWOT analysis will produce a viable strategic alternatives for consideration.

According to Rangkuti (2008: 19) SWOT analysis is to identify the various factors systematically to formulate a

strategy for the company. This analysis is based on the logic that maximizes strength (Strength) and opportunities (Opportunities), but simultaneously can minimize your weakness (Weaknesses) and threats (Threats). Strategic decision-making process is always associated with the development of the mission, goals, strategies, and company policies. Thus the strategic planning (strategic planner) has to analyze strategic factors of the company (strengths, weaknesses, opportunities, and threats).



Fig. 2. BCG (Boston Consulting Group) Matrix

C. QSPM Analysis (Quantitative Strategic Planning Matrix)

Quantitative strategy planning matrix (QSPM) is the final stage of an analytical framework strategy formulation, this technique objectively indicate where the best strategic alternatives and strategic alternatives worth considered. QSPM analytical technique is designed to determine the relative attractiveness of alternative and appropriate action (David 2006).

After passing through the input stage and matching, the company should be able to take a decision about the best strategy and the most suitable to be applied to the internal and external environmental conditions. Analysis QSPM allow alternative strategies to get an alternative strategy is evaluated objectively based on intuitive judgment that both be the key success factors of internal and external previously identified (David 2006).

III. RESEARCH METHOD

A. Location of the research Object

Betawi Cultural Village is located at Jl. Mochamad Kahfi II Setu Babakan Village Serengseng Sawah, Jagakarsa, South Jakarta. BCV is a region with a community that is fostered by the Betawi culture include the results of the ideas and work of both physical and non physical, namely the arts, customs, folklore, kesasteraan, language, plants and buildings are characterized by Betawi culture. In addition BCV is also equipped with two setu or lake ie Setu Babakan, and Setu Mangga Bolong that has potential natural environment with beautiful and lovely panoramic views, which along the periphery are planted characterized by Betawi such as rambutan Rapih, sapodilla, betel nut, boni, cup, NamNam, jamblang, lime, and others.

TABLE I. SWOT ANALYSIS

Internal F.	Strenghts (S)	Weaknesses (W)
Eksternal F.		
Opportunity (O)	S-O Strategi	W-O Strategi
1.	Use strenghts to take	Overcome
2.	advantage of	weakness by taking
3.	opportunities	advantage of opportunities
Threat (T)	S-T Strategi	W-T Strategi
1.	Use strenghts to avoid	Minimize weakness
2.	threats	and avoid threats
3.		

^a. Source: David(2009)

BCV has a total area of ± 289 ha located at Serengseng Sawah, Jagakarsa, South Jakarta. BCV covers from RW 06, RW 07, RW 08 and RW 09, with the activity centers in RW. 08. There are centers of cultural tourism activities such as management office, museum/ mini gallery, homestay, traditional houses and souvenir shop. Betawi Cultural Village Location Near the city outskirts, far from the bustle and noise of the city, as well as with their blend Cultural tours, agro tourism and water attraction make it as a tourist attraction that is unique and very interesting to visit. Although in the suburbs of Jakarta, it is not far from downtown Jakarta approximately ± 42.5 km from the International Airport Seokarno-Hatta so that it can be reached about 45-60 minutes by car.

B. Data Processing Method

The data in this study using an analytical framework strategy formulation, which uses data entry phase, matching phase, and decision stage.

C. Tools of analysis

1) Analisis Matriks SWOT

SWOT analysis is a tool to maximize the role of positive factors, minimize the weaknesses contained in the body of the organization and reduce the impact of emerging threats. SWOT analysis is a matrix consisting of four quadrants whereas each quadrant is a mix between a strategy of internal factors and external factors.

2) BCG (Boston Consulting Group) Matrix

Is an analytical tool that is made to get the best income from 2 different incomes in an object. In this case the BCG matrix comparing the guesthouse rental income by leasing duck paddle boat in Setu Babakan Lake. Where the results quantitatively will help illustrate the state of the company belong to the evolving circumstances or otherwise.

3) QSPM (Quantitative Strategic Planning Matrix)

QSP Matrix determines the relative attractiveness of various strategies are built on stage ever before based on the critical success factors of external and internal (David, 2009). However, QSPM alternative strategy proposed matching phase should always be evaluated.

The calculations in this method come up with the help of the table with three processes, namely; determine the weight of

the internal and external factors evaluation, determine Attractiveness Scores (Attractiveness Score), and (Total Attractiveness Score).

IV. RESEARCH RESULTS

A. Research Description

1) History of Setu Babakan

Setu Babakan early history stems from the existence of various ethnic groups in Jakarta such as; Java, padang, Batak, Sundanese that begun to stay in Jakarta. Come up with the fear of the majority indigenous population DKI (ethnic Betawi), the fear of being turned out by migrants outside the city. From this fear seemed a good idea and concept designed by the top brass to preserve Betawi ethnic, but it was supposed to be the pride of the citizens of Jakarta and surrounding areas as well.

2) Objective, Target, and Functions of Setu Babakan

Setu Babakan has not had written vision and mission, but it has goals, objectives and functions contained in Sk Gubernur No. 92 of 2000 and Regulation No. 3 in 2005. In global the aims, objectives and functions are maintaining and protecting the order of life and values of Betawi culture, that includes managing and exploiting the potential of the physical environment both natural and artificial of Betawi nuanced.

BCV is an area that has a high rainfall and much rainy days so that has much availability of water. It is supported by some lakes that able to hold water, one of them namely Setu Babakan. It has a total volume capacity ± 2.200 000 m³, in dry season water flow to ± 1.755 million m³ and the rainy season is ± 2.425 million m³. Total land in BCV has increased, and covers Setu Babakan Setu, Setu Mangga Bolong, and Setu Salam UI, this is in accordance with the Regulation No. 3 in 2005 for the expansion of BCV.

3) Pricing

According to Umar (1999), pricing can generate revenue for the company and represents the company's position in the competition. Pricing in BCV for entrance tickets per person can be said yet that BCV is a place free travel for everyone and has its own charms and advantages. Pricing in the United Nations but is practiced in the admission price of parking a vehicle, Duck Air travel prices and rental prices for guesthouses, galleries, and custom homes. In terms of visitors rating the recording management agencies do this by noting the number of tourists behind evidence of admission of vehicles, which will each week will be accumulated and used as data on the number of visitors rating the BCV.

TABLE II. PRICING IN TRAVEL ACTIVITIES IN SETU BABAKAN

Unit/ Pricing of Activities in Setu Babakan.	Price/yaar			
	2005	2007	2009	2010
Vehicle Entrance Fee	Rp.1.000/v ehicle	Fixed	Rp. 2.000/motor Rp. 3.000/ car	Rp. 2.000/motor Rp. 3.000/ car
Guesthouse and Gallery Rental Fee	Rp.200.000 /holiday, Saturday-Sunday Rp.150.000 /week day (Monday-Friday)	Fixed	Fixed	Rp.250.000/ holiday, Saturday-Sunday Rp.200.000/ week day (Monday-Friday)
Traditional House Rental Fee	Rp.150.000 / holiday, Saturday-Sunday Rp.100.000 / week day (Monday-Friday)	Fixed	Fixed	Rp.250.000/ holiday, Saturday-Sunday Rp.200.000/ week day (Monday-Friday)
Duck boat Ticket	Not yet	Rp.7.000,00/ person	Rp.5.000,00/ person	Rp.5.000,00/ person

4) Distribution

Distribution is an activity undertaken by a company to distribute and deliver the goods marketed to consumers. According to Umar (1999), usually most of the company or a manufacturer use marketing intermediaries to market their products in a way to build a distribution channel, which is a group of organizations that are dependent on their involvement in the process that allows the product or service available for use or consumption by konsumen.

In this study, the products / services in question are the products offered in the BCV, namely Agro, travel, and culture while distribution through travel agents, event organizers, and the Department of Tourism and Culture, Jakarta. But as long as this institution will not enter into an agreement with the travel agents and event organizers because of the lack of technical personnel and have their daily manager of marketing analysis to provide a package tour or travel to travel agents and event organizers.

B. Development Strategic Analysis on Betawi Cultural Village

1) Matriks BCG (Boston Consulting group)

The writing became more perfect, the matching stage is also carried BCG matrix whose aim is to assess, quantify, and compare sales figures between the source of income from one another by the same object, in order to find the point of easiest to object to dominate the priorities income on object. In addition, BCG matrix can be used to help illustrate the state of the object in the object in a weak position / no.

TABLE III.

TABLE IV. RESUME OF TOURISM OBJECT DEVELOPMENT STRATEGY ANALYSIS

No	Method	Initial Strategy	Final strategy	Analysis
1	BCG Matrix	1.)Formulate market growth level 2.) Formulate relative market share 3.) It is expected that the results are in Stars quadrant, means high growth market share	1.) Combining results of the market growth and the relative market share 2.) Determine point that describe the company situation 3.) The position result of Setu Babakan is on the QuestionMark, this means that need more efforts to reached Stars Positions, which means high growth market share	This method is just a complementary from IE Matrix method. The determination of cross points derived from the market growth rate and the rate of relative market share. Ideally company should achieve Stars quadrant, which means high growth market share
2	SWOT Matrix	1.) Identify strategies that emerge from combination quadrant strategies ST, SO, WO and WT 2.) Ensure all strategies can be adjusted with the needs that required by Setu Babakan 3.) Looking gap to found priority strategy	1.) Formulate all factor of variable IFE, EFE and the combinations 2.) ST, SO, WO and WT strategies obtained from Combination of maximizing strengths and opportunities, minimizing threats and weaknesses to find gaps that will affect on strategies raised. 3.) Bring up strategy that come close to solutions to overcome Weaknesses and threats In Setu Babakan	Each strategy is made and correspond with the respective combinations Each quadrant, such as; 1.) SO = Use strengths to take advantage of opportunities 2.) ST = maximize Power to avoid Threat 3.) WO = Overcome weaknesses by taking advantage of opportunities 4.) WT = minimize weakness to avoid threats
3	QSPM Matrix	1.) identifiaty the system in Selecting the best priority strategies 2.) The chosen strategy is customized	1.) The results obtained Is to make ecofriendly fishing Concepts By Stas 8,291 2.) From these results, it would be applied as	Some programs suggested to Setu Babakan to be applied: 1.)Hold National Fishing Festival 2.) Provide an area and

<p>with needs that correspond with solutions in order to resolve threats and minimize weakness</p> <p>3.) The chosen strategy is customized with needs that correspond with solutions in order to maximising strength and utilise opportunities</p>	<p>soon as possible Setu Babakan stan out in water sector tourism.</p> <p>3.) As much as possible optimizing apply the selected strategy</p>	<p>instructors about how to cultivate aquatic animals</p> <p>3.) Build a unique fish pond</p> <p>4.) Make Setu Babakan as a place for fish tourist attraction</p>
---	--	---

2) Analisis Matriks SWOT

Based on the SWOT matrix analysis or selection of alternative strategies that can be given to the development of tourism area, the BCV is as follows:

a) S-O (strengths and opportunities)

Strategy: This strategy is based on the use of internal strength Tourism Region BCV to take advantage of existing opportunities

b) W-O (weakness and opportunities)

Strategy: This strategy created to overcome internal weaknesses of the UN tourism area by utilizing the existing opportunities.

c) S-T (strengths and threats)

Strategy: This strategy is made by using the power of the UN tourism area to avoid threats.

d) W-T (weakness and threats)

Strategy: This strategy is made in a way to minimize weaknesses and avoid threats.

3) QSPM (Quantitative Strategic Planning Matrix) Matrix Analysis

Having obtained some alternative strategies through the matching stage, using IE matrix and SWOT matrix, then the final stage of the analysis of strategy formulation is the selection of the best strategy. The analysis tool used in the decision-making stage are Quantitative Strategy Planning Matrix (QSPM). This technique uses the input from the input stage of the analysis and matching results from the analysis phase to determine objektif integration among alternative strategies.

In concept QSPM (Quantitative Strategic Planning Matrix) determines the relative attractiveness of various strategies based on how far the internal and external factors strategy utilized or repaired. US Value (Attravtiveness Score) shows the attractiveness of each strategy against the key internal and external factors of the company. US Values obtained through a

questionnaire addressed to the Chairman of the United Nations Institute for business tourism area. Value TAS (Total Attractiveness Score) of respondents obtained by multiplying the weight and value of every US strategic key factor. Then proceed Stas value calculation (Sum Total Attractiveness Score) of respondents by adding the entire value TAS of each internal and external factors. The resume of tourism object development strategy analysis showed in Tabel 3.

V. CONCLUSION

- a) The main strength Setu babakan that the Tourism Region has three different tourism potential those are cultural tourism, and water meter. While the major drawbacks that need to be solved, namely recruitment and control system that is familial. In the external identification, the BCV has the most influential opportunities that government support for the development of the BCV. While the most influential threat is that the BCV presence land use by other parties to do business without permission of the management.
- b) In the implementation of the SWOT matrix analysis in determining strategic alternatives offered are 1) seek sponsorship from the private sector and society, 2) create variations of facilities, like outing place and floating restaurant, 3) Establish a BCV Merchants Association and Organizing the building layout (landscape) for traders, 4) conduct training, include entrepreneurship training for people and merchants in the BCV, 5) Improving the organizational structure and management system, 6) in cooperation with the travel agency (travel agents) or the event organizer, 7) Make ecofriendly fishing place, 8) established a secretariat management of a legal entity, 9) Cooperate and participate with (AWAI) for the development of agro-tourism, 10) Creating Email and Website of the BCV to improve the promotion and marketing.
- c) BCG matrix (Boston Consulting Group) show the results that the market growth rate of 20%, and market share relative 1.33 (> 1). From the results it can be determined the point located on the curve diagram Question Mark which means in a position relatively low market share, but they are competing in a fast-growing industry. This business is called a question mark because the organization must decide whether to strengthen this division by running the intensive strategy (market penetration, market development, or product development) or sell it.
- d) Priority strategies which obtained through the QSP (QSPM) matrix for Tourism Regions of BCV is making fishing travel concept environmentally friendly in cooperation with Indonesia Fishing Tour and the BCV community. With Stas value of 8.291.

REFERENCES

- David. 2009. Strategic Management Concept. Jakarta : Salemba Empat.

- Departemen Pertanian. 2013. Membangun Pilar Wisata Argo Indonesia. <http://database.deptan.go.id/argowisata/viewfitur>. [18 Januari 2009].
- Deptan, 2015. "Argowisata Meningkatkan Pendapatan Petani" pada [http:// database.deptan.go.id](http://database.deptan.go.id).
- Dirgantoro C. 2001. Manajemen Stratejik. Jakarta : Grasindo.
- Harahap H. 2006. Analisis Prioritas Strategi Bauran Pemasaran pada PT. Taman Safari Indonesia. Cisarua, Bogor [skripsi]. Bogor : Fakultas Pertanian, Institut Pertanian Bogor.
- Nazir. 2013. Metode Penelitian. Jakarta : Ghalia Indonesia.
- Nusawati TA. 2009. Analisis Strategi Pengembangan Usaha Roti pada Bagas Bakery, Kabupaten Kendal [skripsi]. Bogor : Fakultas Ekonomi dan Manajemen, Institut Pertanian Bogor.
- Pendit NS (a). 2011. Ilmu Pariwisata. Jakarta : Pradnya Paramitha.
- Wardiyanta. 2006. Metode Penelitian Pariwisata. Yogyakarta : ANDI.
- Yoeti AO. 2006. Tours and Travel marketing. Jakarta : Pradnya Paramitha.