

# IMPLEMENTATION OF TOURISM DEVELOPMENT STRATEGY AFTER THE COVID-19 PANDEMIC IN SIBOLGA CITY

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## ABSTRACT

This study aims to examine the results of implementing strategies in developing tourism after the Covid-19 pandemic in Sibolga City. In previous studies, a model of tourism development strategy after the Covid-19 pandemic in the Lake Toba Region has been examined using the theory of the basic components of tourism consisting of tourist objects and attractions, accommodation, transportation / tourist transportation, tourist facilities and facilities, and tourism infrastructure (promotion, marketing and policy). Lake Toba and Sibolga are marine tourism destinations. This research applies the tourism development strategy found in previous research to Sibolga City. After the implementation, an evaluation was carried out through the Customer Satisfaction Index (CSI) questionnaire method, the Importance Performance Analysis (IPA) method and also interviews with tourists and tourism stakeholders involved in Sibolga City tourism. The results obtained from the calculation of the CSI value are 68.57%, in the range of 0.66% – 0.80%. The meaning of this value is that tourists are satisfied with the attributes measured by their satisfaction level. The average conformity score is 83.46%, meaning that the performance achieved and the importance of attributes according to travellers have shown excellent results. Through the FGD, it can be seen that the implementation of tourism development strategies from previous research in the Lake Toba Area is also appropriate

**Keywords : Tourism, Application, Strategy, Development**

## INTRODUCTION

### Background

Sibolga, which is located on the west coast of North Sumatra Province, also has extraordinary tourism potential. Its unique location, which is the meeting between the Bukit Barisan Mountains and the Indian Ocean, makes Sibolga City has extraordinary marine tourism potential and mountain natural tourism. In addition, Sibolga City has the potential for old city tourism and cultural tourism. All of these are very potential to be developed. In general, Sibolga tourism has not developed as expected. The hotel occupancy rate in Sibolga City has not shown a high number.

Table 1. 1. Hotel Occupancy Rate of Sibolga City 2019-2021

| Description  | 2019  | 2020  | 2021  |
|--|-------|-------|-------|
| Room occupancy rate (%)                            | 17,68 | 13,93 | 11,48 |
| Average length of guest stay (days)                | 1,30  | 1,30  | 1,25  |
| Average length of stay of foreign guests (days)    | 2,56  | 1,00  | 2,00  |
| Average length of stay of Indonesian guests (days) | 1,30  | 1,30  | 1,25  |

Sumber/Source: BPS, Survei Hotel Tahunan (VHTL)/BPS-Statistics Indonesia, Hotels Survey

Based on the table above, it can be seen that before the pandemic, the number of tourists staying overnight while visiting Sibolga was not so large in the 2017-2019 period. This is very unfortunate because the tourism potential in Sibolga City is quite large. Sibolga tourism which is dominated by marine tourism should be able to invite tourists to come to visit, especially because in North Sumatra Province itself the most beautiful marine tourism, one of which is in Sibolga. Hotel Room and

Other Accommodation Occupancy Rate by District/City (Percent)Source.

Based on the data above, it can be seen that after the Covid-19 pandemic, there has been an increase in the percentage of room occupancy in Sibolga City. But of course the percentage is still low, which among others is still not high level of tourist visits in Sibolga City, in addition to other types of guests as well. This research is important to do because Tourism itself is an industry that has a large contribution to state income and regional income. After the COVID-19 pandemic, Indonesia is trying to make efforts to revive tourism optimally. Sibolga as one of the tourist destinations in North Sumatra Province must be able to take optimal benefits from the government policy. The level of tourist visits that are still relatively low must of course be Take optimal advantage of such government policies. The level of tourist visits that are still relatively low must certainly receive serious attention.

### Problem Formulation

The formulation of the problem is whether the post-COVID-19 tourism development strategy implemented in the Lake Toba Area can be applied to develop tourism in Sibolga City. Based on the PTI theme research conducted by researchers in 2022 entitled "Post-Covid-19 Pandemic Tourism Development Strategy Model in the

Lake Toba Area", the strategy found is the Growth Strategy. The potential tourism potential to be developed is Nature Tourism, Cultural Tourism and Tourism. This strategy will be examined for its application in Sibolga City, where after being implemented it will be evaluated on the results obtained. Also in accordance with the results of previous research, the results of the development will be examined through evaluation after the application is carried out. The evaluation was carried out using the interview method and also through a tourist satisfaction survey using the CSI method and the Science method.

## **LITERATURE REVIEW**

### *Understanding Strategy*

Understanding Strategy in general can be interpreted as an effort by a person or organization to make a scheme to achieve the goals to be addressed. Strategy can also be interpreted as actions that adapt to reactions or environmental situations that occur, both conscious and unconscious. Strategy is the science of planning and determining the direction of large-scale business operations, moving all the company's resources that can be actually profitable in business. John A. Bryne defines strategy as a fundamental pattern of goals and plans, the distribution of resources and the interaction of the organization with markets, competitors, and environmental factors (Ali Hasan, 2014: 29)

### *The Purpose of Creating a Strategy*

Here are some important goals for making a strategy (Ali Hasan, 2014: 35):

1. Safe guarding interests  
The purpose of strategy is to safeguard the interests of many parties because the strategy has a very broad designation and importance.
2. As a means of evaluation  
Strategy can be used as a place to improve yourself from failure. In other words, strategy as a means of self-introspection to demand that oneself achieve better goals and results, minimize the occurrence of shortcomings or failures.
3. Provide an overview of goals  
The strategy aims to provide an overview of what must be done to reach the desired breaking point.

### *Understanding Tourism*

Some definitions of tourism are as follows:

A.J.Burkat, Tourism is the movement of people temporarily and in the short term to destinations outside the place where they used to live and work and also their activities while staying at a destination (AJ Burkat&S Pendent, 2007: 3)

### *Tourism Destinations*

The implementation of tourism (Mussanef, 2016: 18) has the following objectives:

- a. Introducing, utilizing, preserving and improving the quality of tourist objects and attractions.
- b. Fostering a sense of love for the homeland and increasing friendship between nations.
- c. Expand and equalize business opportunities and employment.
- d. Increase national income in order to improve, welfare and prosperity of the people.
- e. Encouraging the utilization of national production

### *Tourism Development*

According to Baretto and Giantari (2015: 773) tourism development is an effort to develop or advance tourism objects so that these attractions are better and more attractive in terms of places and objects in them to be able to attract tourists to visit them. The main reason for the development of tourism in a tourist destination, both locally and regionally or the national scope in a country is closely related to the economic development of the region or country. Tourism development in a tourist destination will always be calculated with benefits and benefits for the community.

### *Tourism Development Strategy*

The tourism development strategy aims to develop quality, balanced, and gradual products and services. The main steps in the tourism development strategy (Suwanto, 2007: 55) are:

- a. In the short term, focusing on optimization, especially to: sharpen and strengthen the image of tourism, improve the quality of labor, improve the quality of management, utilize existing products, increase the share of the tourism market.
- b. In the medium term, the focus is on consolidation, especially how to strengthen Indonesia's tourism strategy, consolidate management capabilities, develop and diversify products, and develop the number and quality of labor.
- c. long-term, focused on development and dissemination in the development of management capabilities, development and dissemination of products and services, development of new tourism markets, development of quality and number of workers.

According to Ahdinoto in Mujadi AJ (2010), the components that become indicators in tourism development strategies are:

- a. Tourist attractions
- b. Promotion and marketing
- c. Tourist market
- d. Transportation & accessibility
- e. Amenities & services

### *Customer Satisfaction*

The definition of customer satisfaction according to Kotler is a ranking of conditions of what consumers feel as a result of a comparison of the service received with what is expected. Satisfaction is defined as the customer's response to the perception evaluation of the difference between initial expectations before purchase or other performance standards, and the actual performance of the product as perceived after using or consuming the product concerned (Tjiptono, 2018: 169)

### *Research Methods*

The Sibolga City Government at the beginning of the research applied a tourism development model from the 2022 research that is suitable to be applied in the Lake Toba Area. This method has been tested for its application in the Lake Toba Area. After being implemented in Sibolga City for approximately 1 month, Followed by measuring the satisfaction of tourists selected as respondents. For measurement, this study uses the CSI (Customer Satisfaction Index) customer satisfaction measurement model which is a measurement model of customer satisfaction with products, services, or experiences they receive for a product or

service. This measurement aims to understand the extent to which tourists and tourism stakeholders are satisfied with the services and facilities provided to tourism destinations in Sibolga City. In addition, measurements are also carried out using the IPA method to map the relationship between importance and performance of each attribute offered. The CSI score can also be used to evaluate the performance of the Sibolga city government and tourism destination managers in providing the best service to visiting tourists. The results of this research were then discussed in a Focus Group Discussion (FGD) filled with 2 speakers in the field of tourism and attended by tourism stakeholders in Sibolga. From the results of calculations, it is known about the suitability of the tourism development strategy model between the Lake Toba Area and Sibolga City. The use of CSI methods and IPA methods can help the Sibolga City Government in determining the next tourism development strategy.

### *Research Design*

In the early stages, the tourism development strategy after the Covid-19 pandemic based on the results of 2022 research in the Lake Toba Area was tested to be applied to tourism in Sibolga City. The Sibolga City Government through BAPPEDA applies the findings of the 2022 research results in tourism management in Sibolga City. The next stage, after the implementation runs for approximately 1.5 months, interviews were conducted with tourism stakeholders and filled out a survey measuring customer satisfaction with tourists who came to visit tourist destinations in Sibolga City as many as 100 tourists, both domestic and foreign. The tourists in question are tourists who visited tourist destinations in Sibolga City at the time the research was conducted and also outside the research time, namely within 1 year before the research was conducted. The number of stakeholders to be interviewed is 20 people, consisting of the government, tourism business actors, community leaders, academics and tourists. In addition, real data on the number of tourists visiting will also be collected. After the data from the interview, satisfaction survey questionnaire and real data were obtained, the calculation was carried out using the CSI method and the IPA method. Furthermore, the results obtained were discussed in a Focus Group Discussion (FGD) filled by 2 practitioner resource persons in their fields and attended by stakeholders in Sibolga City.

## **RESULTS AND DISCUSSION**

### *Research Results*

After the tourism development strategy model from the previous research, namely tourism that emphasizes natural tourism and cultural tourism, was tested for its application in Sibolga City for 1 (one) month, the next step is to conduct a survey to tourists visiting in that period. In previous research conducted in the Lake Toba Area, the main strength of Lake Toba tourism destinations is its attractiveness and uniqueness, its location not too far from Medan, and the strategic value of tourism objects. In addition, the plan to build a toll road from Tebing Tinggi to Lake Toba is calculated to greatly accelerate access from Medan and Kualanamu International Airport to the Lake Toba Area adding to the strategic value of tourism destinations in the Lake Toba Area. In terms of weaknesses, the most prominent is the cleanliness of toilets and the quality of service from tourism stakeholders. This is a complaint that has often been submitted by tourists visiting Lake Toba both local tourists, domestic tourists and foreign tourists. Community enthusiasm to preserve the environment and government policies that support the growth of the tourism

sector are also factors that really need attention. These factors are used as a guide for improving tourism in Sibolga City, in accordance with the scheme of this study, namely Applied Research on Innovation Products. The survey was conducted to tourists who visited tourist destinations Pandan Beach, Poncan Gadang Island, Puteri Island and Bukit Tangga Hundred which are natural tourist destinations in Sibolga City. The population in this study refers to the number of domestic and foreign tourists in Sibolga City in 2019 before the Covid pandemic took place, which was 145,765 tourists. The sample technique used is accidental sampling. The number of samples in the study was determined using the Slovic formula 399.

#### *Data Collection Techniques and Operational Definition of Variables*

Data collection techniques are carried out in three ways, namely literature study, observation and questionnaires. In this study, there are 3 parts of the operational definition of research variables, namely:

- a. Characteristics of tourists, consisting of age, place of residence, pocket money/income and occupation of tourists
- b. The purchase decision process consists of 5 stages, namely need recognition, information search, alternative evaluation, decision making and post-purchase behavior.
- c. Tourism products consisting of 4 aspects, namely attractions, amenities, accessibility.

#### **Data Analysis Results Method**

##### *Customer Satisfaction Index Method*

Customer Satisfaction Index (CSI) can be used to measure a person's level of satisfaction with a product/service. The CSI method has 5 stages, which are as follows:

- a. Determine Mean Importance Score (MIS) and Mean Satisfaction Score (MSS)  
MIS is the average of importance and MSS is the satisfaction of each respondent.
- b. Creating Weight Factor (WF)  
WF is the weight of the presentation of the MIS value per attribute against the total MIS of all attributes
- c. Create Weight Score (WS)  
WS is the weight of multiplication between WF and the average satisfaction level of each attribute or MSS
- d. Determine the scale of CSI  
The consumer satisfaction scale commonly used in index interpretation is a scale of 0 to 1 or zero to one hundred.

HS = High Scaled (the number of scales used during the study was 5)

#### **Importance Performance Analysis Method**

The IPA method is used to map the relationship between importance and the performance of each attribute offered. Questionnaire is the main instrument that will be used in the science method, the level of importance and level of performance is measured using the weighting of the Likert scale which has a scale of 1 to 5 with the following explanation:

1. Importance Variable (Y)
  2. Performance Level Variable (X)
- Traveller satisfaction analysis
- 1) Customer Satisfaction Index (CSI) is 68.57%,

2) Importance Performance Analysis is 83.46%

3) Focus Group Discussion

The results of this research were then discussed in a Focus Group Discussion filled with 2 speakers in the field of tourism and attended by tourism stakeholders in Sibolga. Based on the results of the research conducted, it can be seen that the tourism development policy from previous research conducted in the Lake Toba Area is suitable to be applied in Sibolga. The results of the discussion and input from the resource persons showed that the tourism development policy in Sibolga is the development of natural tourism supported by other tourism developments. Support from the Sibolga City government in issuing regulations and community behavior that maintains the preservation of tourist destinations is the main factor supporting tourism development in Sibolga City.

### **Discussion**

The CSI value is 68.57%, in the range of 0.66% – 0.80%. The meaning of this value is that tourists are satisfied with the attributes measured by their satisfaction level. However, not all attributes that make tourists feel satisfied. Improvements and improvements are needed to make tourists feel satisfied. From the calculation results, it can be seen that the factors that still need to be improved according to tourists are additional supporting factors. Likewise, the assessment results from tourists are still quite good. As for the main factor itself, it has earned excellent marks from tourists. The results of the discussion and input from the resource persons showed that the tourism development policy in Sibolga is the development of natural tourism supported by other tourism developments.

### **CONCLUSIONS AND ADVICE**

#### **Conclusion**

From the results of this study, it was concluded that the CSI value obtained by 68.57% showed the results that tourists were satisfied with the implementation of tourism development strategies in Sibolga City taken from the results of the previous year's research. The emphasis on natural tourism is very appropriate to be applied to Sibolga City. The suitability rate of 83.46% shows that the performance carried out has met the expectations of tourists visiting Sibolga City. The results of the Focus Group Discussion (FGD) concluded that support from the community in maintaining the sustainability of tourist destinations is needed. In addition, support from the government in the form of providing regulations that support the development of the tourism sector in Sibolga City is also needed. It is concluded that the tourism development strategy model applied in the Lake Toba Area research results in 2022 is also suitable to be applied in Sibolga City

#### **Suggestion**

The suggestions from this study are:

1. Sibolga City Government to make the results of tourist satisfaction research as a guideline in improving tourism services in Sibolga City
2. The people of Sibolga City to have a strong commitment to maintain and develop tourism in Sibolga City
3. The Sibolga City Government needs to have a Regional Regulation that supports the tourism development strategy currently carried out in Sibolga City.

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