

The Tourism Development through Creative Economy

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Abstract: *Tourism is a business that contributes to the improvement of people's welfare through creative economy which will drive economic growth and create jobs. In meeting many tourism needs, different creative industries are needed in each tourist destination, so that tourists feel satisfied when visiting these tourist attractions. Tourists request will cause and encourage the production of goods and services and also encourage local communities to meet those requests such as; lodging, transportation, restaurants, souvenirs, massages, laundry service, hairdresser, and others. The research objective is to analyse the strengths, weaknesses, oportunities and threats of creative economy in encouraging tourism development. Research data obtained from the respondents on certain questions regarding the creative economics factors as the catalyst for tourism, and the data analysed using SWOT (Strength – Weakness – Opportunity – Threat) which is divided into external strategic factors analysis (EFAS) and internal strategic factors analysis (IFAS). Research respondents are people who are involved in tourism, namely decision makers, tourists, academics. The research result shows the weakness of the value is greater than the value of the opportunity, whereas the value of threat greater than the value of the opportunity. The condition shows that the creative economy is at position quadrant III, i.e. industries that require different concentric and horizontal. The biggest threat of the creative industries are security, lifestyle and social culture. Whereas the greatest opportunities that can be supported of acceleration and improvement of the economy through tourism in the creative industries are the fashion industry and music industry. The biggest weakness in creative industries as the catalyst for tourism is human resources, access, and marketing, while the greatest strength in creative industry is the development of tourist destinations and an increase in nationalism.*

Key Words *creative economy; SWOT; grand strategy; tourism; destination.*

I. INTRODUCTION

A. Background

Tourism is one of the sectors that are vital in stimulating economic growth in a region. Asean has a consent to help the Asean as one into a joint exercise to lift entomb local ventures and intra territorial voyages. Indonesia as a feature of the Asean as one projects to expand the visit from inside Asean part nations to visit Indonesia (Nugroho, 2017) Asean has an agreement to support the Asean as one into a joint activity to boost inter regional travels and intra-regional travels. Indonesia as part of the Asean as one program to increase the visit from within Asean member countries to visit Indonesia

(Nugroho, 2017). Even the development of tourism by making use of natural resources as well as tourist both potentially increase the revenue of the original area. As set forth in Act No. 10 of the year 2009 about tourism, where the Organization of tourism aimed at increasing national pay so as to improve the welfare and success of the individuals, grow the chance of work, empower provincial advancement, present and influence existing articles and the travel industry fascination in Indonesia just as encourage a feeling of affection for the country and reinforce kinship among Nations. The development of the travel industry national income in order to improve the welfare and prosperity of the people, expand the opportunity of employment, encourage regional development, introduce and leverage existing objects and the tourism attraction in Indonesia as well as foster a sense of love for the motherland and strengthen friendship among Nations. The construction of the tourism sector concerns the social aspects of culture, economy and politics (Spillane, 1994). Therefore, tourism is an activity that has many dimensions on a process of regional development.

Tourism destination with many tourists will drive economic growth and create a lot of needs or demand that is consumption or investment. This request will cause and encourage the production of goods and services. Tourists who shop in tourist spots encouraging local communities to meet those requests such as; lodging, transportation, restaurants, souvenirs, massages, laundry service, hairdresser, and others. Furthermore, in order to meet the request of the tourists needed investments in the field of transport and communications, hospitality and other accommodations, craft industry and consumer products industry, service industry, home dining, restaurants and others (Spillane, 1994). Krippendorf discussed critically the function of tourism beyond the economic-centric paradigm (Krippendorf, 2010). Tourism is far from being a leisure industry, represents the basic touchstone of society, which impedes social fragmentation, acknowledges that there is no good or bad version of tourism, lest by the use people make from it. Timothy and Boyd mentioned that the attacks to World Trade Center and the turn of a new millennium brought many unexpected changes, which not only placed tourism in jeopardy, but also shifted the lifestyle of society (Timothy, 2006).

The attack to World Trade Center in 2011 that it is well known as (Wagstaff, 2011) in her book Heritage that hurts cites the example of 9/11 and ground-zero as the epicenter towards a page for new solidarity among victims. In this token, dark tourism offers

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not only a space of understanding and negotiation, but the best course of action to social cohesion. In view of her own self-ethnography, she holds the thesis that dark tourism evokes sentiments of mourning and loss that makes peoples equal but at the same time, governments devote considerable efforts to intervene in the genesis of dark tourism sites, through the articulation of heritage. To explore the economic potential in vulnerable areas, tourism must have adaptation and mitigation capabilities (better prepared and response) so as not to endanger the community or tourists and cause permanent damage. As much as possible, tourism is able to provide opportunities for control for humans who live in it as well as the continuity of the uniqueness itself, whether natural or historical-cultural (Dalidjo, 2014).

The effect of the travel industry towards financial states of neighborhood networks, to be specific: (1) sway on remote trade acknowledgment, (2) sway on individuals' salary, (3) sway on business openings, (4) sway on the costs, (5) the effect on society or the dispersion of benefits, (6) sway on possession and control, (7) sway on improvement in General and (8) sway on government The impact of tourism towards socio-economic conditions of local communities, namely: (1) impact on foreign exchange acceptance, (2) impact on people's income, (3) impact on employment opportunities, (4) impact on the prices, (5) the impact on society or the distribution of profits, (6) impact on ownership and control, (7) impact on development in General and (8) impact on government revenue (Cohen, 1984). Tourists are the objects most at risk of catastrophic events, especially foreign tourists. We certainly often hear of tourists being arrested or held hostage by armed separatists and terrorists, even in areas that are considered very safe. As a target, foreign tourists can be used to urge enemy groups or suppress tourist countries through the threat of diplomatic relations between countries and large mass media exposure. Foreign tourists are easily targeted because of the links with international issues and also the tourists themselves who tend to have limited information about the conditions and situations in which they are located. As an example of a Bali Bombing case or disaster in a tourist destination where many foreign tourists become victims (Dalidjo, 2014).

B. Research Problem

- a) What are the creative economics strength factors that drive tourism?
- b) What are the creative economics weakness factors that drive tourism?
- c) What are the creative economics opportunity factors that drive tourism?
- d) What are the creative economics threat factors that drive tourism?
- e) What is the strategy for developing a creative economy that drive tourism?

C. Research Objective

- a) To analyze the creative economy strength factors that drive tourism?
- b) To analyze the creative economy weakness factors that drive tourism?
- c) To analyze the creative economy opportunity factors that drive tourism?

- d) To analyze the creative economy threat factors that drive tourism?
- e) To develop the strategy for developing a creative economy that drive tourism?

D. Research Novelty

The literature about the relationship between creative economy and tourism development has not been much discussed and analyzed, but this time the whole countries in the world are developing their tourism potential to support the development of the creative economy in their countries. This study gives a view over the strengths, weaknesses, opportunities and threats of the creative economy for the development of tourism.

E. Research contribution

This research in an empirical research and will contribute a recommendation for the strategy of creative economy how to formulate tourism services development.

II. LITERATURE REVIEW

A. State of The Art

The travel industry improvement draws out the innovative the travel industry that mirror the mix of the travel industry development, the advancement of inventive ventures, imaginative urban areas and the imaginative class (Richards, 2011). Be that as it may, the development of the travel industry isn't in accordance with the scholarly research (Nugroho, 2017). Tourism development brings out the creative tourism that reflect the integration of tourism growth, the promotion of creative industries, creative cities and the creative class (Richards, 2011). But the growth of the tourism industry is not in line with the academic research (Nugroho, 2017).

B. Tourism and Creative Economy

The travel industry is an assortment of the travel industry exercises and is upheld by an assortment of offices and administrations given by the network, specialists, government, and provincial governments. While the travel industry is all exercises identified with multidimensional and multi-disciplinary the travel industry that develop as an appearance of the necessities of each individual and nation just as communications among visitors and neighborhood networks, individual vacationers, government, nearby government and business people. Tourism is a variety of tourism activities and is supported by a variety of facilities and services provided by the community, businessmen, government, and regional governments. Whereas tourism is all activities related to multidimensional and multi-disciplinary tourism that emerge as a manifestation of the needs of every person and country as well as interactions between tourists and local communities, fellow tourists, government, local government and entrepreneurs. With the Asean Economic Community and creative industries helping the Indonesian economy in various ways, such as: opening new jobs, reducing unemployment, creating creative societies, competing in a healthier business world, increasing innovation in

various sectors. Tourism is an industry that is vulnerable to various disaster events. It can be "affected" from the emergence of a disaster or trigger the emergence of the disaster itself. In addition to the multi-sectoral influences that cover important areas of life, the tourism industry needs to pay attention to disaster risk management (and crises) because it involves extensive developments and connections globally, particularly identified with people as sightseers, nearby networks and goal chiefs - both government or the private division movements and links internationally, especially related to humans as tourists, local communities and destination managers - both government or the private sector (Dalidjo, 2014).

Tourists do tours in Indonesia are experiencing a shift in motives of mass tourism and organized into a bustling tourist spot, so this time the tourists turn into like the tourism products that are unique and high quality (Damanik, 2013). Tourism is the overall activities identified with the travel industry that is both multidisciplinary and multidimensional that shows up as an appearance of the necessities of every individual and the State just as the collaboration between the explorers with the neighborhood network, individual visitors, the Government, nearby specialists and business visionaries. Visitors are individuals who travel from the spot of his living arrangement without settling related to tourism that is both multidisciplinary and multidimensional that appears as a manifestation of the needs of each person and the State as well as the interaction between the travelers with the local community, fellow tourists, the Government, local authorities and entrepreneurs. Tourists are people who travel from the place of his residence without settling on a place that is accessible, or just for a while living in a close (Soekadijo, 2001). While (Sukarsa, 1999) says tourists are the ones who do the pleasure, for health reasons and the like: the people who travel to meetings or in his capacity as representative (science, administrative, diplomatic, religious, athletes and business reasons). The longer the tourists stay in a tourist destination, the more money spent in tourist destination (Austriana, 2005). With the activities of the consumerist either from foreign tourists and domestic, it will enlarge the income from the tourism sector an area. Therefore, the increasing flow of tourists visit, then the income of tourism sector in a region will also be increasing. Tourism to meet consumption needs and desires and expectations of the tourists in the form of goods and services can be a package of travel, accommodation, food and beverage, transportation, cultural and recreational sports, shopping and more.

The process of globalization and connectivity has changed the way humans exchange information, trade, consume, and various other things. Changes in the world that are very dynamic with all their complexity require individuals to be increasingly imaginative and inventive in doing financial exercises. Howkins first presented the term the inventive economy as the fourth wave in the advancement of the structure of its generation after the main wave which was the farming economy, the second wave which was the business economy, and the third wave which was data economy (Howkins, 2001). Howkins understood the introduction of another monetary wave-based inventiveness subsequent to finding in the year 1997, the United States creates the results

of licensed innovation people to be more creative and innovative in carrying out economic activities. Howkins first introduced the term the creative economy as the 4th wave in the evolution of the structure of its production after the first wave which was the agricultural economy, the second wave which was the industry economy, and the third wave which was information economy (Howkins, 2001). Howkins realized the birth of a new economic wave-based creativity after seeing in the year 1997, the United States produces the products of intellectual property rights worth 414 billion dollars which makes Intellectual Property as the number-one export goods in United States. Creative economy has several elements such as; creativity, expertise, and talents that have selling value through offering intellectual creations. Products produced (goods and services) have short life cycles, high margins, diverse, high competition, and can be replicated. Consisting of providing creative products directly to customers and supporting creative value creation in other sectors that are indirectly related to customers. Creative economy as a system has one of subsystems namely creative industry.

Imaginative industry does make practical exchange, yet additionally social and social exchange. It tends to be derived that what is implied by worth included this case is the social worth, social worth, and monetary worth (Masunah, 2017). The inventive economy as the production of significant worth because of the thought Creative industry does not only create economical transaction, but also social and cultural transaction. It can be inferred that what is meant by value-added in this case is the social value, cultural value, and economic value (Masunah, 2017). The creative economy as the creation of value as a result of the idea (Howkins, 2001). In an interview with Donna Ghelfi of the World Intellectual Property Organization (WIPO), explaining the creative economy as Howkins "economic activities in the community who spent most of his time to generate ideas, not only do things that are routine and repetitive. Due to this society, generating the idea is the thing to do to progress." The United Nations Conference on Trade and Development to define the creative economy "An evolving concept based on the creative assets potentially generating economic growth and development." The Department of Culture, Media and Sport (DCMS) creative economy as Creative Industries the US those enterprises which have their inception in individual inventiveness, aptitude and ability, and which have a potential for riches and occupation creation through the age and abuse of licensed innovation and substance. Those industries which have their origin in individual creativity, skill and talent, & which have a potential for wealth and job creation through the generation and exploitation of intellectual property and content. The imagination, ideas and knowledge which are produced by people generate the creative economy. Inside the inventive economy industry, the design segment of Indonesia is the second-biggest supporter of the nation's total national output (GDP), the style contributes IDR 200 trillion (USD \$15.6 billion) to the nation's GDP Within the creative economy industry, the fashion sector of Indonesia is the second-largest contributor

to the country's gross domestic product (GDP), the fashion contributes IDR 200 trillion (USD \$15.6 billion) to the country's GDP (Anonim, 2015).

The investigation of innovative industry that generally centers around work and business exercises in the field of chosen modern groupings (Cunningham, 2008). Imaginative economy that supports the travel industry improvement is impacted by inside and outside elements the study of creative industry that mostly focuses on employment and business activities in the field of selected industrial classifications (Cunningham, 2008). Creative economy that supports tourism development is influenced by internal and external factors. External factors influence the formation of opportunities and threats covering the industrial environment and the macro, economic, political, legal, technological, population, business environment and social culture. The internal factors affect the formation of strengths and weaknesses covering all kinds of functional management: marketing, finance, operations, human resources, research and development, management information systems and corporate culture. Creative industries are grouped based on four measurements namely; gross domestic product value, employment, company activities and impacts on other sectors. Thus, the creative industry is classified into 14 subsectors; advertising, architecture, markets and goods in arts, crafts, design, fashion, film, video, photography, interactive games, music, performing arts, publishing and printing, computer services and software, television and radio, research and development. Creative industries and arts such as classical music to modern music are still developing and irreplaceable even though they are currently in the digital and industrial era 4.0. Human creativity cannot be replaced by advances in technology and science. This is in line with the results of research conducted by Rengkung that tacit knowledge influences the ability of creative industries to produce innovative products (Rengkung, 2019) or renewal of ideas (Barnett, 1953; Becker, 1967). Tacit knowledge is knowledge that is actually possessed by each individual person is difficult to express and play a role in producing product innovation (Nonaka, 2000)

III. METHODOLOGY/MATERIALS

A. Research Method

This study uses analysis SWOT model. Economic development is the result of the creative concept of the SWOT analysis is formulated into a strategy. According to Baiquni with the more limited internal resources of the Organization and the number of external challenges will affect the performance and the role of the organization that is part of the strategic plan (Baiquni, 2004). Strategic plans contain elements of effective and efficient use of resources. Hunger when drawing up the strategic plan for the development of the area required the actual and relevant literature with the condition and the concept of the planning area (Hunger, 2013). In the strategic management of environmental factors, i.e. Strength, Weakness, Opportunity, Threats (SWOT), where the external environment observing opportunities and threats while the internal environment sees strengths and weaknesses.

In this study descriptive data collection was carried out through direct observation techniques on the area under study using data from key persons to provide an assessment of the variables in the object observed (judgment value). Key person who provide assessments are: tourism academics, tourism practitioners, entrepreneurs and tourists.

B. Research Model

SWOT investigation contrasts between outer chances and dangers and inside components of qualities and shortcomings. Interior components are incorporated into the lattice called the inward procedure factor grid or IFAS (Internal Strategic Factor Analysis Summary). Outer elements are incorporated into the network called the EFAS outside methodology factor lattice (External Strategic Factor Analysis Summary). After the internal and external methodology factors network is finished, the outcomes are incorporated into the quantitative model, to be specific the SWOT framework to define the organization's focused SWOT technique. Analysis compares between external opportunities and threats with internal factors of strengths and weaknesses. Internal factors are included in the matrix called the internal strategy factor matrix or IFAS (Internal Strategic Factor Analysis Summary). External factors are included in the matrix called the EFAS external strategy factor matrix (External Strategic Factor Analysis Summary). After the internal and external strategy factor matrix is completed, the results are included in the quantitative model, namely the SWOT matrix to formulate the company's competitive strategy.

Internal Factors	Strengths (Determine five to ten strengths factors)	Weakness (Determine five to ten weakness factors)
External Factors		
Opportunities (Determine five to ten opportunities factors)	Strategy (Strengths-Opportunities) Create strategies that use strength to take advantage of opportunities	Strategy (Strengths-Opportunities) Create strategies that minimize weakness to take advantage of opportunities
Threats (Determine five to ten threats factors)	Strategy (Strengths- Threats) Create strategies that use strength for resolve Threat	Strategy (Weakness-Threats) Create strategies that minimize weaknesses and avoid threats

Fig 1. SWOT Diagram

The analysis in this study used SWOT analysis, this method shows creative industries with determine the combination of internal and external SWOT Analysis compares between internal factors, namely strength, and weaknesses. The external factors, namely opportunities, and threats. Interior components are gone into a network called the factor framework IFAS (Internal Strategic Factor Analysis Summary). Outer components are gone into lattices called outside factor grids or EFAS (External Strategic Factor Analysis Summary). After the inside and the outer methodology factors grid is arranged then the outcomes went into the subjective model, to be specific SWOT framework to define a system aggressive innovative industry Internal factors are entered into a matrix called the factor matrix IFAS (Internal Strategic Factor Analysis Summary). External factors are entered into matrices called external factor matrices or EFAS (External Strategic Factor Analysis



Summary). After the internal and the external strategy factors matrix is compiled then the results entered into the qualitative model, namely SWOT matrix to formulate a strategy competitive creative industry

IV. RESULTS AND FINDINGS

Research data obtained from the respondents on certain questions regarding the creative economics factors as the catalyst for tourism, and the data analyzed using SWOT (Strength – Weakness – Opportunity – Threat) which is divided into (External Strategic Factor Analysis Summary (EFAS) and Internal Strategic Factor Analysis Summary (IFAS). The division of IFAS and EFAS indicators can be seen in the following table.

Table 1. Indicators of IFAS & EFAS

A	Internal Factors
	Strengths
1.	Cultural preservation
2.	The Increase in Construction
3.	An increase in Nationalism
4.	The Expansion of Tourist Destinations
5.	Ease of Access
	Weakness
6.	Human resources
7.	Technology
8.	Access
9.	Marketing
10.	Financing

B	External Factors
	Opportunities
1.	Culinary
2.	Products
3.	Music
4.	Fashion
5.	Application
	Threats
6.	The changes of social culture
7.	Lifestyle
8.	Security
9.	The truth of the information (Hoax)
10.	Regulation

Source: analysis results (2018)

Based on indicators of IFAS (cultural preservation, the increase in construction, an increase in nationalism, the expansion of tourist destinations, ease of access, human resources, technology, access, marketing, financing) and EFAS (culinary, products, music, fashion, application, the changes of social culture, lifestyle, security, the truth of the information, regulation) as seen on the table 1 do the assignment on the environment of the strengths or weaknesses and opportunities or threats by providing value based on the results of recording interviews of the respondents selected i.e. Academicians, Practitioners and Employers of tourism.

Table 2. The Rating Results of Research Data

No	Internal Factors	Assessment Scope		Rating
		S	W	
1.	Cultural preservation	V		2
2.	The increase in construction	V		4
3.	An increase in nationalism	V		3
4.	The expansion of tourism destinations	V		5
5.	Ease of access	V		4
6.	Human resources		V	5
7.	Technology		V	4
8.	Access		V	5
9.	Marketing		V	4
10.	Financing		V	4

No	External Factors	Assessment Scope		Rating
		O	T	
1.	Culinary	V		4
2.	Products	V		4
3.	Music	V		4
4.	Fashion	V		4
5.	Application	V		2
6.	The Changes Of Social Culture		V	5
7.	Lifestyle		V	4
8.	Security		V	4
9.	The Truth Of The Information (Hoax)		V	3
10.	Regulation		V	3

Source: analysis results (2018)

In line with the rating of the measurement of each indicator, then note the importance of each indicators. The value of the interests that are prepared using a scale of 5 (five) and the maximum value is 5 (five) indicates the great importance and value of minimum is 1 (one) showed very insignificant, the following table of interest of each indicator.

Table 3. Indicators Importance

A	Internal Factors	Importance
1.	Cultural preservation	5
2.	The increase in construction	4
3.	An increase in nationalism	4
4.	The expansion of tourist destinations	4
5.	Ease of access	3
6.	Human resources	2
7.	Technology	3
8.	Access	5
9.	Marketing	4
10.	Financing	3

B	External Factors	Importance
1.	Culinary	5
2.	Products	2
3.	Music	3
4.	Fashion	2
5.	Application	1
6.	The changes of social culture	2
7.	Lifestyle	2
8.	Security	4
9.	The truth of the information (hoax)	2
10.	Regulation	2

Source: analysis results (2018)

After learning the importance of each indicators for the creative economy, the next stage is to determine the weighting is done by dividing the value of the interests of each indicator by the amount of the importance to a variable (indicators of IFAS or EFAS). Furthermore, the results of calculations for the value of the weights obtained are expressed in percent (%).

Table 4. Weight Value of Indicators

A	Internal Factors	Importance Value (IV)	Importance Weight (IV : $\sum IV$)x100%
1.	Cultural preservation	2	0,054
2.	The increase in construction	4	0,100
3.	An increase in nationalism	3	0,075
4.	The expansion of tourist destinations	5	0,125
5.	Ease of access	4	0,100
6.	Human resources	5	0,125
7.	Technology	4	0,100
8.	Access	5	0,125
9.	Marketing	4	0,100
10.	Financing	4	0,100

TOTAL		40	1,000
B	External Factors	Importance Value (IV)	Importance Weight (IV : $\sum IV$)x100%
1.	Culinary	4	0,108
2.	Products	4	0,108
3.	Music	4	0,108
4.	Fashion	4	0,108
5.	Application	2	0,054
6.	The changes of social culture	5	0,135
7.	Lifestyle	4	0,180
8.	Security	4	0,180
9.	The truth of the information (hoax)	3	0,081
10.	Regulation	3	0,081
TOTAL		37	1,000

Source: analysis results (2018)

Analysis of external and Internal Factors. From the results of data collection are taken into account regarding the external and internal factors (Threats – Opportunities – Weaknesses – Strengths) for the Creative Economy, the results obtained as follows:

Table 5. External Factors Assessment

N O	External	Value Rating		Weigh t	Rating Score
		T	O		
1.	Culinary	2,776	0,108	0,299	
2.	Products	2,835	0,108	0,306	
3.	Music	3,089	0,108	0,333	
4.	Fashion	3,119	0,108	0,336	
5.	Application	2,985	0,054	0,161	
TOTAL					1,437
6.	The changes of social Culture	2,910	0,135	0,392	
7.	Lifestyle	2,955	0,180	0,531	
8.	Security	2,940	0,180	0,529	
9.	The truth of the information (hoax)	2,985	0,081	0,241	

10	Regulation	2,970	0,081	0,240
TOTAL		1,936		

Source: analysis results (2018)

The table above shows the value of the weight of each indicator. Weighting for each indicator ranges between 0.05 s/d 0.20 (5% s/d 20%). As for the value weights for each indicator is determined based on the level of importance. In determining the weight of each indicator authors get input from Parties to the respondent. This is because the management assesses that each indicator has a different contribution in determining the assessment to determine the strategy of the tourism industry. The total value of opportunities (O) reduced the threat (T) result:

$$\text{Opportunities} - \text{Threats} = 1,437 - 1,936 = -0,499$$

Table 6. Internal Factors Assessment

N O	External	Rating Value		Weights	Rating Score
		S	W		
1.	Culinary	2,552		0,054	0,137
2.	Products	2,850		0,100	0,285
3.	Music	2,701		0,075	0,202
4.	Fashion	2,940		0,125	0,367
5.	Application	2,895		0,100	0,289
Total					1,282
6.	The changes of social culture	3,044		0,125	0,380
7.	Lifestyle	2,895		0,100	0,289
8.	Security	3,014		0,125	0,376
9.	The truth of the information (hoax)	2,895		0,100	0,289
10	Regulation	2,835		0,100	0,283
Total					1,619

Source: analysis results (2018)

The total value of Strengths (S) reduced the Weaknesses (W) result:

$$\text{Strengths} - \text{Weaknesses} = 1,282 - 1,619 = -337$$

Table 7. The Assessment of External and Internal Factors

No	External		Internal	
	T	O	W	S
1.		0,299		0,137
2.		(3)0,306		(3)0,285
3.		(2)0,333		0,202
4.		(1)0,336		(1)0,367
5.		0,161		(2)0,289
6.	(3)0,392		(1)0,380	
7.	(2)0,531		0,289	
8.	(1)0,529		(2)0,376	
9.	0,241		(3)0,289	
10.	0,240		0,283	
Total	1,936	1,437	1,619	1,282

Difference	O-T	-0,499	S-W	-0,337
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Source: analysis results (2018)

Discussion of external factors (opportunities and threats). Based on the values from the data table above, it is known that Government programs in supporting and opening creative economic opportunities, namely (fashion, music and products) are things that require great attention and directly impact tourism in terms of developing and establishing tourism marketing strategies in order to win business competition. Whereas the main obstacle at the moment which is a successive threat in terms of security, lifestyle and socio-cultural changes is greater than the opportunities available.

$$\text{External Value (Opportunities} - \text{Threats)} = \text{O} - \text{T} = 1,437 - 1,936 = 0,499$$

Discussion of Internal factors (strengths and weaknesses). Based on the values from the table above, it is known that the biggest strength is the expansion of tourist destinations, followed by ease of access and improvement of nationalism which is important for the Government in making and formulating policies related to tourism. Another thing that is known to be the biggest weakness is human resources, access and marketing. Based on the value of the strengths and weaknesses possessed, in general the condition of tourism shows that the value of weakness is still higher than the strength possessed.

$$\text{Internal Value (Strengths} - \text{Weaknesses)} = \text{S} - \text{W} = 1,282 - 1,619 = 0,337$$

Matrix Analysis IFE & EFE. In the formulation of this strategy, with attention to the vision, objectives and content as well as business strategy, then it can be created matrix IFE and EFE.

IFE = 3,902 EFE = 3,373	Strong 3,00 – 4,00	Average 2,00 – 2,99	Weak 1,00 – 1,99
Strong 3,00 – 4,00	(I) Growing Rapidly	(II) Developing	(III) Developed under the average
Average 2,00 – 2,99	(IV) Developed under the average	(V) Developed Enough	(VI) Less Developed
Weak 1,00 – 1,99	(VII) Developed under the average	(VIII) Less Developed	(IX) Not Developed

Fig 2. Matrix IFE and EFE

From the results of the matrix above shows that tourism is known to have grown rapidly, it can be seen with the current position that is located in Quadrant I that is growing rapidly with a value of IFE (Internal Factor Evaluation) of 3.902 and EFE (External Factor Evaluation) of 3.373. It can also be proved by the data development of tourism in recent years.



Analysis of Matrix Grand Strategy. Whether the tourism industry wants to capitalize on a strong position or overcome existing constraints, this can be helped by using matrix grand strategy (General strategy), that is an approach which is stimulant doing analysis on the level of market growth and a competitive tourism industry. the general strategy of the matrix into the famous analysis tool in making alternative strategies. The principle is positioning the tourism industry into one of the four quadrants in the form by a horizontal line (describes the position of the competition) and vertical (describe the growth rate of the market). With the simultaneous analysis, management will find four types of positions that will provide direction to formulate appropriate strategies. Fourth position it is; (1) the position of competing in the market conditions that are growing rapidly (quadrant I), (2). A weak competitive position in the market conditions that grow quickly (quadrant II), (3). Competitive position is weak in market conditions grow slowly (quadrant III), (4). A strong competitive position in the market conditions that grow slowly (quadrant IV).

Matrix Grand Strategy with four quadrants containing several alternative strategy described below.

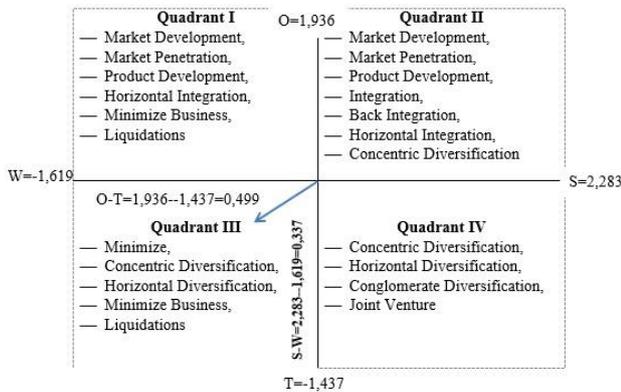


Fig 4. Grand Strategy Matrix

Source: analysis results (2018)

Figure 4 shows that tourism is based on an analysis matrix grand strategy that is located in the third quadrant, it is supported by Government policy in supporting the development of creative economy gives great contribution participated on national development, a variety of government programs and the good investment climate in Indonesia made the creative economy market opportunities continue to grow. Primarily for the tourism industry in terms of maintaining market share. Based on the above strategy matrix the alternatives selected tourism industry is horizontal diversification and concentric diversification. The election was based on the plans and capabilities of the current tourism industry, as it has in that the results of the SWOT analysis described earlier that as far as this image of the tourism industry are still well preserved, this became a great industrial capital tourism to maintain existing markets. Business opportunities are still open for the tourism industry, but this needs to be done with the preparation, including preparing human resources. The second strategy is concentric diversification circles, namely with the technology development efforts in the tourism industry.

The next action is utilizing all the information above (external and Internal) in the model of qualitative strategies. One of the tools that are used to draw up a strategic factor is the SWOT matrix, a matrix is able to describe clearly how the external opportunities and threats that face can be tailored to the strengths and weaknesses. This matrix can produce four sets of alternative strategies for the development of tourism with the following strategy formulation action.

- a) Strategy (Strengths-Opportunities)
 - Expand the tourist destinations, the ease of access and increased nationalism.
 - Develop the fashion industry, music and products as a tourist attraction.
- b) Strategy (Weaknesses-Opportunities)
 - Enhance the skills and professionalism of human resources, improve access to tourism, and develop technology-based marketing.
 - Develop the fashion industry, music and products as a tourist attraction.
- c) Strategy (Strength-Threats)
 - Expand the tourist destinations, the ease of access and increased nationalism.
 - Improved security in the country, developing a lifestyles love Indonesia and active products preserve the social and culture of Indonesia.
- d) Strategy (Weaknesses-Threats)
 - Recruitment and regeneration Experts who are able to master the technology in the field of tourism.
 - Improved security in the country, developing a lifestyles love Indonesia and active products preserve the social and culture of Indonesia.

The strategies' formulation in line with the previous study that analyze tourism products are all forms of human activity that occurred in the region of destination, so it's not just the attractions tourism product only, but includes all activities of tourists, like enjoy, look, feel, listen, observing, and buy all the goods and services offered in the region of destination (Mahadewi, 2012). The use of technology include exchanges of information (e.g. tourism-related social media exchanges) that involve an array of interdependent external environments and systems in which the tourism system is embedded (Weaver, 2014). Swarbrooke argues for the tourist attractions is a service product (Swarbrooke, 1999). As a service product, then (a) tourist attractions offered therein including services provided by the labour sector of work. (b) there are consumers who enjoy the tourist attractions offered products, (c) tourist attractions could not be measured (not standardize), meaning a tourist product depends greatly of the process product offerings involving manager, services and consumers. (d) the tourism product can be damaged (perishable) and cannot be stored, meaning that the process of production and consumption occur simultaneously. (e) the product tourism could not be brought home, and it should be enjoyed in the manufacturer of destination. That can be taken home is just another experience for enjoying the tourist product has enjoyed. (f) environmental/atmospheric place is home products is an important factor for the products offered (Swarbrooke, 1999).

V. CONCLUSION

The current value of the weakness is greater than the value of the strength whereas the value of threat greater than the value of the opportunity. The condition shows that the creative economy is at position quadrant III, i.e. industries that require different concentric and horizontal. The biggest threat is currently owned by creative industries is security, lifestyle and social culture, whereas the greatest opportunities that can be exploited is the creative industry by maximizing the fashion industry, music and products in support of acceleration and improvement of the economy through tourism. The biggest weakness is currently owned by creative industries as the catalyst for tourism is human resources, access, and marketing, while the greatest strength possessed is the development of tourist destinations, an increase in development and an increase in nationalism. Creative industries can choose or use a variety of alternative strategies are formulated based on the results of the SWOT analysis, among others; a) broaden the tourist destinations, the ease of access and increased nationalism, b) develop the fashion industry, music and products as a tourist attraction, c) enhance the skills and professionalism of human resources, improving access for tourism, and develop technology-based marketing, d) improved security in the country, developing a lifestyles love Indonesia products and preserving the social culture of Indonesia, e) recruitment and regeneration experts who are able to master the technology in the field of tourism. Suggestions. Maintain internal strengths by increasing sense of belonging to cultural preservation, namely increased development and increased nationalism and increasing access to technology, marketing, creative industries in order to become drivers of tourism. Growing market potential of creative industries, then the Government either central or region provides convenience and protection for the creative effort of medium and small scale so that they are not eroded with the established industry. Development of a database of travellers, training and improving the skills of human resources into capital to be able to maintain competitive advantage and win the market. To win the competition in the market is required as well as integrated marketing communications group reference that has an impact on attitudes and interest buy a product (Harwani et.al., 2018).

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