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Skyland Paragliding Wuluhan Tourism Destination Development Strategy Using SWOT Analysis

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Abstract: The tourism sector can be a mainstay sector for Jember Regency. The existence of tourism potential needs the attention of local governments to be developed optimally. Problems that often exist in the world of tourism are supporting infrastructure and accessibility. Although Jember Regency has an airport as the entrance for tourists, the existence of tourist destinations needs infrastructure such as hotels, restaurants, promotions, and so on. A growing tourist destination is Sky-land paragliding in Wuluhan Subdistrict. Skyland paragliding tourist destinations carry the concept of aerospace sports and offer the beauty of the natural charm of the south side of Jember Regency. This research aims to analyze the strategy of developing Skyland paragliding tourism destinations using SWOT analysis techniques. The analysis method used is a qualitative approach, with snowball sampling data collection techniques. From the results of the SWOT analysis, Skyland paragliding tourist area is classified as able to compete competitively to be a tourist attraction in Jember Regency by maximizing the existing potential by building facilities, amenities, attractions, and accessibility to attract tourists. However, the lack of local government support, lack of investors, and poorly organized management resulted in Wuluhan Paragliding Skyland tourism being less developed to the maximum.

Keywords : Development strategy; Tourist destinations; Tourism, and SWOT analysis

INTRODUCTION

Tourism is one of the industries that is growing rapidly in the world, including Indonesia, which is already known to have a variety of natural, cultural, and customary wealth as the main capital of tourism [1]. Good management and development of tourism areas will have an impact on economic development, preservation of natural resources, and the socio-cultural life of the community around the tourist attraction. Regional revenue receipts that have tourist destinations have the potential to increase as well [2].

Indonesia has many competitive advantages to offer tourist attractions, including a tropical climate that is conducive to outdoor activities and can be used for various sports activities due to its natural wealth. One of the sports that attract tourists both local and foreign is paragliding. Currently, Indonesia has quite a several tourist areas that carry the concept of aerospace sports. East Java Province is recorded to have approximately 16 paragliding attractions, one of which was only established three years ago in Jember Regency, namely Skyland Paragliding Wuluhan.

Skyland Paragliding Wuluhan is located in Tanjungrejo Village, Wuluhan District, Jember Regency. Established on November 20, 2019, Skyland Paragliding Wuluhan is still relatively new, so it requires a lot of attention to become a leading tourist destination in Jember Regency. Until

now, operational activities are still running normally. However, the graph for visiting tourists has experienced significant fluctuations over the last three years. Here's a graph of visitors for the last three years:

Tabel 1.1. Total visitor data for Skyland Paragliding Wuluhan for 2019-2021

Year	Number of Visitors
2019	870
2020	3127
2021	692

Source : Skyland Paragliding Wuluhan Data 2022

Paragliding can provide a pleasant experience for visitors, and that's why they came. The manager needs to design the paragliding tourist area to be more challenging to provide an experience that will be remembered by visitors. The potential that carries the concept of sports tourism that exists in Skyland Paragliding needs to be developed not only as a training ground but further to be able to bring in tourists. So that it can provide added value and wider benefits for the community. Tourism development is an activity to promote a place or area that is considered necessary to be arranged in such a way either by maintaining what has developed or creating a new one [3].

The potential for sports tourism is quite large in Indonesia, so it requires the readiness of facilities, infrastructure, and professional human resources. It is necessary to develop the potential for sports tourism including facilities, human resources with character, competence, and collaboration, with policies and strategies that prioritize the implementation of Indonesian tourism management [4]. To maximize the attractiveness of a tour, it is necessary to pay attention to the strategy of the product attributes offered. Tourism product attributes are all forms of service enjoyed by tourists which have the main elements consisting of tourist attraction, accessibility, and facilities [5]; [6].

Although there are still limited scientific studies on paragliding sports tourism, several existing studies can provide a basis for viewing the phenomenon and development of paragliding sports tourism. Paragliding is an activity that depends on natural conditions so that in general, paragliding locations have their character and uniqueness according to their geographical location and conditions. This research will focus on what are the capitals that made Skyland Paragliding stand and run for approximately three years since 2019. For this reason, it is necessary to conduct an in-depth study to determine the strengths, weaknesses, opportunities, and threats, or SWOT analysis [7] as the formulation of a strategy for developing Skyland Paragliding Wuluhan sports tourism, Jember Regency.

SWOT analysis is an assessment of the results of the identification of a situation, to determine whether a condition is categorized as a strength, weakness, opportunity, or threat [8]. SWOT analysis is part of the planning process. The main thing to emphasize is that in the planning process, an institution requires an assessment of the current conditions and the future that will affect the process of achieving institutional goals [9]. With a SWOT analysis, the characteristics of the main strengths, additional strengths, neutral factors, main weaknesses, and additional weaknesses will be obtained based on the internal and external environmental analysis carried out [10]. The SWOT analysis was chosen because it is considered capable of determining strengths and weaknesses before determining goals and making logical decisions on the results of the analysis [11].

METHOD

Research Design

This research is qualitative research with a descriptive research type. Qualitative descriptive research is a systematic and subjective approach to explaining everything that is in the field (empirical) and oriented towards efforts to understand the phenomenon as a whole [12]. This approach is directed at Skyland Paragliding in depth. Thus, the research only focuses on the phenomena that exist in Skyland Paragliding tourism.

Population, Sample, and Sampling Technique

This research is qualitative so it does not use the population and sample as a data source but is based on the social situation that occurs in the field. The research location is in Tamansari Village, Wuluhan District, Jember Regency, East Java. Three informants became resource persons in collecting data for this research, Founder and investor as a key informant, and Development Manager, and Secretary and Field Manager as supporting informants. The selection of informants in this study used a snowball technique, namely the collection of informants that started in small sizes, but as the interview process progressed it grew [13]. The first information they met was Field Manager, who was then directed to development manager, and finally met as the founder and investor of Skyland Paragliding Wuluhan. This study uses two types of data sources, namely primary data collected directly in the field and secondary data through archives of visitor data records and organizational structure. Based on the results of interviews conducted by researchers, Later analysis will be carried out using a SWOT matrix to develop a strategy for developing the Skyland Paragliding Wuluhan tourist destination. SWOT analysis is a comprehensive assessment of Strengths, Weaknesses, Opportunities, and Threats [14]. The SWOT analysis method is built on two factors which include an analysis of:

1. Internal factors used to analyze the problem of strengths and weaknesses
2. External factors used to explain opportunities and threats

RESULTS AND DISCUSSION

The Skyland Paragliding Wuluhan tourism area is located in the forest area of Tanjungrejo Village, Wuluhan was founded on the idea of Mr. Mahmud Rizal who at that time served as the Head of the Wuluhan Sub-district in 2019. Armed with the knowledge he learned while a student majoring in management and development economics, experience During his time as an ASN at BPBD, as well as the authority he had as chairman of FASI (Federation Aero Sport Indonesia) Jember, Skyland Para-gliding Wuluhan was finally established with private ownership. Carrying the concept of aerospace sports, namely paragliding, Skyland is unique in being a tourist destination for both local people and outside Jember. The concept of aerospace tourism if developed as much as possible will have the potential to generate profitable profits for many parties. However, this process cannot run quickly and smoothly. It takes effort, time, and money which is certainly not small.

The concept of tourism that carries aerospace sports as the main attraction is still relatively rare, especially in Jember Regency. Paragliding has a large community too. Although classified as a sport that requires no small amount of capital, there are quite a lot of fans of this sport. Since this

sport is already known to cost quite a lot, it should be a hope for a Paragliding tourist area to take advantage of this opportunity, especially the community.

For people around Skyland Paragliding Wuluhan, for example, when there are joint training events or training with athletes from outside the city, they can provide homestays, open a food stall business, motorcycle taxis, etc. This idea has been designed by the manager and has been socialized to the community. However, the public still has not reacted positively when they saw this opportunity. Currently, there are only two community houses that provide homestay facilities for athletes. Even though in one visit the number of athletes can reach tens, they have also prepared funds from their homes, one of which is to stay at the homestay closest to the location. The homestay rate ranges from Rp. 25,000, - Rp. 40,000, - per night. If not utilized properly, the potential for additional income for the community can simply disappear. But not all of the potential is ignored by the community. Being a motorcycle taxi for paragliding athletes to ride the streets with motorbikes has begun to be put to good use by the surrounding community after they saw the income they get in one ride carrying passengers. (Op2)

To reach the Skyland Paragliding take-off place, it takes about 7 minutes if you ride a motor-bike from the counter. Meanwhile, if you walk it will take approximately 30 minutes to travel as far as 1.3 km. Accessibility to reach Skyland Paragliding take-off is fairly limited. There is only a footpath built of paving as wide as 30cm and can only be passed on foot or by motorbike. The manager provides facilities in the form of motorbike taxis for climbing at a fairly affordable price, which is Rp. 25,000.00 for a round trip. However, the number of motorcycle taxis that are on standby for visitors to use every day is only one. Meanwhile, if there is an event, then it will invite the surrounding community to become a motorcycle taxi to the take-off place so that visitors in general who come choose to walk on terrain that is quite steep and slippery when passed. Another obstacle arises when the rainy season arrives, the access road to the top from the counter will be closed because the road is not feasible to pass. After all, it is full of mud. (Wk3).

Accessibility to tourist attractions still needs to be addressed. Government participation is needed in this process because road construction certainly requires a large amount of money. (Wk1) The management can of course apply for a loan to the bank to build a more adequate road to tourist attractions, but this is avoided because it is considered to be mentally weakening the employees involved in the field trying to build Skyland Paragliding.

The owner of Skyland Paragliding, Mr. Rizal said that he built Skyland Paragliding by forming the mentality of the employees there through social capital. The social capital in question is the trust built between managers and owners, namely Mr. Rizal. Mr. Rizal said that profit is not currently the main goal of building Sky-land Paragliding, but empowerment both from the community side and the parties involved in it. The foundation in the form of trust instilled by Mr. Rizal from the beginning of the formation of Skyland has succeeded in forming the mentality of employees who work together to build the Skyland Paragliding tourism area regardless of the number of results they get from there. The money from the entrance ticket and parking is returned for tourism operations. (St1) By using this social capital, Mr. Rizal has succeeded in building and operating Skyland with all the existing issues. However, profit-sharing remains between the interested parties. The distribution includes 20% Perhutani, 5% KTH (Forest Farmers Group), 5% LMDH (Forest Village Community Institution), and the remaining 70% are owners.

The management of Skyland Paragliding is known to have signed an MOU with the Jember Regency Government for tourism development. Of course, this is an opportunity for Skyland Paragliding Wuluhan to be able to take serious steps to develop its aerospace tourism. The district government itself is known to have inaugurated the Wuluhan Paragliding Skyland on January 20, 2022. Since then, the government has not seen any government intervention in its management, both in terms of financial assistance and other needs. However, the owner, Mr. Rizal, said that the Regent's hopes were the same as what his fellow managers at Skyland had hoped for. So this is a big opportunity for Skyland to develop its potential as much as possible with the help of the Jember Regency Government. (Op3)

In addition to improving accessibility, improvements to tourism amenities and facilities are also needed. Currently, the manager has a lot of homework to repair various facilities that seem to have suffered quite a lot of damage. Photo spots and gazebos as a place for visitors to rest need immediate repairs because they are not in proper condition. However, the manager said that for the existing tourist spots, Skyland Paragliding could be repaired using personal funds. The government only needs to disburse funds for road repairs, namely asphaltting up to the top and repairing public facilities according to standards. Another thing that has become an important discourse in the cooperation between PEMKAB and Skyland Managers is the cadre of young athletes in the paragliding field. Currently, in Jember there are no athletes who can become pilots for tandem (flying with passengers), so for this Paragliding tour in Skyland, you must go through a reservation system a few days in advance with a minimum of 5-10 people per reservation. This is because the management must contact the pilot in Batu City first so that they can fly with the passengers. Of course, this is a significant weakness for Skyland Paragliding considering that paragliding is the main attraction. So if the tandem pilot in Malang is unable to attend Jember, then the visitor's reservation to fly must be postponed. (Wk2)

Based on information from Mr. Rizal, Regent Hendy Siswanto has the same ideals as him, namely to form talented young athletes in the Paragliding field. These athletes will be schooled and educated in the hope that later they can become Paragliding athletes in Jember Regency as well as continue the struggle of Mr. Rizal, et al., fellow Paragliding fans in Jember Regency. This point became a discourse for the Regent's cooperation with Sky-land Paragliding managers to avoid future threats related to the regeneration of Paragliding athletes. (Th1) Moreover, currently in Jember there are still no Paragliding athletes who can fly in tandem (carrying passengers). Therefore, this point becomes an urgency that must be immediately realized by the Jember Regency Government.

Based on the results of in-depth interviews with informants and after conducting a SWOT analysis, the results are as shown in table 1 below:

Strength 1. Social capital formed between Skyland Paragliding managers 2. Tourism with the concept of aerospace sports that are rarely found	Weaknesses 1. Lack of financial resources 2. Limitations of paragliding experts 3. Inadequate accessibility, amenities, and facilities
Opportunity 1. Development of agroforest tourism 2. Empowerment of the surrounding community 3. Participation of District Government in Threat tourism development	Threats 1. Paragliding athlete regeneration

CONCLUSION

²⁴ This study aims to analyze the condition of the Skyland Paragliding Wuluhan tourism object using SWOT analysis. Based on the results of the SWOT analysis, Skyland Paragliding Wuluhan is considered capable of competing in the future if it manages to take advantage of existing opportunities properly because the threats they face are not too big. But what needs to be prepared is how to cover the current weaknesses and process all existing strengths to the maximum in a prolonged process. There have been many types of research on tourism development strategies that have been studied using a SWOT analysis. However, there are still few who raise the topic of aerospace sports, especially in Jember Regency. It is recommended for further research to conduct research in the field of tourism using a SWOT analysis tool that focuses more on sustainable tourism development.

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