



SWOT Analysis for Tourism Development Strategy of Samosir Regency

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Abstract

Samosir Regency is an area that has the potential to be developed as a tourism destination through the utilization of various potential natural beauty, local wisdom, and the historical value of cultural civilization, so as to increase regional income, improve the community's economy, grow the business sector, introduce local cultural values, and contribute in developing the world of education. This study aims to analyze the strengths, weaknesses, opportunities and threats in the development of tourism in Samosir Regency as a tourist attraction. Data were collected through observation, interviews and literature study. Data analysis uses descriptive qualitative analysis. The results of the data will be used to determine the strengths, weaknesses, opportunities and threats of tourism objects in Samosir Regency. The conclusion of this study states that for the tourism development strategy of Samosir Regency, they are (1) improving the quality of facilities and infrastructure that supports tourism, (2) increasing tourism activities on a national and international scale, (3) promoting attractions on an ongoing basis to the national and international level, (4) developing various values of tourist attraction products, (5) involving the participation of the community and all interested parties in the management of attractions, and (6) improving the competency of human resources for tourism actors.

Keywords: swot analysis, tourism development, Samosir regency

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1. Introduction

Tourism is an important factor for the progress of a country or region. The tourism sector is believed to contribute to the increase in Regional Original Revenues for regions that have good natural resource potential to be managed, and in general contribute to improving the economy of a country. Manzoor (2019) explained in his research that there was a positive and significant effect of tourism on economic growth for a country, as well as for the employment sector. Richardson (2014) stated that tourism development is increasingly viewed as an important tool in promoting economic growth, alleviating

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poverty, and advancing food security. Obalade and Dubey (2014) stated that tourism is an important factor in development and growth in all countries, creating a positive impact on the economic and social situation of a country.

Based on the Law of the Republic of Indonesia Number 28 of 2009, regional income is all regional rights that are recognized as an addition to the net worth in the relevant fiscal year period. Regional income is broken down according to regional government affairs, organizations, groups, types, objects and details of revenue objects. Regional revenues are grouped into: Regional Original Revenues, Balancing Funds, Others Legitimate Regional Revenues. Regional Original Revenue is revenue obtained by the Region which is collected based on regional regulations in accordance with statutory regulations. Local Own Revenue aims to give authority to the Regional Government to fund the implementation of regional autonomy in accordance with the Regional potential as a manifestation of Decentralization.

Tourism also has a positive impact on regional economic growth, increasing people's income, increasing business opportunities, increasing the value of ownership of assets (such as land values), able to create jobs for the community. Based on the 2020 Regional Government Financial Report of Samosir Regency, regional revenue related to tourism activities, including the receipt of Retribution for Lodging/guesthouses/villas in 2019 is IDR 47,305,000.00; Retribution for Recreational and Sports Places in 2019 is IDR 1,250,428,000.00; Retribution for Sales of Regional Business Production in 2019 is IDR 173,970,000.00.

To measure the level of economic growth of a region, it can be seen from the Gross Regional Domestic Product. Based on the 2020 Regional Government Financial Report of Samosir Regency, it is stated that the Gross Regional Domestic Product is the gross added value of all goods and services created or produced in the domestic area of a country arising from various economic activities in a certain period regardless of whether the production factors are owned by resident or non-resident. The compilation of Gross Regional Domestic Product can be done through 3 (three) approaches, namely the production, expenditure and income approach which are presented on the basis of current prices and constant (real) prices. Gross Regional Domestic Product based on current prices or known as nominal Gross Regional Domestic Product is compiled based on the prevailing prices in the calculation period, and aims to see the structure of the economy. Meanwhile, Gross Regional Domestic Product based on constant (real) prices is arranged based on prices in the base year and aims to measure economic growth. The Gross Regional Domestic Product of Samosir Regency which is calculated based on the Applicable Price according to the business field of Samosir Regency continues to increase. This can be seen in the data for 2018 is IDR 4,085,203 million, in 2019 is IDR 4,434,721.24 million. The Gross Regional Domestic Product of Samosir Regency which is calculated based on the basis of constant prices continues to increase. This can be seen in the data for 2018 is IDR 2,931,698 million, and in 2019 is IDR 3,098,740.91 million.

The increase in income per capita in Samosir Regency shows an increase in the welfare of the Samosir people. The increase in per capita income of the people of Samosir Regency can be triggered by high economic growth and a controlled inflation rate. The income per capita of Samosir Regency in 2019 reached a value of IDR 35.14 million, an increase of 8.22 percent when compared to 2018. In 2019, the agricultural sector absorbed the largest number of workers, reaching 59.70%, and the tourism sector absorbed the most workforce, reaching 21.50%. (Regional Government Financial Report in 2019).

The development of the tourism sector in an area, will also move other sectors to develop as a cycle of mutual support, including agriculture, plantation, livestock, fisheries and marine sectors. In addition, through tourism will increase public awareness of the surrounding natural environment, increase the

love of the community to preserve cultural values, provide opportunities for people to introduce their arts and culture, improve social welfare for the community, and increase public knowledge of the values of life. Ardahaey (2011) states that tourism is recognized as supporting the goals of economic development in every country; add value to foreign exchange; supporting exports and imports for the industrial sector; supporting the protection of natural resources; support the goal of developing social, cultural and historical values. Meyer and Meyer (2015) state that the tourism sector as a labor-intensive industry has many benefits for local areas including poverty alleviation and local economic development. Zaei and Zaei (2013) state that tourism is a sector that can contribute to the economic growth of a region; generate social benefits for the area (ie small and medium enterprise development, new job creation, infrastructure improvements); and contribute to the preservation of the natural environment. Gnanapala and Sandaruwani (2016) state that the tourism sector can provide many benefits for economic and socio-cultural development for an area. Aref (2011) states that tourism has a positive effect on people's quality of life, emotional well-being, community welfare, and people's income.

Samosir Regency is a regency located in the administrative region of North Sumatra Province, which has the slogan "Negeri Indah Kepingan Surga". Samosir Regency has the potential and good natural resources to be developed as a nature tourism area, cultural tourism, spiritual tourism, and as a center for educational development. The potential of natural wealth possessed by Samosir Regency has become an attraction for tourists from local, domestic and foreign regions who want to visit. Samosir Regency has an area of $\pm 2,069.05$ km², and is surrounded by Lake Toba. During the year, several areas in Samosir Regency have a climate of high rainfall. Based on data from Tourism Services of Samosir Regency, the visiting number of tourists to Samosir Regency in the year 2019 increased by 10,46 percent that was from 378.649 visits in 2018 to 418,271 visits in 2019 that consisted of 367.301 visits of domestic tourists (87,81 percent) and 50.970 visits of foreign tourists (12,19 percent). Furthermore, to find out the potential resources owned by Samosir Regency, it will be discussed in the discussion section, and to find out the types of tourism destinations in Samosir Regency, it can be seen in Table-1.

The research questions of this study are:

1. What potential does Samosir Regency have as an attraction for nature tourism, cultural tourism and spiritual tourism?
2. What is the strategy for developing tourism in Samosir Regency as a "Tourism City"?

The purpose of this research is to contribute ideas for all parties regarding the tourism development strategy of Samosir Regency as a "Tourism City". Also, it aims to determine the potential of Samosir Regency as an attraction for nature tourism, cultural tourism and spiritual tourism, and to establish a strategy for the development of tourism in Samosir Regency.

2. Literature Review

Based on "Law of the Republic of Indonesia Number 10 of 2009", what is meant by Tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, business people, the Government, and the Regional Government. Tourism is an overall activity related to tourism and is multidimensional and multidisciplinary in nature which emerges as a manifestation of the needs of each person and country as well as interactions between tourists and the local community, fellow tourists, the Government, Regional Government and entrepreneurs. Tourism aims to: First, Promote economic growth. Second, improve people's welfare. Third, eliminate poverty. Fourth, Overcoming unemployment. Fifth, Preserve nature, environment and resources. Sixth, Promote culture. Seventh, Raising the image of the nation. Eighth, Cultivating the taste of the country's homeland. Ninth, Strengthening national identity and unity. Tenth, Strengthening friendship between nations.

Feili, et al., (2017) stated that one of the focus areas in the sustainable development goals is tourism. Because, tourism is a major source of income for many countries, and affects the economy for a country. Tourism is a source of income and can be an important tool for economic and social development in society. Vladi (2014) wrote that to build a tourism brand for a country is to build a competitive advantage. Satya, et al., (2018) stated that the development of a tourism strategy must be linked with other industries to form a unity that needs each other. The role of the Central and Local Governments as regulators and providers of tourism infrastructure is very important in driving the tourism sector.

Goranczewski and Puciato (2010) define tourism destination management as a process of achieving goals, using human, material, natural and information resources, and involving activities related to planning, organization, motivation and control. Furthermore, it is stated that strategic management of tourism destinations emphasizes the following: First, pay attention to the strategic objectives (fundamental and main) of a tourism destination. Second, it shows a time horizon that lasts a long time. Third, it is connected with the creation of a rational strategic plan. Fourth, involves adjusting a tourism destination to its unstable environment. Fifth, the various social groups and stakeholders involved must participate in the development and implementation of the plan. Sixth, bringing about structural changes in tourism destinations. Seventh, connected with the need to make choices in conditions of uncertainty and risk.

Hitt, et al. (1997) assert that strategy is a number of integrated and coordinated actions that are set for the management of core competencies, as well as for creating competitiveness. What is meant by core competencies are resources and capabilities that have been determined as a source of competitive advantage for the company against its competitors.

Finding and analyzing the resources and core competencies of an organization are conducted through the concept of Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, which provides an understanding that an organization must adapt its various internal activities to external realities in order to achieve the objectives is expected. Opportunities will provide opportunities for an organization, if the organization manages its resources to seize opportunities. The concept component of Strength, Weaknesses, Opportunities and Threats (SWOT) analysis is:

- a. Strength is the utilization and management of an organization's potential or resources effectively in order to achieve its objectives.
- b. Weaknesses is the limitations or inability of the resources of the organization so that it can hinder the achievement of goals.
- c. Opportunities is a situation in the general environment that can support an organization to achieve strategic competitiveness.
- d. Threats is a situation in the general environment that can disrupt (not support) the activities of an organization in achieving its strategic competitiveness. Hitt, et al. (1997).

Strength Opportunities Strategy (SO-Strategy), use the organization's internal strength to take advantage of external opportunities. Hunger and Wheelen (2003), mention that SO Strategy by thinking of certain ways by an organization can use its strengths to take advantage of the opportunities that exist.

Weaknesses-Opportunities Strategy (WO-Strategy) aims to increase internal weaknesses by taking advantage of external opportunities. Hunger and Wheelen (2003), stated that the WO strategy is a strategy to benefit from the opportunities that exist by overcoming various weaknesses of various resources owned.

The Strength-Threats Strategy (ST-Strategy) is a strategy of gaining from the strength of the available resources to avoid or reduce threats from the external environment. Hunger and Wheelen (2003) stated that ST strategy is a defensive strategy to overcome weaknesses and avoid threats.

Weakness-Threats Strategy (WT-Strategy) is a defensive strategy to reduce internal weaknesses and avoid external threats.

3. Method

3.1. Methods

The method used in writing this research is the Literature Study method, namely through the collection of material, data and information from various literatures such as books, journals, and articles relating to the issues discussed. The discussion is carried out in a descriptive analysis to explain various matters related to the research title.

3.2. Data collection procedures

Data analysis method used in this study is a qualitative research method, a research method based on the philosophy of post-positivism used to examine natural conditions of objects, where researchers are as key instruments. Data collection techniques are carried out in a combined manner. Data analysis is qualitative and the results put more emphasis on a meaning. (Sugiyono, 2010).

3.3. Data analysis

The stages of data analysis include the Codification of the data, which is the stage where researchers do the naming of research results, so that the classification of themes can be obtained from the results of the study. Second, the presentation of data is the stage in which researchers use matrices and diagrams to present research findings, so that categories or groupings can be made. Third, drawing conclusions or verification is the stage where researchers interpret the findings in the research process, so that a conclusion can be drawn from the findings of the data (Afrizal, 2016).

4. Results

Samosir is a regency located in North Sumatra Province consisting of 9 (Nine) Subdistricts, which are Subdistricts Pangururan, Ronggur Nihuta, Sianjur Mula-Mula, Simanindo, Nainggolan, Onan Runggu, Palipi, Harian, dan Sitio-tio. Geographically, Samosir Regency is located between 2021 '38 " - 2049 '48 " North Latitude and 98024 '00 " - 99001 '48 " East Longitude with an elevation between 904-2.157 meters above sea level. The area is $\pm 2.069,05$ Km², consists of land area $\pm 1.444,25$ Km² (69,80 percent) is the entire Samosir Island which is surrounded by Lake Toba and part of the mainland area of Sumatra Island, and the area of the lake $\pm 624,80$ Km² (30,20 percent). Samosir Regency is bordered by several regencies, including North Side, which is bordered by Karo Regency and Simalungun Regency; South side, which is bordered by North Tapanuli Regency and Humbang Hasundutan Regency; West side, which is bordered by Dairi Regency and West Pakpak Regency; East side is bordered by Toba Regency. Based on administrative areas, Samosir Regency consists of 6 Urban, 128 Rural, 360 Dusun (village), dan 20 Lingkungan (village).

Based on the results of observations and literature studies for tourist destinations in Samosir regency, it is detailed in Table 1 below.

Table 1. Tourist destinations in samosir regency

No.	Name of tourism object	Subdistrict	Type of tourism object
1.	Makam Tua Raja Sidabutar	Simanindo	History and Culture
2.	Batu Kursi Persidangan Siallagan	Simanindo	Culture
3.	Museum Huta Bolon	Simanindo	History and Culture
4.	Museum Tomok	Simanindo	History and Culture
5.	Museum Gok Asi Simanindo	Simanindo	History and Culture
6.	Kawasan Agro Wisata Aek Natonang	Simanindo	Natural
7.	Pertunjukan Sigale-gale	Simanindo	Culture
8.	Kawasan Tuktuk Siadong	Simanindo	Natural
9.	Kawasan Wisata Siulakhosa Bukit Beta	Simanindo	Natural
10.	Tuktuk Asu	Simanindo	Natural
11.	Pulo Malau	Simanindo	Natural
12.	Batu Kursi Parhapuran di Ambarita	Simanindo	History
13.	Gua Lontung	Simanindo	Natural
14.	Sipokki	Simanindo	History and Culture
15.	Gua ALam Sangkal	Simanindo	Natural
16.	Pantai Sibolazi	Simanindo	Natural
17.	Batu Marhosa	Simanindo	History and Culture
18.	Situs Pagar Batu	Simanindo	History and Culture
19.	Pantai Batu Hoda	Simanindo	Natural
20.	Kuburan di Atas Pohon	Simanindo	History
21.	Pea Roba	Simanindo	Natural
22.	Pantai Langit	Simanindo	Natural
23.	Pantai Tandarabun	Simanindo	Natural
24.	Bulu Turak	Simanindo	History
25.	PantaiPasir PutihParbaba	Pangururan	Natural
26.	Pemandaian Air Panas	Pangururan	Natural
27.	Museum Gereja Katholik Inkulturatif	Pangururan	Culture
28.	Kawasan Tano Ponggol	Pangururan	Natural
29.	Kawasan Pohon Boru Naitang	Pangururan	History
30.	Kawasan Pohon Boru Sinaetang	Pangururan	History
31.	Komunitas Tenun Ulos Batak Huta Raja	Pangururan	History and Culture
32.	Monumen Perjuangan Liberty Malau	Pangururan	Culture
33.	Sopo Paromasan Desa Lumban Pinggol	Pangururan	History
34.	Pantai Indah Situngkir	Pangururan	Natural
35.	Menara Doa Sinatapan	Pangururan	Spiritual
36.	Menara Pandang Tele	Harian	Natural
37.	Air Terjun Sampuran Efrata Sosor Dolok	Harian	Natural
38.	Mata Air dan Pohon Pokki	Harian	Natural
39.	Gua Parmonangan	Harian	Natural
40.	Kampung Harimau Situmeang	Harian	Natural
41.	Ulu Darat	Harian	Natural
42.	Hutan Flora Anggrek	Harian	Natural
43.	Bukit Holbung Si Pege	Harian	Natural
44.	Bukit Sitalmak Talmak	Harian	Natural
45.	Pemandian Aek Sipitu Dai	Sianjur Mula-Mula	History and Culture
46.	Batu Hobon	Sianjur Mula-Mula	History
47.	Komplek Guru Tatea Bulan	Sianjur Mula-Mula	History
48.	Kawasan Sejarah Huta Si Raja Batak	Sianjur Mula-Mula	History and Culture
49.	Perkampungan Si Raja Batak Sigulatti	Sianjur Mula-Mula	History
50.	Kawasan Wisata Pusuk Buhit	Sianjur Mula-Mula	History and Culture
51.	Aek Si Boru Pareme	Sianjur Mula-Mula	Natural
52.	Batu Holbung	Sianjur Mula-Mula	Natural
53.	Pulau Tulas	Sianjur Mula-Mula	Natural
54.	Air Terjun Hadabuan Nasogop	Sianjur Mula-Mula	Natural
55.	Aek Boras	Sianjur Mula-Mula	Culture
56.	Batu Pargasipan	Sianjur Mula-Mula	Culture
57.	Batu Parhusipan	Sianjur Mula-Mula	Culture
58.	Batu Nanggar	Sianjur Mula-Mula	Culture

59.	Batu Sawan	Sianjur Mula-Mula	Culture
60.	Ruma Hela	Sianjur Mula-Mula	Culture
61.	Kawasan Wisata Tirta Pea Parogan	Ronggur Nihuta	Natural
62.	Kawasan Wisata Tirta Danau Sidihoni	Ronggur Nihuta	Natural
63.	Aek Liang	Ronggur Nihuta	Natural
64.	Gua Sidam-dam	Ronggur Nihuta	Natural
65.	Batu Simaliting	Ronggur Nihuta	Natural
66.	Batu Hitam	Ronggur Nihuta	Natural
67.	Aek Sipale Onggang	Ronggur Nihuta	Natural
68.	Pantai Pasir Putih di Sukkean	Onan Runggu	Natural
69.	Mual Si Raja Sonang di Pakpahan	Onan Runggu	Natural
70.	Kawasan Wisata Remaja Lagundi	Onan Runggu	History
71.	Pohon Besar Sukkean	Onan Runggu	Natural
72.	Tambun Surlau	Onan Runggu	Natural
73.	Rumah Persaktian Datu Parulas Parultop	Onan Runggu	Culture
74.	Kawasan Wisata Gua Bunda Maria	Palipi	Culture
75.	Batu Rantai	Palipi	Spiritual
76.	Permandian Air Panas Simbolon	Palipi	Natural
77.	Martua Limang Desa Suhut Nihuta	Palipi	History
78.	Air Terjun Sampuran Pangaribuan	Palipi	Natural
79.	Tugu Toga Sinaga	Palipi	History and Culture
80.	Mual Boru Saroding di Desa Sabulan	Sitio-tio	History
81.	Mual Datu Parnonggo	Sitio-tio	History
82.	Patung Raja Si Lontung	Sitio-tio	History and Culture
83.	Pantai Pasir Putih Sipinggan	Nainggolan	Natural
84.	Batu Guru	Nainggolan	Natural
85.	Polhang	Nainggolan	Natural
86.	Boru Simenak-Menak	Nainggolan	History
87.	Sidabasa	Nainggolan	History

The number of tourists visiting Samosir Regency has increased every year. This can be seen through the following Table 2:

Table 2. Number of tourists visit to Samosir regency

Year	Tourists		Total (Person)
	Foreign (Person)	Domestic (Person)	
2010	20.849	97.366	118.215
2011	22.732	109.897	132.629
2012	25.297	119.530	144.827
2013	25.662	124.117	149.779
2014	30.450	140.637	171.087
2015	34.248	141.215	175.463
2016	35.823	154.905	190.728
2017	55.771	222.288	278.059
2018	65.724	312.925	378.649
2019	50.970	367.301	418.271

Source: Samosir Regency Tourism Office

The number of hotel and other accommodation businesses available is in Samosir Regency 101 hotel and other accommodation, with as many starred classification hotel details 4-unit, 19 unit non starred/jasmine classification hotel, and 78-unit other accommodation.

The number of companies and public transport fleets available in Samosir Regency consists of: Public Transportation Bus Owning the Route Permit Inter Regency/City Inter Province with 1 company, with a fleet of 5 units; Public Transportation Bus Owning the Route Permit Inter Regency/City in

Province with 4 companies, with a fleet of 82 units; Public Transportation Bus Owning the Route Permit Inter Village in Regency with 6 companies, with a fleet of 167 units.

The number of lake transportation facilities in Samosir Regency in 2019 consists of: Speed boat with 48 units, Jet Ski with 29 units, Motorized Ship with 190 units, Ferry Ship with 5 units, dan Tourism Ship with 1 units. The number of pier of lake in Samosir Regency managed by the government is 42 pier of lake, and 2 pier of lake managed by a private.

Health facilities available in Samosir Regency consist of: Hospital as many as 2 units, polyclinic with 6 units, Public Health Center with 12 units, and Subsidiary of Public Health Center with 32 units.

The facilities of worship available in Samosir Regency consist of: Mosque with 7 units, Protestant Church with 337 units, and Chatolic Church with 140 units. Number of restaurants available in Samosir Regency with 462 units. Number of traditional markets available in Samosir Regency with 24 traditional markets.

The existing banking facilities in Samosir Regency are available in every district. Facilities for currency exchange (money changers) are available around the tourist area of Tuktuk, Simanindo Subdistrict.

Tourism is one of the important sectors that can contribute to increasing Local Revenue, so it has an effect on increasing revenue for the region. Regional Original Revenues obtained from the Tourism Sector in 2019 amounted to Rp. 553,788,951, with the following details:

Table-3. Local Government Genuine Revenues from the Tourism Sector in Samosir Regency in 2019

Local government genuine revenues	Total (Rupiah)
Tourism Object Retribution	141.383.600
Entertainment Tax	32.107.350
Restaurant tax	152.875.334
Hotel Tax	227.422.667
Total	553.788.951

5. Discussion

Based on descriptive data obtained by the method of observation, interviews and documentation search results, the authors determine the object's performance score by means of judgement (judgement value).

The rating scale for positive factors, i.e. Strengths and Opportunities are:

1 = Very Weak

2 = Weak

3 = Strong

4 = Very Strong

Rating scale for negative factors, namely Weaknesses and Threats are:

1 = Very Stong

2 = Strong

3 = Weak

4 = Very Weak

Weight values are determined based on how important these factors are influential, according to the results of a review of tourism theories. The total value of the maximum weight is 1 (one). To facilitate the assignment of values and weights the Internal Factor Analysis Strategy (IFAS) and External Factor Analysis Strategy (EFAS) tables are:

The results of a study of the Internal Factor Analysis Strategy (IFAS) of Samosir Regency tourism objects can be seen in Table-4, below:

Table-4. Internal Factor Analysis Strategy (IFAS)

No.	Strength (S) :	Score	Weight	Total
1.	The beauty of nature in each tourism object.	0,2	4	0,8
2.	Beautiful atmosphere, and clean and cool air conditions to create comfort.	0,2	4	0,8
3.	Samosir as Unesco Global Geoparks.	0,2	4	0,8
4.	Affordability with airports, and other facilities.	0,15	4	0,6
5.	Availability of transportation facilities to get to the location of tourism object.	0,2	4	0,8
6.	The History of the Batak Civilization is an added value in supporting education programs based on local wisdom.	0,2	4	0,8
7.	Cultural uniqueness that can be added value in supporting tourism programs.	0,2	4	0,8
<i>Total Strength</i>				<i>5,4</i>
No.	Weakness (W) :	Score	Weight	Total
1.	Limited routine art and culture events.	0,4	2	0,8
2.	Limited financial support for tourism object development.	0,3	2	0,6
3.	There are still residents who breed fish in the tourist area around the lake.	0,3	2	0,6
4.	There are still residents who dispose of household / livestock waste into the lake area.	0,4	2	0,8
5.	Limitations of good infrastructure in the area of tourism object.	0,3	3	0,9
6.	Still not showing a good personality of the local community in serving tourists.	0,3	3	0,9
<i>Total Weakness</i>				<i>4,6</i>
<i>Total (S-W)</i>				<i>0,8</i>

Strength mentioned above, is a supporting factor in the development of tourism in Samosir Regency as a Tourism City. The weaknesses mentioned above, can be resolved by the policy of establishing an efficient and effective management strategy by the Government by involving community participation.

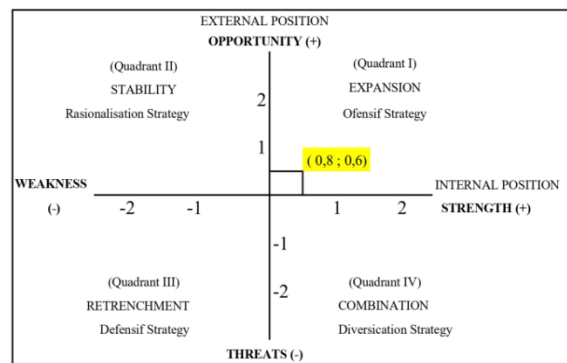
The results of a study of the External Factor Analysis Strategy (EFAS) on the development of tourism in Samosir Regency as a Tourist City can be seen in Table-5, below:

Table-5. External Factor Analysis Strategy (EFAS)

No.	Opportunities (O) :	Score	Weight	Total
1.	Development of Tourism Regions as National Strategic Tourism Regions by the Central Government.	0,2	4	0,8
2.	Lake Toba and Samosir as international tourism destinations.	0,2	3	0,6
3.	The stipulation of tourism in Samosir Regency as a strategic tourism destination.	0,2	4	0,8
4.	Samosir Regency tourism sector can create jobs; and grow small and medium businesses.	0,2	4	0,8
5.	The need for tourism for each individual is quite high.	0,2	4	0,8
6.	The concept of tourism marketing in Samosir Regency has been supported by digitalization-based promotional media.	0,2	4	0,8
<i>Total Opportunities</i>				<i>4,6</i>
No.	Threats (T) :	Score	Weight	Total

1.	Environmental damage due to community exploitation.	0,5	2	1
2.	Environmental damage due to production processing activities by the company.	0,5	2	1
2.	The low awareness of the community in maintaining water cleanliness in the Lake Toba region, which in this case results in damage to the environment around the beach attractions in Samosir.	0,5	2	1
3.	The income of the local community still depends on the availability of natural resources, so that it has the potential to utilize natural resources around attractions in Samosir.	0,5	2	1
<i>Total Threats</i>				<i>4</i>
<i>Total (O-T)</i>				<i>0,6</i>

So, the internal factor evaluation value is 0.8; while the value of the evaluation of external factors is 0.6.



Based on the graph above, it can be explained that based on the weight and rating of each element in the SWOT Matrix, it is known that the position of the tourism object of Samosir Regency is in Quadrant I, namely the Offensive Strategy Quadrant (Expansion) which is located at the coordinates (0.8; 0.6). This position explains that the tourism object of Samosir Regency as a tourist attraction in 'Strong Internal and External Conditions', where with this condition the tourism object of Samosir Regency has a good opportunity to be developed into a natural tourism area, cultural tourism, spiritual tourism, and educational tourism, which is supported by various elements of strengths and opportunities, and strives to minimize weaknesses and threats.

Based on the results of a SWOT analysis study of Samosir Regency tourism mentioned above, the writer tries to outline some of the strategies that need to be set for the development of tourism in Samosir Regency through SWOT Analysis, that is:

1. SO (Strength and Opportunities) strategy, which is a strategy that optimizes Strength to take advantage of Opportunities. The forms of SO strategies are:
 - a) Improving Regional Tourism Core Competencies, namely the superiority of resources possessed, including natural resources and the ability of a region in the tourism sector to build competitiveness in the context of developing the regional economy. The targets of the development of the tourism sector in Samosir Regency as a Tourism City include utilizing resources including natural resources owned by the region optimally, increasing regional competitiveness based on regional superiority owned, increasing the added value in the tourism commodity chains and building the uniqueness of the region. Steps that can be taken for the development of attractions are through the development of attractions that are divided into several clusters, namely Leading Tourism Destinations, Priority Tourist Destinations, and Pioneer Travel Destinations. Obalade and Dubey (2014) state that there are several main determinants that can make a country a potential place to attract foreign direct investment in the tourism sector, that is infrastructure, such as domestic and international airports; highway;

bridge; international standard lodging facilities; strategic tourist location; natural resources; historical attractions; social security, such as threats from terrorism and natural disasters; national policies and laws; and others. Ardahaey (2011) states that the future tourism product trends that have been predicted by the World Tourism Organization, namely Adventure travel, such as to the world's highest peaks, to underwater sites and places on the "ends of the earth"; Cruise ship; Culture tourism; Ecotourism is a trip that contains natural components; and Thematic tourism. Based on the Regional Government Financial Report, the Samosir Regency Government allocated a 2019 budget for the Tourism Sector of IDR 15,671,669,839.00 with the following details: Office Administration Services Program, with a budget of IDR 1,510,574,839.00; Apparatus Facilities and Infrastructure Improvement Program, with a budget of IDR 108,500,000.00; Tourism Actor Skills and Competence Improvement Program, with a budget of IDR 481,634,000.00; Culture-based Tourism Vocational Strengthening Program, with a budget of IDR 206,104,000.00; Increasing the Competitiveness of Industry to Tourism, with a budget of IDR 125,000,000.00; Tourism Facilities and Infrastructure Arrangement Program, with a budget of IDR 100,300,000.00; Tourism marketing development program, with a budget of IDR 2,533,613,613.00; Tourism destination development program, with a budget of IDR 10,605,943,387.00.

- b) Preparing facilities and infrastructure that are well standardized, to create the value of comfort and safety, so as to support the formation of overall quality of tourism products. The available facilities and infrastructure are expected to be able to improve the quality standard of eligibility.
- c) Providing tourism facilities and accommodation that is well standardized, to create a value of comfort, cleanliness and good security. The facilities and accommodations referred to above are hotels, villas, retail centers, banking facilities, and hospitals that have the best facilities. This effort is a form of tourism concept in Samosir Regency as an integrated economic and tourism area.
- d) Adding routes and fleet of Ferry Ships and Tourist Ships as crossing transportation owned or managed by the Government of Samosir Regency. The increasing number of Ferry Boat routes and fleets is expected to make it easier for tourists to visit Samosir, and eventually will increase the number of domestic and international tourists.

Table-6. Ferry Boat Route

No.	Route	Time	Departure Day	Fleet
1.	Simanindo - Tigaras	07.00 - 19.00 Wib	Monday - Sunday	KMP Sumut I & II
2.	Ambarita - Ajibata	08.30 - 18.30 Wib	Monday - Sunday	KMP Ihan Batak
3.	Tomok - Ajibata	06.00 - 19.00 Wib	Monday - Sunday	KMP Tao Toba I & II
4.	Muara - Sipinggan	06.30 - 17.00 Wib	Monday - Sunday	KMP Muara Putih

- e) Increasing annual national and international events or routine events, such as cultural parties, folk parties, music festivals and various sports activities. This activity aims to promote the natural, cultural and cultural potential of Samosir Regency. The form of an annual event that has been included in the national event calendar as a form of tourism promotion in Samosir Regency is Horas Samosir Fiesta, and this event has been included in the National Top 100 Events.
- f) Maintaining the values of local wisdom that prevails in people's lives, so that it can be a selling point in supporting various cultural parties and folk events. Cultural tourism is a type of tourism that utilizes the potential of local wisdom possessed by the local community as an object of tourist attraction. Cultural tourism can help in preserving and maintaining cultural heritage as

the local community's self-identity. Through cultural performances, tourists will get to know the social life of the local community.

2. WO (Weakness and Opportunities) strategy, which is a strategy that minimizes weakness by utilizing opportunities (Opportunities). The forms of the WO strategy are:

- a) Building good facilities and infrastructure to attract tourists. This is in consistent with research by Vladi (2014), which states that in order to increase the number of tourists, resources on tourism objects must be considered, and a warm welcome from the local community, so that they can provide a good and unforgettable experience for tourists.
- b) Managing tourism objects that are integrated and well-coordinated, so as to guarantee the quality of tourism products and services.
- c) Promoting or marketing tourism continuously for tourism objects in Samosir Regency, both domestically and abroad. The purpose of this promotion is: First, to introduce various potentials possessed by Samosir Regency. Second, look for opportunities for potential new customers abroad. Third, maintaining the loyalty of consumers (tourists) who have visited tourism objects in Samosir Regency.
- d) Management of the environment around the tourist attraction effectively and sustainably, so that the environment of the tourist area so as to create the value of cleanliness, coolness and beauty.
- e) The local government must collaborate with investors both domestic and foreign to support the development of tourism objects in Samosir Regency in a sustainable manner. This is in accordance with Vladi's (2014) research which states that the strategy for sustainable tourism development is to involve all stakeholders and plan concrete steps to achieve a good position as a tourism destination. Richardson (2014) states that one of the factors that can contribute to supporting the success of sustainable tourism development is cooperation between various partners in achieving goals in the tourism sector.
- f) The local government is deemed necessary to hold a meeting in the form of a "Community Tourism Business Forum" to the tourism management agency originating from within the country and abroad.
- g) Empowering, counseling and training elements of the community, in order to foster and increase awareness and important role of the community in the tourism sector. Richardson (2014) states that one of the factors that can contribute to supporting the success of sustainable tourism development is the involvement of local communities in planning, development and management of the tourism sector. One form of local community empowerment is to support the community to establish micro and small businesses. The activity of promoting the establishment of micro and small businesses owned by local communities involved in the tourism sector is an effort to support poverty alleviation.

3. ST (Strength and Threats) strategy, which is a strategy that uses Strength to overcome Threats. The forms of the ST strategy are:

- a) Making Samosir Regency tourism as a geological-based educational tourism area (Geowisata). Samosir area is directed to be a research laboratory for various types of plants, animals, rocks, moisture content, chemical elements, etc.
- b) Making Samosir Regency tourism as an educational environment based on the Smart Environment, which is an environmental education program that refers to the concept of a green economy.
- c) The local government must make Samosir Regency tourism as an educational area based on local wisdom, namely education that utilizes regional values in terms of economic, cultural, linguistic, information and communication technology, and ecology.

- d) Maintaining the preservation of the natural environment through reforestation (greening) programs.
- e) Conducting better and professional management of attractions, so as to create an impression and a good traveling experience from tourists.

4. WT (Weakness and Threats) strategy, which is a strategy that minimizes Weakness and avoids Threats. The forms of the WT strategy are:

- a) Improving the quality of human resources, both for the community and tourism actors, so as to create skilled and competent personnel to support the improvement of the quality of tourism sector services.
- b) Making management of tourist destinations that are more professional and quality, so that it can increase the number of tourists in a sustainable manner.
- c) Developing (differentiation) the value of tourist attraction products. Apart from being a nature tourism, cultural tourism, historical tourism, spiritual tourism and educational tourism, Samosir Regency can develop other types of tourism, such as water tourism and agro tourism. The existence of Samosir, which is right in the middle of Lake Toba, provides a good opportunity to develop water tourism. Potential of natural resources Samosir Regency which is in the mountains, will provide benefits to develop agriculture-based tourism (agro tourism).
- d) Manage various supporting facilities that already exist in the tourist attraction effectively and sustainably.
- e) Maintaining the survival of natural resources available in the area of attractions.
- f) Perfecting legal instruments for the regulation of the life of the tourism industry which is conducive, and worth the benefits. One legal instrument that needs to be determined is the legal provisions concerning the ease of investing in supporting the development of the tourism sector, and the legal provisions regarding support in maintaining sustainable natural resources.

6. **Conclusions**

Based on the results of the discussion of this study, it is concluded that for tourism development strategies in Samosir Regency, they are (1) improving the quality of facilities and infrastructure that supports tourism, such as access to roads, transportation, and adequate accommodation facilities, (2) increasing tourism activities on a national and international scale, (3) doing the promotion of attractions on an ongoing basis to the national and international level, (4) developing various values of tourist attraction products (5) involving the participation of the community and all interested parties in the management of attractions and (6) improving the competency of human resources in the tourism actors.

Samosir Regency has the potential of abundant natural resources that can be utilized and managed to support the tourism sector. The participation of all parties (both the community, government, academics and tourism industry players) is needed in realizing Samosir Regency as a tourist attraction, based on nature tourism, cultural tourism, spiritual tourism and as a center for educational development. The role of the local government is very large in managing and developing all tourism objects to be better, professional and quality. Besides that, an increase in the quality of human resources was carried out from all parties supporting the tourism sector, so as to be able to have competitiveness to support the progress of the tourism sector in Samosir Regency.

The limitation of this study is that it only discusses the potential resources possessed by Samosir Regency, so that internal factors (as strengths and weaknesses) and external factors (as opportunities and threats) can be identified in supporting tourism development. Future research is expected to discuss how the impact of tourism activities in Samosir Regency in increasing regional economic growth, increasing community income, and reducing poverty levels.

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Analisis SWOT Untuk Strategi Pengembangan Pariwisata Kabupaten Samosir

Abstrak

Kabupaten Samosir merupakan kawasan yang berpotensi untuk dikembangkan sebagai destinasi pariwisata melalui pemanfaatan berbagai potensi keindahan alam, kearifan lokal, dan nilai sejarah peradaban budaya, sehingga dapat meningkatkan pendapatan daerah, meningkatkan perekonomian masyarakat, menumbuhkan dunia usaha, memperkenalkan nilai-nilai budaya lokal, dan berkontribusi dalam mengembangkan dunia pendidikan. Penelitian ini bertujuan untuk menganalisis kekuatan, kelemahan, peluang dan ancaman dalam pengembangan pariwisata di Kabupaten Samosir sebagai objek wisata. Pengumpulan data dilakukan melalui observasi, wawancara dan studi pustaka. Analisis data menggunakan analisis deskriptif kualitatif. Hasil data tersebut akan digunakan untuk mengetahui kekuatan, kelemahan, peluang dan ancaman obyek wisata di Kabupaten Samosir. Kesimpulan dari penelitian ini menyatakan bahwa untuk strategi pengembangan pariwisata Kabupaten Samosir adalah: Pertama, Meningkatkan kualitas sarana dan prasarana yang mendukung pariwisata. Kedua, Meningkatkan aktivitas pariwisata dalam skala nasional dan internasional. Ketiga, lakukan promosi objek wisata secara berkesinambungan ke tingkat nasional dan internasional. Keempat, mengembangkan berbagai nilai produk daya tarik wisata. Kelima, libatkan partisipasi masyarakat dan semua pihak yang berkepentingan dalam pengelolaan atraksi. Keenam, Meningkatkan kompetensi sumber daya manusia pelaku pariwisata.

Kata kunci: Analisis SWOT, pengembangan pariwisata, kabupaten samosir

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