Strategy of ecotourism development in Pariaman City

Lucyanel Arlym¹,* and Dedi Hermon²

1 Postgraduate Program of Environmental Science, Padang State University, Indonesia
2 Lecturer of Environmental Science, Padang State University, Indonesia

* lucyanel95@yahoo.com

Abstract. This study is to select strategies for the development of ecotourism in Pariaman City. The process of this research starts with identifying and analyzing strategic values, internal and external environments and supporting and inhibiting factors. The next process is to determine strategic issues using SWOT Analysis techniques, SPACE Matrix, QSPM Matrix, Alternative Strategy Formulation, Strategy Selection, Strategy Selection Implications. This research is descriptive qualitative. The main goal of this research is solving the problems faced at the study location. The approach for the study is a qualitative descriptive approach. Data collection techniques used were observation, interviews and literature study. Interview activities carried out on a number of speakers who were considered competent in one matter. Library Study is a method used to trace historical data or review literature and report reports relating to the research title. The strategy in accordance with the conditions for the development of ecotourism in the Pariaman City are: 1) Intensive Strategy, a strategy with intensive efforts if the competitive position of Pariaman City with existing tourist destinations and tourism services wants to improve; 2) Diversification Strategy: Diversification strategy is Pariaman City government strategy with the adds tourist destinations and new tourism services to help increase regional income.

1. Introduction
Tourism and sustainable development are two things that complement each other. Sustainable development is a development concept that emphasizes the balance of economic, ecological/environmental and social approaches. The environment that is maintained will be able to encourage an increase in tourist visits. Therefore good environmental/ecological safeguards can be a good tourist destination as well so that it further develops into an eco-tourism concept [1]. [2] adds tourism is one sector that is expected to provide a major contribution to the effort to maintain economic stability and improve people's welfare. Therefore the development of tourism needs to be continued and improved by using the resources and potential of tourism to become economic and non-economic forces that can be relied upon to support the implementation of regional autonomy. Along with the development of the times accompanied by increasing awareness and concern for the preservation of the environment that became the object of natural attractions, then began to emerge the thoughts and ideas for holding tourism activities that are environmentally sound.

One of the most popular tourism activities today is ecotourism activities. According to The International Ecotourism Society (TIES), [3],[4] is a journey made to unspoiled areas to preserve the environment and improve welfare. Ecotourism has, in essence, three core tenants. [5] holds that, done
well, it can 1) protect and enhance the environment; 2) respect local cultures and provide tangible benefits to host communities; and 3) be educational as well as enjoyable for the traveller.

Conventional tourism impacts the environment both physically and culturally. Tourism has increased by more than 100% between 1990 and 2000 in the world’s biodiversity hotspots, regions richest in species and facing extreme threats [6]. [7] explains the ecotourism is one of the promising tourism segments in the world today. Many countries in the world build their economic progress by using ecotourism. Ecotourism begins when there is a negative impact on conventional tourism activities. This negative impact is not only expressed and proven by environmental experts but also cultural experts, community leaders and tourism business actors themselves. The impact of environmental damage, uncontrolled influence of local culture, reduced the role of local communities and business competition that began to threaten the environment, culture and economy of the local community, as well as many other negative effects.

The vision of Pariaman City as a tourist destination city is a form of the desire to make tourism service activities as one of the activities that play an important role in driving the economy of the city of Pariaman. One effort to utilize local resources is to develop Ecotourism [8]. In this case, the tourism carried out has an integral part with conservation efforts, empowering the local economy and encouraging higher respect for differences in habit or culture. The educational aspect is a major part of ecotourism management because it carries a social mission to make people aware of their existence, the environment and the consequences that will arise if there is an error in the management of global environmental empowerment [9].

Another thing that must be considered is the development of culture in indigenous communities around the ecotourism area which is different from the culture of tourists [10]. Whether we realize it or not, gradually there will be a cultural shift that might eliminate indigenous culture. Ideally in an ecotourism area arises an attachment and mutual respect between indigenous communities and tourists. To minimize the bad impact that arises in the future, it requires integrity, quality, loyalty and managerial capabilities in carrying out supervision. The study was conducted to see how the strategy for managing ecotourism development in Pariaman City in the future.

2. Research Method

The approach used in the study is a qualitative descriptive approach. Descriptive method is a method that is carried out to find out and be able to explain the characteristics of the variables under study in a situation [11]. The qualitative approach places more emphasis on describing variables in terms of either definitions, conceptual explanations, notes or other forms that describe field conditions.

The research location is in Pariaman City. The study location was purposively selected with several considerations, first. The study location is a developing ecotourism activity path. Second, the potential location that tends to be natural with small natural damage is an attraction to be developed, third, the potential diversity of tourist attractions starting from turtle breeding, diving, along with the beach, island tours. This research was conducted from February 2015 to April 2015.

To support data collection activities, activities were previously sought to identify the types and sources of data in the location identification process. First, qualitative data is data in the form of words or sentences, including data on the physical condition of the study location, social conditions, a number of policy descriptions, data on perceptions and aspirations of both stakeholders and the community. This data is generally presented in the form of descriptions, and photographs. Both quantitative data are data in the form of quantified numbers or codes. Quantitative data used include data on the physical condition of study locations such as area.

There are 2 types of data sources obtained, primary data and secondary data. The first is the primary data source. The primary data source is direct data obtained from the object. The resource persons used in this research are:
1) Mayor and Vice Mayor of Pariaman,
2) Head of planning and development agency of Pariaman City,
3) Head of tourism Pariaman City,
4) Head of a marine of Pariaman City,
5) Head of the subsection of Turtle Conservation Area
6) Citizen from the tourist area. The sampling technique used was purposive sampling technique. The number of resource persons around the area that became the resource persons in this study was determined by a number of 5 resource persons for each area so that there were 10 resource persons representing the community.
7) Community leaders. Information from community leaders is determined based on people in the desa"/"kelurahan" who are expected to know a lot about the history, events and religious uniqueness of the study location.

The secondary data source comes from agencies or parties that have published data or information that is useful in the research process. These data sources are the head of the village office, and the planning and development agency of Pariaman City. Data collection in this study was carried out by: Observation; Interview; Library Study. Methods and Data Analysis Techniques carried out by qualitative descriptive analysis, namely by giving a review or interpretation of the data obtained so that it becomes more clear and meaningful compared to just the numbers.

Data Analysis Framework. There are two kinds of descriptive analysis used in this study, namely descriptive explorative and descriptive comparative analysis. Descriptive explorative emphasizes exploration/excavation of information in more depth and focuses on the objectives of the analysis that you want to achieve. Comparative descriptive aims to compare a description/description with a particular variable. Several types of strategy terms are defined by several experts, among others: [12,13,14,15] Tourism according to some experts [16,17,18] concerns travel activities with the aim of not seeking income. Ecotourism formulation was first introduced by proposed by Hector Ceballos-Lascurain (1987) [19] as follows: "Nature or ecotourism can be defined as tourism that consists in travelling to relatively undisturbed or uncontaminated natural areas with the specific objectives of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in the areas".

The International Ecotourism Society (1990), "Ecotourism is a way of life that conserves the environment and improves the welfare of local people" [3,4,20] defines ecotourism as a sustainable form of natural resource-based tourism that focuses primarily on experiencing and learning about nature, and which manages ethically low impact, non-consumptive and locally oriented (control, benefits and benefits and scale) [15]. [9] summarize the basic concepts of ecotourism into five core principles, including those that are nature-based, ecologically sustainable, educational environment, and useful local tourists and produce satisfaction [20,21].

3. Result
Important strategy formulation techniques can be integrated into a three-stage decision making framework using the model developed by [12,22]. As shown in Table 1. The tools displayed in this framework can be applied to all sizes and types of organizations and can help strategy makers identify, evaluate and choose strategies.

| Table 1. Analytical Framework for Strategy Formulation |
|------------------------------------------------------|
| 1. Input Stage (EFE) | Competitive Matrix of Profile | EFI |
| 2. Matching Stage | SWOT | BCG | IE Strategy | SPACE | Grand Strategy |
| 3. Decision Making Stage | Quantitative Strategic Planning Matrix (QSPM) | |

Source: [12]

Stage 1 of the formulation framework consists of the External Factor Evaluation Matrix (External Evaluation Factor-EFE), Internal Factor Evaluation Matrix (Internal Evaluation-IFE Factor) and
Competitive Profile Matrix. Phase 1, the input stage, contains basic input information needed to formulate a strategy. **Stage 2**, the matching stage, focuses on creating alternative strategies that make sense by taking into account the main external and internal factors. Stage two techniques include: Strength, Weaknesses, Opportunities and Treat-SWOT Matrix, Strategic Position and Action E-Matrix. **Stage 3**, the decision stage, involves only one technique, the Quantitative Strategic Planning Matrix (QSPM). QSPM uses input information from stage 1 to objectively evaluate alternative strategies identified in stage 2. The QSPM shows the relative attractiveness of various alternative strategies and thus provides an objective foundation for the selection of alternative strategies. Based on the results of the analysis using the EFE and IFE Matrix, SWOT Matrix, SPACE Matrix and using QSPM, the strategy that fits the current conditions for ecotourism development in Pariaman are:

### 3.1. Intensive Strategy
Intensive strategy is a type of strategy that requires intensive efforts if the competitive position of Pariaman City with existing tourist destinations and tourism services wants to improve.

- **Market development**
  - Market development is a type of strategy that introduces current tourist destinations and tourism services to new geographical areas.

- **Development of tourist destinations and tourism services**

- **Development of tourist destinations and tourism services** is a type of strategy that seeks to increase revenues through the improvement of current tourist destinations and tourism services or the development of tourist destinations and tourism services.

### 3.2. Diversification Strategy
The diversification strategy is a type of strategy where the Pariaman City Government adds tourism destinations and new tourism services to help increase regional income. Related diversification is a type of strategy where the Pariaman City Government adds new tourist destinations and tourism services but still relates to old tourist destinations and tourism services.

### 4. Conclusion
Pariaman City is a tourist area that can be developed into an ecotourism area that is attractive to domestic and international tourists who want to enjoy the concept of ecotourism. Based on the results of the analysis using the EFE and IFE Matrix, SWOT Matrix, SPACE Matrix and using QSPM (Quantitative Strategic Planning Matrix), then the strategy that fits the current conditions for ecotourism development in Pariaman City are: 1) Intensive strategy is a type of strategy that requires intensive efforts if the competitive position of Pariaman City with existing tourist destinations and tourism services wants to improve; and 2) the diversification strategy is a type of strategy where the Pariaman City Government adds tourism destinations and new tourism services to help increase regional income. Related diversification is a type of strategy where the Pariaman City Government adds new tourist destinations and tourism services but still relates to old tourist destinations and tourism services.

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