DEVELOPMENT AND IMPROVEMENT STRATEGIES INTEREST IN VISITING TWIN LAKE ATTRACTIONS IN WEST SUMATRA

Emil Salim [1] ✉, Winda Afriyenis[2]

Faculty of Economic and Business, Universitas Putra Indonesia YPTK Padang

Article Information	Abstract
	This study aims to formulate a strategy in an effort to increase and develop interest in tourist visits to the Twin Lakes tourist attraction in West Sumatra. Based on the visit graph, it is known that the main problem encountered is the occurrence of fluctuations in tourist visits of Twin Lake tourist attraction in each year and month. The research method uses a qualitative approach and strategy formulation analysis tools namely SWOT analysis and QSPM (Quantitative Strategic Planning Matrix). The conclusion of this research is the main strength of the Twin Lake Tourism Object lies in its strategic location and the beauty and uniqueness of nature offered. However, weak capital and local government support and the absence of foreign investors make the Lake Kembar Lake tourist attraction in West Sumatra currently still within the criteria of less interest by tourists.

✉Correspondence Address:
Faculty of Economic and Business
Universitas Putra Indonesia YPTK Padang
E-mail: emil_salim@upiyptk.ac.id

1. Introduction

The tourism sector is one way to improve the regional economy, and Indonesia. Various tourist destinations in Indonesia are always visited by foreign tourists and domestic tourists, although by comparison it is inversely different from the Indonesian economy which is considered to be less conducive. at present, Indonesia's tourism sector contributes almost 4% of the total economy.

In 2019 alone, the Government of Indonesia wants to double this number to 8% of GDP, an ambitious (maybe too ambitious) target which implies that in the next 4 years, the number of visitors needs to double to around 20 million. In order to achieve this target, the Government will focus on improving Indonesia's infrastructure (including information and communication technology infrastructure), access, health & hygiene and also increasing online promotion campaigns (marketing) abroad. The government also revised the free visa access policy in 2015 to attract more foreign tourists. The importance of tourist destinations for the community is certainly a great opportunity in the context of developing an area. Currently the most popular tourist attractions are Nature Tourism such as mountains, waterfalls, lakes or beaches.

Tourism can be interpreted as a full journey starting from one place or several other places and stopping and then returning to its original place, or in other words tourism is all activities in the community related to tourists. The above statement can be concluded that tourism is a trip to fulfill the curiosity of individuals to find out the attractiveness of a tourist attraction, including natural attractions visited (Sondakh, 2016).

West Sumatra (West Sumatra) is one of the many provinces in Indonesia which is blessed with beautiful lakes which are certainly tourist destination destinations. One of them is Twin Lakes, Talang Lake, Singkarak Lake or Maninjau Lake. Tourism in West Sumatra is actually very attractive to tourists, especially foreign tourists flocking to visit West Sumatra, which is blessed with so much natural beauty that is not possessed by other countries. However, the high level of interest in visiting from tourists is not accompanied by a sense of concern attached to attractions, both from managers, governments and the public, so that if seen from the data of the Central Statistics Agency in 2019 related to data on visits, especially foreign tourists, there will still be a number of visits that has not increased, or is still likely to fluctuate.

Table 1. Number of Foreign Tourists Visiting West SumatraPeriod 2015 - 2019 (people)

| Year	Number of Visits	Percentage (%)
2015	44,973	18,26181233
2016	44,571	18,09857554
2017	51,691	20,98973476
2018	49,243	19,99569575
2019	55,790	22,65418162
Total Visits	246,268	100 %

Source: West Sumatra Province Central Statistics Agency

Based on the table above, it can be seen that there are still fluctuations in foreign tourist arrivals. Ofcourse this is far from the desired expectations, where foreign tourist visits can experience a significant increase in visits in each period. Meanwhile, seeing from the natural beauty offered by West Sumatra is quite attractive to tourists, such as Twin Lakes that offer a natural feel and uniqueness that is different from other lakes, where the lake is located in the BungoTanjung, Alahan Panjang, Solok Regency, Sumatra Province West. Lake Above and Lake Dibawah used to be called by the local people (Twin Lake) which is 56 km from Padang City and can be reached in about 1.5 hours by vehicle on the Padang line to Muara Labuh. Although they are called twins, they are really different in terms of area, shape and height. The two lakes are side by side in the Bukit Barisan ranks. The distance between the two is close together so it is called Twin Lakes. The Twin Lakes region also has extensive and distinctive agrotourism, such as tea plantations, passion fruit and vegetables. In this area cottages, restaurants and coffee shop facilities can also be carried out such as tracking activities, water sports, and other recreational activities (www.sumbar.travel).

This famous tourist attraction has its own attraction for tourists. As the name implies, Twin Lakes are two lakes that are located close together and have almost the same size. Although familiarly referred to as the Lake above and Lake Below, but the naming is actually inversely proportional to reality. The lake with a higher position is called the Lake Below, while the lower lake is called the Lake on the Top.

Lake Above is a lake that is categorized as shallow, the deepest point of the lake is only 44 meters, it is different with Lake Below that the deepest point is at 884 meters from the water level, a depth that is fairly scary for a lake, even the surrounding community does not dare to bring a boat to the middle of the lake. Plus based on observations and interviews in the field with

the communities around the twin lakes, it is spread that there are myths that develop in the community related to the lake below and access roads that are too steep make the lake below become less attractive to tourists than the lake above. Tourists tend to prefer visiting the lake above rather than having to visit the lake below due to phenomena or stories that develop from the surrounding community in particular. Moreover, the tourist facilities offered by the lake above are considered more complete and more comfortable for tourists who visit, because it is also equipped with water tourism and lodging. While the lake below is far from a place that describes the tourist attractions, so rarely found tourism activities around the lake.

Graph 1. Tourist VisitsTourism Object of Twin Lakes in West SumatraYear 2015 - 2019
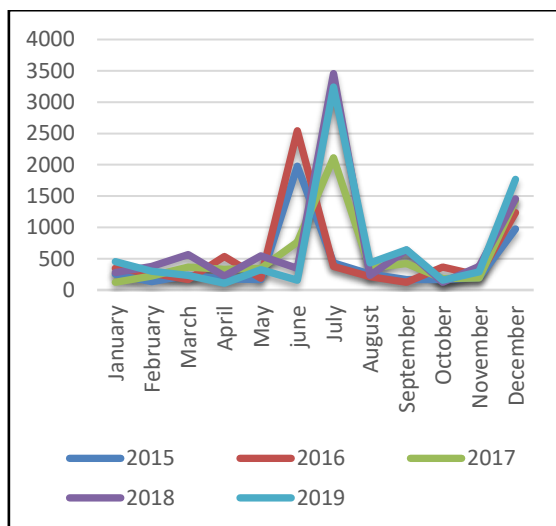
Source: Primary data processed

Based on the visit graph above, it can be seen that tourist visits to the Twin Lake tourist attraction in West Sumatra, tend to fluctuate each year and month. Where the surge in visits only occur in certain months only each year, such as holidays or Eid holidays or end of year holidays, such as June, July and December.
Of course, based on the above phenomenon, it indirectly affects the fluctuating interest of tourists visiting the twin lakes because of the twin lakes that have two beautiful lakes, but only one lake is able to attract tourists. So, this situation is inversely proportional to the expectations of the regional government of West Sumatra in particular to advance tourism in West Sumatra.
Research (Brahmanto, 2017) states that a key factor in an individual's interest in a tourist attraction is superior and quality tourist

attraction, too (Martina, 2013) reveals that a product innovation strategy can increase tourist interest and (Darsiharjo, 2016) also states that improve and add to existing facilities.

Therefore, the authors are interested in conducting research in order to produce a development strategy and increase tourist arrivals in West Sumatra. The author hopes that this research will be useful and able to be one of the solutions in the development of tourist objects and increase tourist visits to tourist destinations in West Sumatra, which in this case due to the limitations of the author in conducting this research only focuses on twin lake tourist destinations. Therefore, the writer hopes that the next researcher can develop the results and strategic ideas with a wider scope.

2. Methods

The purpose of this study is to identify all internal and external factors of the Twin Lake Lake tourism object in West Sumatra, especially the City of Padang, and then formulate an appropriate strategy in an effort to increase interest in tourist visits. The location of the study was determined intentionally (Wijayani, 2017), namely Twin Lakes of West Sumatra. The method of data collection is done by field observations and interviews, to determine internal and external factors from the unit of analysis (Salim, 2017).

The research method used is a qualitative method that seeks to understand and interpret the meaning of events in the interaction of human behavior in certain situations according to the perspective of the researcher itself and aims to understand the object being studied in depth and develop the concept of sensitivity to the problem at hand, explain the reality related to the search theory from the bottom (grounded theory) and develop an understanding of one or more phenomena faced (Imam Gunawan, 2016). The strategy analysis technique uses SWOT analysis and QSPM to formulate or formulate a strategy, consisting of three stages. First, the input stage uses the External Factor Evaluation (EFE) matrix and the Internal Factor Evaluation (IFE) matrix. Second, the matching stage uses the TOWS matrix (Threats, Opportunities, Weakness, Strength) and the internal-external matrix (IE). Third, the decision stage uses the QSPM (Quantitative Strategic Planning Matrix-QSPM) matrix.

The preparation of the IFE matrix is obtained from the evaluation of the company's internal factors, while the EFE matrix is obtained from the evaluation of the external factors of the

Twin Lakes tourist attraction in West Sumatra. Weighting is needed to determine the key factors that most influence the company. For ranking, the value is also determined based on information from the results of filling out the questionnaire given to the manager of the West Sumatra Twin Lake tourist attraction. From the results of the calculation of weights and ranks, a value will be obtained which will then be added to the total value. Usually considered to have internal conditions that are strong enough and able to overcome weaknesses, and have a good response to opportunities and threats if the final total value is above the average value of 2.5 (Tjoe, 2010).

3. Results and Discussion

The results of an analysis of the internal factors of the Twin Lakes Lake attractions in West Sumatra, namely strengths and weaknesses and external factors include opportunities and threats, which are then weighted using the IFAS and EFAS Matrices presented in Table. 2 and 3 below:

Table 2. IFAS (Internal Strategic factor analysis Summary)
Source: Primary data processed

Internal factors	Weight	Rating	Score
Strength			
1. Strategic lake location	0,12	2	0,36
2. Easy to reach from the city center	0,12	2	0,24
3. The price of visit tickets is affordable	0,11	3	0,33
4. Has a different uniqueness with other lakes	0,11	2	0,22
5. Local people are very friendly	0,11	2	0,22
Weaknesses			
1. Access roads are still poor	0,09	2	0,18
2. Do not have complete facilities and infrastructure	0,09	1	0,09
3. Tourist sites are still far from cleanliness	0,09	2	0,18
4. The absence of tour guides	0,11	2	0,11
5. Tour vehicles do not vary	0,06	1	0,06
Amount	**1,00**		**1,99**

Based on the results of the IFAS Matrix above, it is known that internal factors have a value of 2.45. According to David (2009), no matter how many factors are included in the IFAS Matrix, the total weighted average value ranges between the lowest of 1.0 and the highest of 4.0, with an average of 2.5. Total values that are far below 2.5 represent the characteristics of objects that are weak internally, while total values that are far above 2.5 indicate the characteristics of objects that are internally strong. Twin Lake Tourism Object with a total weighted average value of 1.99 these results indicate that internally the Twin Lake Tourism Object current strategy in utilizing strengths and minimizing weaknesses is below average and the internal condition of objects tends to be weak. For EFAS Matrix calculations are presented in the following table.

Table 3. EFAS (External Strategic factor analysis Summary)

External factors	Weight	Rating	Score
Opportunities			
1. Community needs for natural tourism are high	0,12	3	0,48
2. The tourism sector can improve	0,12	2	0,48
3. Regional government plans to develop	0,11	4	0,33
4. The number of domestic and foreign investors	0,11	2	0,33
5. Open employment for the community	0,11	2	0,44
Threats			
1. The risk of natural disasters is very high	0,09	3	0,27
2. Lake edges are widely used for farming	0,09	2	0,18
3. The development of other attractions	0,09	3	0,18
4. The behavior of visitors who always want a new feel	0,11	4	0,44
5. Unstable economic situation	0,06	2	0,12
Amount	**1,00**		**3,25**

Source: Primary data processed

Based on the results of the EFAS Matrix above, it is known that the external has a value of 3.25. According to David (2009), no matter how many factors are included in the EFAS Matrix, the total weighted average value ranges between the lowest of 1.0 and the highest of 4.0, with an average of 2.5. Total values that are far below 2.5 represent the characteristics of objects that are externally weak, while total values that are well above 2.5 indicate the characteristics of objects that are internally strong. Twin Lake Tourism

Object with a total weighted average value of 3.25 shows the current strategy in utilizing opportunities and minimizing threats above the average and external conditions of the company tend to be very strong.

Then in order to formulate a development and improvement strategy, it is also necessary to identify the main competitors of the Twin Lake Tourism Objects, especially similar competitors, as well as their specific strengths and weaknesses in relation to their strategic position, thus establishing Lake Singkarak and Lake Maninjau Tourism Objects as a reference for identification of Twin Lake Tourism Object competitors. The analysis can be seen in the following table.

Table 4. Matriks Profil Kompetitif

Determinants of Success	Twin Lakes			Singkarak Lakes		Maninjau Lakes	
	Weight	Rating	Score	Rating	Score	Rating	Score
Human resource competence	0,226	3	0,678	4	0,904	3	0,678
Complete facilities and infrastructure	0,255	1	0,255	4	1,020	3	0,765
Promotion	0,197	2	0,394	4	0,788	3	0,591
Number of visits	0,322	3	0,966	3	0.996	3	0,996
Amount	1,00		2,293		3,678		3,031

Source: Primary data processed

From the results of table 3 the CPM Matrix (Competitive Profile Matrix) states that, it can be seen that the total score of the Twin Lake Objects is 2,293, while the total score for Lake Singkarak is 3,678 and Lake Maninjau is 3,031. This shows that the position of Twin Lake Tourism Objects is not good when compared to the two main competitors. The next stage is the "matching stage". In this matching phase, several methods will be used to get the right strategy results for Lake Kembah Tourism Objects. These methods are TOWS Matrix, SPACE Matrix, IE Matrix, Grand Strategy Matrix and QSPM (Quantitative Strategic Planning Matrix).

Table 5. Matrix TOWS

IFAS / EFAS	Strength	Weaknesses
	♦ Strategic lake location ♦ Easy to reach from the city center ♦ The price of visit tickets is affordable ♦ Has a different uniqueness with other lakes ♦ Local people are very friendly	♦ Access roads are still poor ♦ Do not have complete facilities and infrastructure ♦ Tourist sites are still far from cleanliness ♦ The absence of tour guides ♦ Tour vehicles do not vary
Opportunities	**SO Strategy**	**WO Strategy**
♦ Community needs for natural tourism are high ♦ The tourism sector can improve ♦ Regional government plans to develop ♦ The number of domestic and foreign investors ♦ Open employment for the community	❖ Increase Promotion through digital marketing	❖ Opening jobs for people in the same economy
Threats	**ST Strategy**	**WT Strategy**

🔸 The risk of natural disasters is very high 🔸 Lake edges are widely used for farming 🔸 The development of other attractions 🔸 The behavior of visitors who always want a new feel 🔸 Unstable economic situation	❖ Add vehicles to play new and unique tours and look for investors both at home and abroad

	❖ Evaluating and innovating from all lines of management of attractions

Source: Primary data processed

From the results of the TOWS matrix analysis above it can be seen that there are four strategies that can be carried out, namely conservative strategy, defensive strategy, aggressive strategy, and competitive strategy.

Furthermore, based on internal and external environmental analysis, an alternative strategy was found based on the results of the IFAS and EFAS matrices, which can be seen in the SPACE matrix table below:
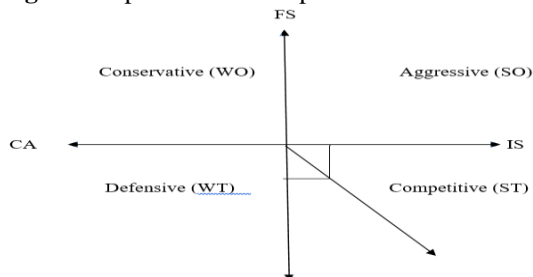
Table 6. Matrix SPACE

Conclusion		
Average IS	8/2	4
Average FS	7/2	3,5
Average CA	7/2	-3,5
Average ES	8/2	-4
X-axis = -3,5 + 4 = 0,5		
Y-axis = -4 + 3,5 = 0,5		

Source: Primary data processed

If seen in Table. 6, note that the direction vector coordinates on each x axis are 0.5 and the y axis is also 0.5. Then it can be seen that the twin lake attractions are in the competitive quadrant.

Figure 1. Space Matrix Graph

Source: Primary data processed

The overall results of the QSPM matrix are obtained from the sum of the total values of the attractiveness of internal factors and external factors, which in Table.7 can be seen the total attractiveness values of the four alternative strategies. From this table, it can be seen which strategy has the highest attractiveness, then which has the highest

And in the picture 1, can also be seen that the alternative strategy chosen based on the X and Y axis coordinates, shows the direction of the ST Strategy (competitive) recommendation which means the twin lake attractions must add vehicles to play new and unique tours and look for investors both at home and abroad.

After analyzing and knowing alternative strategies that emerge at the analysis stage through four techniques, namely the TOWS Matrix and the SPACE Matrix. Then the next step is to draw conclusions about alternative strategies that are most suitable to be run by the Tourism Objects to improve their competitiveness. In the Quantitative Quantitative Strategic Planning Matrix (QSPM), In the table. 7 will be chosen from the four alternative strategies that have the highest appeal among them, conservative strategy (WO), defensive strategy (WT), aggressive strategy (SO), and competitive strategy (ST). The four alternative strategies always appear in the matching stage.

Table.7 Results of QSPM Total Internal and External Factors

	Alternative Strategies			
	SO	ST	WT	WO
QSPM Internal factors	`1,268	3,546	2,931	2,511
QSPM External Factors	2,456	3,211	2,657	1,701
Total	**3,724**	**6,757**	**5,588**	**4,212**

Source: Primary data processed

attractiveness, then the strategy that has the highest attractiveness will be made as an alternative to the chosen strategy. From the table.7, it appears that from the four alternative strategies, if sorted from the total value of the largest attraction, the SO Strategy or strategy to make competitive tourism objects is the top ranking with a total attraction value of 6.757.

4. Conclusion

The main strength of the Twin Lake Tourism Object lies in the strategic location and the beauty and uniqueness of nature offered. Based on the results of the SWOT and QSPM analysis, a number of strategic evaluations and recommendations have been found, including the West Sumatra Twin Lake tourist attraction which has a very unique and special natural charm that is rarely possessed by other tourist objects. However, weak capital and local government support and the absence of foreign investors make the Twin Lakes Lake attractions in West Sumatra currently still in the criteria less desirable by tourists. West Sumatra Twin Lake tourism object is expected to be able to find investors - investors in efforts to improve and develop West Sumatra Twin Lake tourist attraction. This recommendation is certainly based on the results of research that suggests using SO Strategy in the effort to increase and develop the Twin Lakes Lake attractions in West Sumatra.

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