

Optimization Strategy of Banyuwangi's Hexahelix to Maintain the Sustainability of Tourism Development

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Abstract. Apart from the ability to survive Banyuwangi tourism against the Covid-19 pandemic, research conducted in 2021 found that the Banyuwangi tourism hexahelix development model was less than optimal. The relationship between stakeholders has not been synergized, and there are still overlapping roles between stakeholders. The results of the focus group discussion (FGD) conducted in 2021 show that there needs to be a study to develop technical recommendations for optimizing the Banyuwangi tourism hexahelix development model to maintain the sustainability of Banyuwangi tourism development. This research approach is case study research. Types of research included descriptive, quantitative, and qualitative research. The data were analyzed with a descriptive method to determine the internal and external conditions that affect the development of Banyuwangi tourism and then used the analysis of internal factor evaluation (IFE), external factor evaluation (EFE), strengths-weakness-opportunities-threats (SWOT) to formulate a technical recommendation strategy for strengthening the Banyuwangi tourism hexahelix development model. The abstract needs to summarize the content of the paper. The result shows there are 4 strategies that can be used to optimize the hexahelix model of Banyuwangi tourism development activation of the Regional Tourism Promotion Board (BPPD) Banyuwangi, intensive promotion by promoting the image of "Majestic Banyuwangi", a collaboration between stakeholders to create tour package innovations, and training on tourism attraction management and strengthening of human tourism resources.

Keywords: Covid-19 Pandemic, Hexahelix Development Model, and Restart Tourism.

1 Introduction

Before the Covid-19 pandemic, the development of the Banyuwangi district (East Java - Indonesia) tourism sector tended to increase every year. In 2020, 123 events were planned and must be canceled due to the PSBB policy to cut the transmission of Covid 19. Banyuwangi Regency in July 2020 launched a new normal tourism strategy which contains 6 strategic points to maintain the sustainability of the development of the tourism sector in Banyuwangi (travel Kompas, 2021). These strategies are strengthening human resource knowledge about health, regulating service hours, hygiene and health certification, strengthening tourist attraction referrals, strengthening accommodation services, and regulating tourist attractions.

These six strategies have been implemented since mid-2020. After implementing the new normal tourism strategy, tourism activities began in June. Data shows that the number of visits in 2020 is 2,579,460 domestic tourists and 15,517 foreign tourists.

The data shows that Banyuwangi district tourism tends to be able to survive the Covid 19 pandemic. Data from the Banyuwangi Indonesian Hotel and Restaurant Association (PHRI) shows in a focus group discussion (FGD) conducted in 2021 shows that the percentage of hotel occupancy in 2019 and during the Covid-19 pandemic in 2020 did not experience much change. In April - June 2020, occupancy experienced a drastic decrease of up to 10% due to a circular letter from the Banyuwangi Regent to close all tourist destinations. From October to December 2020, it shows that the percentage of hotel occupancy rates was higher than in the same month in 2019. Based on our brief interview with the head of the PHRI, it was stated that the number of official trips from ministries/state agencies to Banyuwangi had a big role in increasing the percentage of hotel occupancy in the three that month.

Apart from the ability to survive Banyuwangi tourism against the Covid-19 pandemic, research conducted in 2021 found that the Banyuwangi tourism hexahelix development model was less than optimal. The relationship between stakeholders has not been synergized, and there are still overlapping roles between stakeholders. To deal with the COVID-19 pandemic, it is necessary to transform policies that involve all parties and put aside the ego sector [1]. The results of the focus group discussion (FGD) conducted in 2021 show that there needs to be a study to develop technical recommendations for optimizing the Banyuwangi tourism hexahelix development model to maintain the sustainability of Banyuwangi tourism development [2]. The results of the 2021 research are the basis for research in 2022 that focuses on strengthening the Banyuwangi district tourism hexahelix development model so that it can produce strategies and technical recommendations for improving the model. The hexahelix development model is expected to be optimal to maintain Banyuwangi tourism development and growth so that Banyuwangi can restart tourism towards green tourism.

2 Methods

This research approach is case study research. The case study method is a research procedure and technique on the subject under study in the form of an individual, institution, group or community, intending to obtain a detailed description of the background, characteristics, and distinctive character of the case or individual status which will then be used as a matter, general nature [3].

This study seeks to develop an optimization strategy based on a strategy development framework [4]. Types of research are included in descriptive, quantitative, and qualitative research. Types and sources of data used are primary and secondary data. Primary data is data obtained directly from the informant. Meanwhile, secondary information is data obtained through interviewing other interested parties and related to this study. The informants in this research consist of practitioners, local government, academics, and the general public.

The data were analyzed with a descriptive approach to determine the internal and external conditions that affect the development of Banyuwangi tourism and then used the analysis of internal factor evaluation (IFE), external factor evaluation (EFE), strengths-weakness-opportunities-threats (SWOT) to formulate a technical recommendation strategy for strengthening the Banyuwangi tourism hexahelix development model.

3 Result and Discussion

The strategy formulation process is divided into three stages [4]: the input stage, the matching stage, and the decision stage. At the input stage, internal factors (strengths and weaknesses) and external factors (opportunities and challenges) are evaluated. An alternative strategy is formulated at the matching stage using the SWOT matrix. At the decision stage, a realistic priority strategy is implemented to strengthen the Hexahelix Model of Banyuwangi tourism.

3.1 Evaluation of Internal Factor

Internal factor analysis was carried out using the internal factor evaluation (IFE) matrix. The IFE matrix can show the main strengths and weaknesses of internal factors in an effort to strengthen the Banyuwangi tourism hexahelix development model. The IFE matrix can also help to see the dominance between strengths and weaknesses.

The results of the IFE analysis (Table 1) state that the main strength factor of the Banyuwangi tourism Hexahelix development model lies in the awareness factor of all tourism actors to work together with a score of 0.8. This shows that all parties want to recover Banyuwangi tourism, and synergy is the first step that must be done. Synergy can be done by identifying the roles and functions of each party and optimizing collaboration and coordination. Strengthening collaboration and intensive coordination can create a conducive business atmosphere to help Banyuwangi tourism develop towards restarting tourism.

The main weakness of the Banyuwangi tourism Hexahelix development model is that the synergy between tourism business actors has not been established, with a score of 0.15. This is in line with the main strengths that show that all parties have the awareness to synergize, but there has been no real effort to implement it. Synergy is needed to ensure the recovery of Banyuwangi tourism and to continue to maintain the positive trend of Banyuwangi tourism to continue to grow and develop.

Evaluation of internal factors resulted in a total weighted score of 2.75. It states that the ability of the internal elements of the Banyuwangi tourism atmosphere to strengthen the hexahelix development model is in an above-average position. The total score of the strength factor reached 1.8, while the weakness factor reached 0.95. The total of each of these scores, if accumulated, will show that the position of the Banyuwangi tourism atmosphere in strengthening the hexahelix development model has a strong factor that is more dominant than its weakness factor.

Table 1. Result of Internal Factor Evaluation Matrix

No.	Strengths	Weight	Rating	Score
1.	High community participation	0.15	4	0.6
2.	Awareness of all tourism actors to synergize	0.2	4	0.8
3.	The number of associations / associations of tourism business actors in Banyuwangi	0.1	4	0.4
Total		0.45		1.8
No.	Weaknesses	Bobot	Rating	Score
1.	Human resources management is not optimal	0.125	2	0.25
2.	The management of tourist attractions in Banyuwangi has not been maximized	0.125	2	0.25

3.	Synergy between tourism business actors has not yet been established	0.15	1	0.15
4.	Promotion does not prioritize the image of the Banyuwangi	0.15	2	0.3
Total		0.55		0.95
Score		1		2.75

3.2 Evaluation of External Factor

External factor analysis was performed using the external factor evaluation (EFE) matrix. The IFE matrix can show internal factors' main opportunities and challenges to strengthen the Banyuwangi tourism hexahelix development model. The EFE matrix can also help to see the dominance between opportunities and challenges.

Table 2 shows that the foremost opportunity for the Banyuwangi tourism Hexahelix development model lies in the easing factor of tourist travel rules with a score of 0.9. The easing of travel regulations will increase the community's enthusiasm to carry out tourism activities. The realization of the Covid 19 vaccination has led to a loosening of travel regulations using public transportation. The easing has also led to an influx of foreign tourists to Indonesia. The tourism industry is slowly reviving due to the loosening of travel regulations.

The main challenge of the Banyuwangi tourism Hexahelix development model is the change in tourist behavior/tourism trends, with a score of 0.6. Staycation, outdoor dining, and work from hotels are changes in Indonesian tourism trends. Changes in trends require business actors to make adjustments or changes in business models to meet the satisfaction and improve the travel experience for tourists.

Table 2. Result of Internal Factor Evaluation Matrix

No.	Opportunities	Weight	Rating	Score
1.	Easing of travel rules	0.225	4	0.9
2.	Easing of event rules	0.1	3	0.3
3.	Increased number of tourist visits	0.175	3	0.525
Total		0.45		1.8
No.	Challenges	Weight	Rating	Score
1.	Changes in tourist behavior / tourism trends	0.2	3	0.6
2.	Shift or change in government policy	0.175	3	0.525
3.	Increasing the competitiveness of other tourism destinations	0.125	2	0.25
Total		0.5		1.375
Score		1		3.1

Evaluation of external factors resulted in a total weighted score of 3.1. It states that the ability of the outer aspects of the Banyuwangi tourism atmosphere to strengthen the hexahelix development model is in an above-average position. The total score of the opportunity factor reached 1.725, while the challenge factor reached 1.375. The total of each of these scores, if accumulated, will show that the position of the Banyuwangi tourism atmosphere in

strengthening the hexahelix development model has a more dominant opportunity factor than the challenge factor.

3.3 Formulation of Strategies

The strategy for strengthening the Banyuwangi tourism hexahelix model was formulated using a SWOT analysis. SWOT analysis is a basic strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business venture to make feasible strategies [5]. Alternative strategies are divided into four, namely S-O strategy (strength-opportunities), W-O strategy (weaknesses-opportunities), S-T strategy (strength-threats/challenges), and W-T strategy (weaknesses-threats/ challenges). From the formulation of plans in the SWOT matrix, 4 alternative methods are produced according to internal and external factors to strengthen the hexahelix development model, which can be seen in Figure 1.

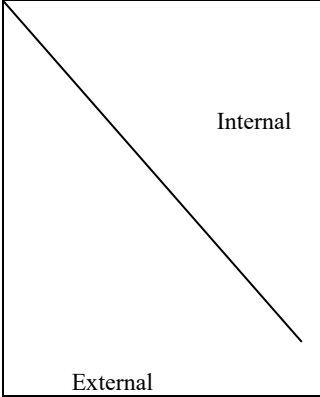
	STRENGTHS	WEAKNESSES
	<ol style="list-style-type: none"> 1. High community participation 2. Awareness of all tourism actors to synergize 3. The number of associations / associations of tourism business actors in Banyuwangi 	<ol style="list-style-type: none"> 1. Human resources management is not optimal 2. The management of tourist attractions in Banyuwangi has not been maximized 3. Synergy between tourism business actors has not yet been established 4. Promotion does not prioritize the image of the Banyuwangi
OPPORTUNITIES	STRATEGIES SO	STRATEGIES WO
<ol style="list-style-type: none"> 1. Easing of travel rules 2. Easing of event rules 3. Increased number of tourist visits 	Activation of the Regional Tourism Promotion Board (BPPD) Banyuwangi	Intensive promotion by promoting the image of "Majestic Banyuwangi"
THREATS/CHALLENGES	STRATEGIES ST	STRATEGIES WT
<ol style="list-style-type: none"> 1. Changes in tourist behavior / tourism trends 2. Shift or change in government policy 3. Increasing the competitiveness of other tourism destinations 	Collaboration between stakeholders to create tour package innovations	Training on tourism attraction management and strengthening of tourism human resources

Fig. 2 SWOT Analysis

1. Activation of the Regional Tourism Promotion Board (BPPD) Banyuwangi

Constitution Number 10 of 2009 concerning Tourism in chapter 48 describes the Regional Tourism Promotion Board, which has as a partner of local governments in tourism promotion activities. Tourism stakeholders in Banyuwangi do not yet have an organization/association with legal force as a forum for routine coordination. BPPD Banyuwangi district should be activated because it is a mandate from Constitution No. 10 of 2009 and a way to create synergy between tourism actors in Banyuwangi. The policy-making element in BPPD as a representative of all tourism stakeholders, can formulate holistic policies, accommodate the interests of all parties, and create win-win solutions for the growth and development of Banyuwangi tourism. All components related to the tourism industry sector must be able to work together to contribute thoughts, steps in innovation, and production to start the domestic and international tourist market to accelerate tourism's direction in the new normal era [6].

2. Intensive promotion by promoting the image of "Majestic Banyuwangi"

In 2016, "Majestic Banyuwangi" was launched and became a Banyuwangi tourism brand. Majestic describes the majesty of Banyuwangi, which has a beautiful natural appearance and rich local culture. Banyuwangi promotional activities should continue to prioritize the meaning of the word Majestic and always image Banyuwangi as a rich natural and cultural district. Promotional activities are not only limited to how to bring in tourists but must focus on forming loyalty through creating memorable experiences for tourists [7]. Promotion is also not limited to the delivery of information and the formation of the destination's image but also to improving the quality on the supply side of tourist attractions [8].

3. Collaboration between stakeholders to create tour package innovations

The creation of a unique tour package often has to involve various parties. Unique tourism experiences are not always provided by the core tourism resources of an area, such as natural, cultural, and historical features but are also offered by a series of activities that have been prepared by tourism businesses [9]. Special events can be attractors combined with core tourism resources that can provide entertainment and attract tourists to visit Banyuwangi. Tourism actors must collaborate to package tour packages into entertainment packages by combining core resources and attractors found in Banyuwangi district [10].

4. Training on tourism attraction management and strengthening of human tourism resources

One of the objectives of developing the tourism offering aspect is to improve the quality of tourism human resources [11]. Quality human resources are competent human resources and can improve the experience for tourists. The rapid increase in the number of visits due to the loosening of post-covid-19 travel regulations requires the readiness of human tourism resources to provide services that can meet or exceed tourist expectations. The ability to manage tourist attractions needs to be refreshed and updated to adapt to changes in tourist trends and changes in tourist behavior.

4 Conclusion

The development of Banyuwangi tourism towards restarting tourism after the COVID-19 pandemic must begin with strengthening the Banyuwangi hexahelix development model. Optimizing the development model can guarantee Banyuwangi's readiness to renew tourism for sustainable growth and development of Banyuwangi tourism.

4 strategies can be used to optimize the hexahelix model of Banyuwangi tourism development activation of the Regional Tourism Promotion Board (BPPD) Banyuwangi, intensive promotion by promoting the image of "Majestic Banyuwangi", a collaboration between stakeholders to create tour package innovations, and training on tourism attraction management and strengthening of human tourism resources.

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