
DEVELOPMENT STRATEGIES OF TOURISM FROM PERSPECTIVE MARKETING, HUMAN RESOURCE, GOVERNMENT POLICY TO IMPROVE THE TOURISM OF KARAWANG DISTRICT, WEST JAVA, INDONESIA

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ABSTRACT

Pariwisata merupakan bisnis yang menjanjikan dan dapat dijadikan keunggulan bagi ekonomi kreatif di daerah. Kota Karawang memiliki karakter yang unik karena merupakan kota industri terbesar di Indonesia dengan keindahan alam yang menarik, kota lumbung padi, dan kota bersejarah bagi Indonesia. Berdasarkan data yang dihimpun jumlah pabrik yang beroperasi di kabupaten ini sebanyak 1.762 pabrik, dapat dilihat bahwa potensi wisatawan yang besar untuk pariwisata, baik itu pendatang, ekspatriat, maupun penduduk Karawang sebanyak 2.370.488 jiwa. Namun, potensi tersebut belum mampu meningkatkan kunjungan wisatawan dan meningkatkan kesejahteraan masyarakat lokal, khususnya di lokasi wisata. Penelitian ini bertujuan untuk membuat strategi yang optimal untuk mengembangkan potensi wisata. Penelitian ini dengan pendekatan deskriptif kualitatif dengan menggunakan metode TOWS, dilengkapi dengan indikator-indikator pengembangan di sektor pariwisata dan dengan menggunakan alat bantu AHP (Analytical Hierarchy Process) dalam memilih dan mengurutkan setiap indikator. Teknik pengumpulan data dilakukan melalui wawancara dengan informan dari dinas pariwisata dan kebudayaan, observasi, kuesioner. Hasil dari analisis TOWS strategi pengembangan yang harus dilakukan adalah berada pada posisi di Kuadran I yaitu strategi agresif. Untuk meraih peluang besar yang masih harus didukung oleh kekuatan internal Pemerintah Daerah, termasuk kebijakan dan pembangunan infrastruktur, serta meningkatkan jumlah investor sebagai pihak ketiga dalam pengembangan destinasi pariwisata.

Kata kunci: strategi pengembangan; pengembangan pariwisata; pemasaran; sumber daya manusia; pariwisata kabupaten Karawang.

Tourism is a promising business and can be used as an advantage for the creative economy in the region. Karawang city has a unique character because it is the largest industrial city in Indonesia with attractive natural beauty, a city of rice granaries, and a historical city for Indonesia. Based on data compiled the number of factories operating in this district was 1,762 factories, it can be seen that a large number of potential tourists for tourism, including migrants, expatriates, and Karawang population as much as 2,370,488 inhabitants. However, this potential has not been able to increase tourist visits and improve the welfare of local communities, especially in tourist locations. This study aims to create an optimal strategy for developing tourism potential. This research with a qualitative descriptive approach using the TOWS method, equipped with development indicators in the tourism sector and by using AHP (Analytical Hierarchy Process) tools in selecting and sorting each indicator. Data collection techniques were carried out through interviews with informants from the tourism and culture office, observation, questionnaires. The results of the TOWS analysis development strategy that must be carried out is in a position in Quadrant I is the aggressive strategy. To seize great opportunities that still have to be supported by the internal strength of the Regional Government, including policies and infrastructure development, as well as increasing the number of investors as third parties in the development of tourism destinations.

Keywords: development strategy; tourism development, Marketing; Human Resource; Karawang distric tourism.

INTRODUCTION

Tourism is a promising business and apart from being one of the regional revenues, tourism can be used as an advantage of the creative economy in the region. Indonesia is a country that has natural wealth, which can attract foreign tourists to stop by. It is no longer strange that several cities in Indonesia have

become famous only because of their natural advantages, namely Bali, Lombok, Tana Toraja, and others. This is also supported by the capacity of local human resources, local government, and also the government.

In the follow-up to the implementation of regional autonomy by Law Number 32 of 2004, it defines regional autonomy as the rights, powers, and obligations of the autonomous region to regulate and manage government affairs and the interests of the local community. So that regions have the flexibility to regulate their regions, and it should be a motivation for each region to increase its regional income in various sectors, to maximize prosperity and welfare for the people of the region. The potential of resources in each region or district and city should receive special attention with development, to improve the economy in rural areas.

Karawang is located in West Java. Karawang Regency is an area with an industrial area and attractive natural beauty, a historical city of Indonesia, but the tourism potential has not been developed optimally. The area of Karawang Regency is geographically located between 107° 02'-107° 40' East Longitude and 5° 56'-6° 34' South Latitude, including a relatively low land area, having variations in the height of the area between 0-1,279 meters above sea level with an area of 0- 20, 2-150, 15-400, and above 400 with an average temperature of 27° C. with Relatively low altitude (25 m asl)

Based on data compiled from the Karawang Department of Manpower and Transmigration, it was explained that until 2018, the number of factories operating in this district was 1,762 factories. The details are 787 private factories, 269 PMDN, 638 PMA, and 58 factories (<https://www.knic.co.id>). From this data, local and foreign tourists (expatriates who work in industrial areas) can get the potential, with a population of 2,370,488 people in Karawang.

According to data from the Department of culture and tourism in Karawang there are ± 16 Tourist objects in Karawang district, with visitor data, obtained randomly as follows

Table 1
Sample Tourist Data of Karawang Regency 2021

No	Month	Visitor
1	January	15.059
2	February	10.118
3	March	8.052
4	April	8.538
5	Mei	8.102
6	June	10.810
7	July	8.974
8	August	11.257
9	September	8.612
10	October	12.598
11	November	8.972
12	December	13.129
Amount		124.258

Source. Department of culture and tourism Karawang District, 2021

From these data, it is obtained that the number of tourists is 124.258, the number which is still minimal compared to the total number of Karawang people, which has not yet been combined with the number of tourists outside Karawang. Only 5,24% who visit tourist objects in Karawang district. From these data, one of the problems is the lack of tourist visitors in the Karawang area, and this is a challenge to create a tourism development strategy with opportunities, advantages, uniqueness and resources that are already available, to improve the local economy in Karawang. To optimise the tourism development strategy, it will be seen from several scientific management perspectives, such as human resource potential, marketing concepts, and others.

Local government is a policymaker that was born to answer and fulfill the development of tourism and regional empowerment efforts. The potential of each region or village can continue to be developed and improved so that the ranking of tourism in Indonesia increases in the world.

The tourism development strategy is planning and formulating policies that lead to goals according to the vision and mission of the Department of culture and tourism in the Karawang district. Several things must be considered in a tourism development strategy, because it can not only focus on the tourism aspect but must be supported by other aspects, such as human resources, marketing, social, culture, and economy.

LITERATURE REVIEW

2.1 Strategic Management

Strategic management can be defined as art and knowledge in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals (Fred R. David, 2010, p5)

2.1.1 Definition of Strategic Planning

According to Bryson (2007), the strategic planning process is general policy and direction setting, situation assessment, identification of strategic issues, strategy development, decision making, action, and evaluation. Quin and Bracker in Bryson (2007), specifically strategic planning can be applied to:

- a. Important Public Institutions, Departments, or Divisions in the organization;
- b. Public Administration, such as City, State, or State Government;
- c. Non-profit organizations that provide services;
- d. Specific functions that bridge organizational and Government boundaries, such as transportation, health, or education;
- e. Entire community, Urban or Metropolitan area, Region, or State improves organizational performance and so on.

Based on the explanation regarding strategic planning, it can be concluded that strategic planning is a systematic process for managing an organization in the future and its relationship with the environment and strategic issues related to stakeholders in it.

2.1.2 Benefits of Strategic Planning

Strategic planning has great benefits for public sector organizations to be more effective in acting. Steiner, et al in Bryson (2007) explains that strategic planning can help an organization, namely as:

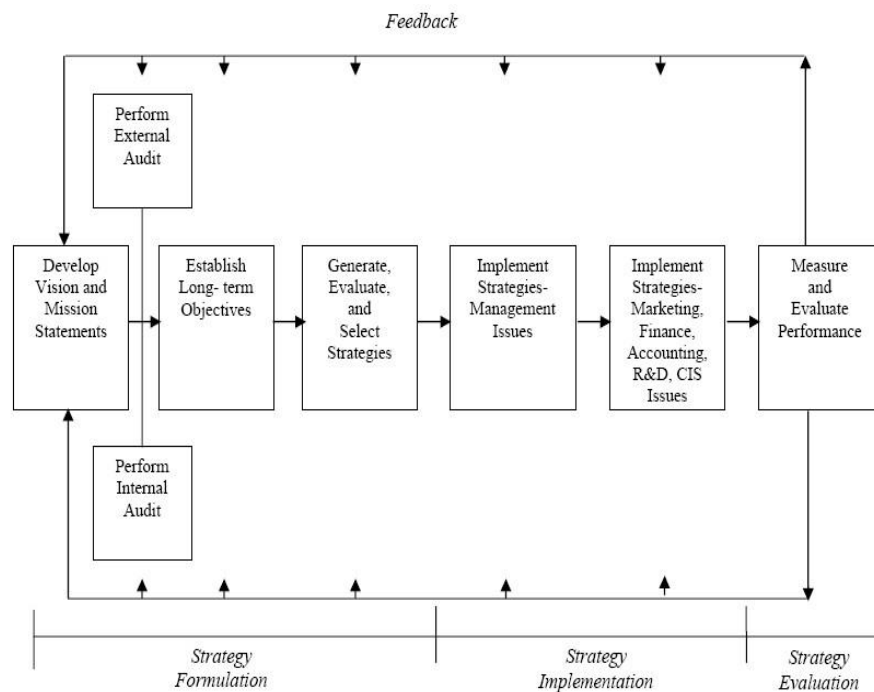
- a. Think strategically and develop effective strategies.
- b. Clarify future direction.
- c. Create priorities.
- d. Make decisions now and remember future consequences.
- e. Develop a coherent and solid foundation for decision making.
- f. Use maximum flexibility in areas under organizational control.

- g. Make decisions that cross levels and functions.
- h. Solve the main problems of the organization
- i. Improve organizational performance.
- j. Deal with rapidly changing circumstances effectively.
- k. Build group work and expertise.

It can be concluded from the explanation above that strategic planning provides great benefits to the organization, so that strategic planning can be used as a basis before the organization acts. So that the organization can achieve its goals.

2.1.3 Stages of Strategy Planning

These stages contain details of key activities that will clarify the strategic planning process in the organization, as shown in the comprehensive strategic management model.



Picture 1
 Stage of strategy planning
 Source: (David, 2010) p. 21

Based on this strategic management model, as described by David (2010) that the model shows the relationship between the components of a detailed strategic management process that can be widely accepted. So that it can be explained in each point the stages are as follows;

- a) Establishing Vision and Mission
- b) External and Internal Environmental Analysis
- c) Long-term goals
- d) Creating, Assessing and Choosing Strategies

- e) Implementation of Long-Term Management Strategies
- f) Strategy Implementation in Functional Policies
- g) Performance Appraisal and Evaluation

2.2 Human Resource Management

In organizations, human resources have an important role as a driving force and actor of activities based on strategic planning, according to Plunket, Allen & Attner (2013: 19) which states that management is: "HRM is to develop processes in the organization that help align individual employee performance with the organization's strategic objectives."

To understand the definition of Human Resources (HR), it is necessary to distinguish between the meaning of macro and micro. The definition of HR in macro terms is all human beings as residents or citizens of a country or within certain territorial boundaries who have entered the age of the labor force, whether they have entered the age of the workforce, either already or have obtained a job. Besides, human resources at a macro level also mean that the population is in productive age, although due to various reasons and problems there are still those who are not productive because they have not entered employment opportunities in the community. (Dewi Hanggraeni, 2012:35)

HR in a micro sense is simply a human being or a person who works or is a member of an organization called personnel, employees, employees, workers, labor, and others. While more specifically HR in the micro sense within an organization or company, the meaning can be seen from three angles: 1) HR is a person who works and functions as a countable organizational asset. 2) HR is the potential that drives the organization. 3) Humans as resources are living creatures created by God Almighty, as the activator of an organization that is different from other resources. Its human values require that human resources be treated differently from other resources. (Malayu Hasibuan, 2010)

2.3 Marketing

Marketing strategy consists of specific strategies related to the target market, marketing mix, and level of marketing expenditure, (Kotler, 2013). The company's goal in the marketing concept is to provide satisfaction to consumers and or other communities in return for profit, or a favourable ratio between revenue and costs, this means that the marketing concept teaches that the ratio between revenue and cost is favourable. means that the marketing concept on the needs and desires of consumers.

formulation of marketing strategies as a plan that is prioritised to achieve these goals, must be based on needs and desires of consumers. According to Fandy Tjiptono (2011: 39), Marketing Mix is a set of tools that marketers can use to shape the characteristics of the services offered to customers. The marketing mix is a tool for companies, influencing target in the marketing mix there is a set of tools known as the 4Ps, namely product (product), price (price), place (place or distribution channel), and promotion (promotion), while in service marketing, there are several additional marketing tools such as people (people), physical evidence (physical facilities), and process (process). process, so it is known as 7P, so it can be concluded that the marketing mix is product, price, place, promotion, people, physical evidence, and promotion, people, physical evidence, and process.

2.3.1 Marketing Mix

Buchari Alma (2013: 205) explains what is meant by the marketing mix (marketing mix): "a strategy to mix marketing activities, so that the maximum combination is sought to produce the most satisfying results, from 7 components or also known as 4P, namely product, place, price, , and promotion, people, process, physical evidence ".

1. Product: Product is an important element in a marketing program, product strategy, can influence other marketing strategies.
2. Price: According to Monroe, the price is an economic sacrifice made by customers to obtain products and services.
3. Promotion: Promotion is the activity of communicating information from sellers to consumers or other parties in the sales channel to influence attitudes and behavior.
4. Place: Relates to where the company carries out operations or service activities. The location of the services used in supplying services to customers that will be used involves considering how the service is delivered to customers and where it will take place.
5. People (participants): What is meant by participants here are employees of service and service providers as well as sales.
6. Process: The process is an activity that shows how services are provided to consumers while purchasing goods.
7. Physical Evidence (physical environment): The physical environment is a state or condition which includes the atmosphere.

2.4 Tourism

According to etymology, the word "tourism" is identified with the word "travel" in English which means a trip made many times from one place to another. On that basis, by looking at the current situation and conditions, tourism can be interpreted as a planned trip carried out individually or in groups from one place to another to get satisfaction and pleasure. (Sinaga, 2010: 12).

2.4.1 Tourism Development

In developing tourism, aspects are needed to support the development of tourism

The aspects meant are as follows

1. Physical aspects according to Law No. RI. 23 of 1997, the environment is a spatial unit with all objects, forces, conditions, and living things including humans and their behavior, which affects the continuity of life and the welfare of humans and other living things. Included in the physical environment is based on preparations from various sources, namely:
 - a. Geography.
 - b. Topography
 - c. Geology
 - d. Climatology.

- e. Hydrology
- f. Visibility
- g. Vegetation and Wildlife

2. The aspect of tourist attraction can develop in a place basically because the place is basically because the place has an attraction that can encourage tourists to come to visit it. Murray (1993) in Gunn (1979; 50) states that:

"... A thing or feature which draws people by appealing to their desires, taste, etc. Especially an interesting or amusing exhibition which "draws" the crowds ". Gunn (1979; 48) also argues that: "Attraction is the on-location places in the region that not only provide the things for the tourist to see and do but also offer the lure to travel".

3. The aspect of accessibility, one of the important infrastructure components in a destination is accessibility. Accessibility according to Bovy and Lawson (1998; 107), "... should be possible by public transport and bicycle trails, by pedestrian paths (from neighborhoods) and by cars (mainly families, with an average of three persons/cars)".

Physical and non-physical access to a destination is important in tourism development. Physical aspects are concerning roads, completeness of facilities within a certain radius, the frequency of public transportation from the nearest terminal. According to Bovy and Lawson (1998; 202), the road network has two important roles in tourism activities, namely:

- a) As a means of access, transport, communication between visitors or tourists, and recreational attractions or facilities.
- b) As a way to see (sightseeing) and find a place that requires planning in determining the sights that can be seen during the trip. In the second role, it shows the non-physical aspects which are also important factors in supporting overall accessibility, which can be in the form of safety along the road, and travel time from origin to destination.

Furthermore, Bovy and Lawson (1998; 203) divide roads for the benefit of tourists into 3 (three) categories, namely:

- a) The main road that connects the main destination areas with the national road network or main roads outside the area.
 - b) Visitor roads, which are secondary roads that are usually paved (macadam) or gravel that connect with specific tourist facilities such as resorts, separate hotels, restaurants, or other recreational attractions.
 - c) Visitor circuits, for sightseeing activities with interesting views along the way.
4. Aspects of activities and facilities, in developing a tourist attraction, it is necessary to have facilities that serve as a compliment and to meet the various needs of various tourists. In essence, the function of the facility must serve and facilitate the activities or activities of visitors/tourists carried out to gain recreational experience.
5. Socio-economic and cultural aspects, in the socio-economic analysis discussing the livelihoods of the population, population composition, labor force, the educational

background of the surrounding community, and the distribution of the population in an area.

2.5 GOVERNMENT POLICY

Planning is the process of setting policies and how implements them.

The same opinion was also expressed by Claire A. Gunn (1993: 141) who emphasized that there are several important things in the function of regional and local policies as very important tools in tourism activities, namely:

1. Planning must be able to promote quality growth, requiring constructive changes, as well as developing potential locations to develop quality attractions that can be sold.
2. Tourism policies must have a more important role in promotional activities; these policies must be supported by research.
3. Tourism planning requires public and private cooperation so that all stakeholder expectations can be fulfilled.
4. Regional and local policy planning must be able to strengthen all planning, supporting good tourism development down to the destination level.
5. Regional and local policy planning must be able to stimulate business (businesses) to contribute to regional development.
6. The policy must be able to link business with the government and non-profit attraction, such as the policy for planning business attractions (natural and cultural) must be supported by travel and accommodation businesses.

According to Godfrey and Clarke, the process of forming a tourism strategy consists of three steps, namely:

1. Identifying Opportunities and Constraints (Based on an evacuation of supply and demand).
2. Setting development Goals and Objective (Addressing issues needing attention in the short, medium and longer term).
3. Define a series of action steps (Designed to achieve the goals and objectives within some specified time frame).

Table 2
Tourism Development Strategy

No	Variable	Sub Variable	Indicator
1	Human Resources Management	Human Resources in a macro sense	people who are in the productive age, although due to various reasons and problems there are still those who are not productive because they have not entered employment opportunities in the community
		Human resource in the micro sense	HR is a person who works and functions as a countable organizational asset. HR is the potential that drives the organization HR are living creatures created by God Almighty, as the activator of an organization that is different from other resources

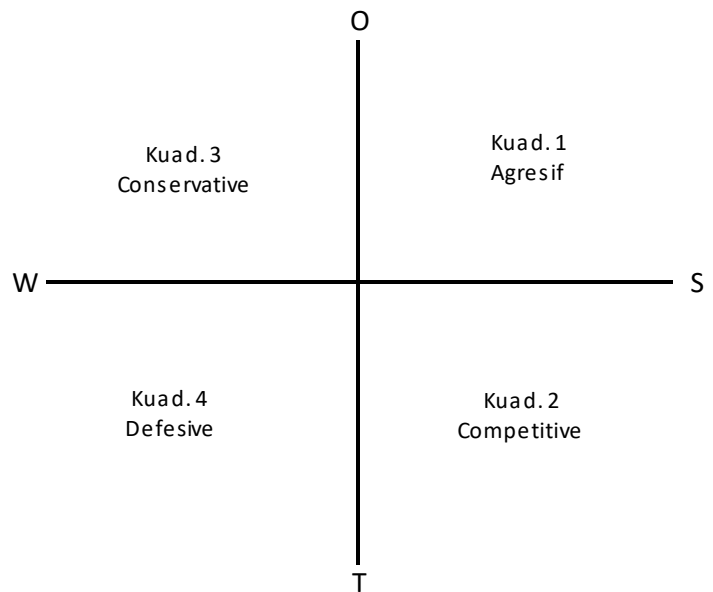
2	Marketing Management	Marketing Mix	<ol style="list-style-type: none"> 1. Product 2. Price 3. Promotion 4. Place 5. People 6. Process 7. Physical Evidence
3	Tourism Development	Supporting Aspects of Tourism Development	<p>physical environment based on preparations from various sources, namely:</p> <ol style="list-style-type: none"> 1. Geography 2. Topography 3. Geology 4. Climatology 5. Hydrology 6. Visibility 7. Vegetation and Wildlife
			Aspects of tourist attraction
		Categories of roads according to tourist interests	<p>The aspect of accessibility, one of the important infrastructure components in a destination is accessibility:</p> <ol style="list-style-type: none"> 1. As a means of access, transport, communication 2. As a way of sightseeing
		Bovy and Lawson (1998;203)	<ol style="list-style-type: none"> 1. Main roads connecting the main destination areas with the national road network or main roads outside the area. 2. Visitor roads, namely secondary roads 3. Visitor circuit, for sightseeing activities 4. Aspects of activities and facilities 5. Socio-economic and cultural aspects
4	Policy Functions	regional and local policy functions	<ol style="list-style-type: none"> 1. planning must be able to promote quality growth 2. tourism policy should play a more important role in promotional activities 3. tourism planning requires public and private cooperation so that all stakeholder expectations can be fulfilled 4. Regional and local policy planning must be able to strengthen all planning, supporting good tourism development down to the destination level. 5. Regional and local policy planning should be able to stimulate business (business) 6. The policy must be able to link business with the government and non-profit attraction.

Source: reviewed from various sources, 2022

METHOD

The author uses this type of qualitative research referring to Lexy. J Moleong, (2001) revealed that qualitative research was carried out on the problems studied in this case related to policies regarding tourism development strategies carried out by the local government through the Karawang Regency Culture and Tourism Office by

using a procedure regarding descriptive data in the form of written or oral words. of the people and actors being observed. (M. Subana Sudrajat, 2005). The involvement of researchers in this research activity acts as the main instrument (main of the instrument) as well as data collectors because it becomes everything in the entire research process as planners, implementers, data collectors, data analyzers, data interpreters, and reporters of research results. Besides, non-human research instruments are also used because the research methods and instruments are interrelated. If the data collection method uses a variety of methods such as interviews, observations, and so on, the research instrument is a compliment. (Lexy J Moleong, 2001). The data collected in this study are data that are by the focus of the study in the form of primary and secondary data through observation, interviews, and documentation. Retrieval of data in this study using snowball sampling, namely key informants designate people who know the problem under study to complete their information and those who are appointed and appoint other people if the information is inadequate and so on. (W. Manjta, 2003). Data analysis is done by organizing data, decomposing it into synthesizing units, arranging them into patterns, choosing which ones are important and which ones will be studied, and making conclusions that can be shared with others. (Bogdan in Sugiyono (2012: 244). Filtra Delita (2017) reveals that data analysis techniques in qualitative research can be done through the following procedures or stages: (1) Reduction; The data obtained were collected and selected, which ones are needed as main data and complementary data. Then written in the form of a description, focused on important things systematically so that it is easier to understand. (2) data model (data display); This data model is a collection of information composed of descriptions and taking actions.



Picture 2
Cartesian Diagram
Source: (Rangkuti, 2006) p. 2

The form of the data model is more narrative by using the TOWS matrix. The TOWS matrix is a tool used to formulate a strategy for developing a tourist attraction by taking into account the IFAS factor and the EFAS factor. The cartesian diagram and TOWS Matrix are as follows

Table 3
TOWS Matrix

IFAS	STRENGTH (S) Determine 5-10 Factors Of Internal Strength	WEAKNESS (W) Determine 5-10 Factors Of Internal Strength
EFAS		
OPPORTUNITY (O) Determine 5-10 External Opportunity Factors	Strategy SO Create a strategy using force to take advantage of opportunity	Straegy WO Create strategies to minimize weaknesses to take advantage of opportunities
THREATS (T) Determine 5-10 External Treats Factors	Strategy ST Create a strategy using force to tackle threats	Strategy WT Create strategies to minimize weaknesses and avoid threats

Source: (Rangkuti, 2006) p. 20

RESULT AND DISCUSSION

Of the 40 statements developed from each indicator, a statement selection was carried out based on the results of an interview with an expert in the tourism sector, a representative from the Department of culture and tourism, Karawang district. The selection used the Analytical Hierarchy Process (AHP). Then we get 20 statements from several indicators that are adjusted to the position of strength, weakness, opportunities, and threats as follows:

Table 4
Strength Analysis

STRENGHT						
No	Indicator	statement	AHP score	weighted	score	value
1	Tourism Object	Have a choice of tourism destinations	9	0.24	5	1.18
2	Accessibility	strategic location in West Java	8	0.21	3	0.63
3	Infrastructure	Karawang as the largest famous industrial area in	7	0.18	4	0.74
4	Tourism Object	Has Natural Panorama	7	0.18	2	0.37
5	Infrastructure, Facilities	Has a choice of hotels that are located in downtown Karawang	7	0.18	1	0.18
			38	1		3.11

Table 5
Weaknes Analysis

Weaknes						
No	Indicator	statement	AHP score	weighted	score	value
1	Promotion	promotion to potential investors and tourists has not been optimal	4	0.33	-3	-1.00
2	Policy	Government policies that support tourism development have not been optimal	3	0.25	-2	-0.50
3	Human Resources	Competent human resources in local tourism development have not been optimal	2	0.17	-5	-0.83
4	Infrastructure	Cooperation between providers of accommodation, facilities and infrastructure and other parties that support the tourism sector has not been optimal.	2	0.17	-1	-0.17
5		Infrastructure towards tourism locations is not optimal	1	0.08	-4	-0.33
			12	1		-2.83

Table 6
Opportunity Analysis

Opportunity						
No	Indicator	statement	AHP score	weighted	score	value
1	social and economic	Can create jobs and increase the income of local	9	0.23	5	1.13
2	economy	increase Regional Income	9	0.23	4	0.90
3	economy	Utilizing a resident's house as a Home Stay, and increasing income	8	0.20	3	0.60
4	tourist attraction	Still has the potential for interesting and historic	7	0.18	2	0.35
5	social	The large population of Karawang people and	7	0.18	1	0.18
			40	1		3.15

Table 7
Threat Analysis

Threat						
No	Indicator	statement	AHP score	weighted	score	value
1	natural tourist attraction	Natural damage occurs (abrasion, etc)	4	0.29	-1	-0.29
2	marketing	Competition between tourism destinations in	4	0.29	-2	-0.57
3	social	The unavailability of competent human	3	0.21	-3	-0.64
4	human Resources	lack of support from local residents in tourism	2	0.14	-4	-0.57
5	social	Persons who carry out extortion and negative	1	0.07	-5	-0.36
			14	1		-2.43

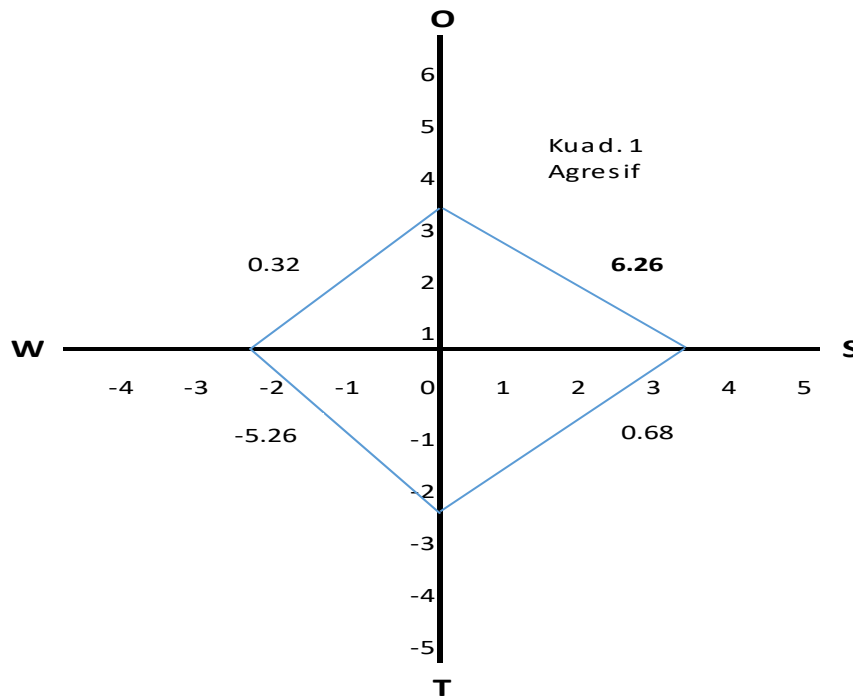
From the calculation results, there is an Internal factor Analysis Summary (IFAS), there is a stress of 3.11, Weakness -2.83. It can be interpreted that the internal strength of tourism in Karawang regency can develop by paying attention to internal weaknesses and optimizing strengths. The existence of strategic planning can help in determining the steps for tourism development, making priority aspects as one of the goals.

Weaknesses that must be considered are government policies that support tourism development and infrastructure.

In the External Factors Analysis Summary (EFAS) there is an Opportunity of 2.15 and a threat of -2.43. It can be interpreted that opportunities from the outside environment are very large and require good concepts and strategic planning in obtaining and utilizing them. In the threat of several things that must be considered, one of which is the damage to nature, and also the need for competent people in the tourism sector to maintain. The need for adequate education for residents around tourist objects, so that the absorption of human resources can be optimal, and the local community can feel the benefits.

Result of Strategic Position and Action Evaluation Matrix (SPACE)

The following is a Cartesian matrix or program that can determine the quadrant of strategy, as follows



Picture 3
Cartesian Diagram of a Result

In the SPACE diagram or Cartesian chart, the S-O Strategy is obtained with the position of Quadrant 1 with the largest value among the other quadrants, namely 6.26, which means that you must carry out an aggressive strategy (Growth-Oriented Strategy). This situation is very advantageous because Karawang district has strengths that must be optimized by prioritizing appropriate infrastructure and also creating government policies that can support the acceleration of tourism development in Karawang. and can take advantage of opportunities such as optimizing the participation of third parties, namely investors to be interested in investing and developing tourism business in Karawang. With the concept of development and ease of investing in tourism.

Table 8
TOWS Matrix Diagram

<p>IFAS</p> <p>EFAS</p>	<p>STRENGHT</p> <ol style="list-style-type: none"> 1. Have a choice of tourism destinations 2. strategic location in West Java 3. Karawang is the largest famous industrial area in Indonesia 4. Has Natural Panorama 5. Has a choice of hotels that are located in downtown Karawang 	<p>WEAKNESS</p> <ol style="list-style-type: none"> 1. promotion to potential investors and tourists has not been optimal 2. Government policies that support tourism development have not been optimal 3. Competent human resources in local tourism development have not been optimal 4. Cooperation between providers of accommodation, facilities and infrastructure and other parties that support the tourism sector has not been optimal. 5. Infrastructure towards tourism locations is not optimal
<p>OPPORTUNITY</p> <ol style="list-style-type: none"> 1. Can create jobs and increase the income of local people at tourist attractions 2. increase Regional Income 3. Utilizing a resident's house as a Home Stay, and increasing income 4. Still has the potential for interesting and historic tourism visits that have not been published and have not been developed 5. The large population of Karawang people and expatriates as potential customers 	<p>STRATEGY SO</p> <ol style="list-style-type: none"> 1. Taking advantage of the strategic location, natural panorama as one of the leading tourist destinations in West Java. 2. Optimizing appropriate infrastructure in tourism development. 3. Having human resources who are experts in handling tourism, to optimize tourist destinations as well as tourists. 4. Having a marketing concept, especially in promotion so that it can absorb tourists optimally. 5. Creating a development strategy to optimize the potential of tourist destinations and maximize local revenue 	<p>STRATEGY WO</p> <ol style="list-style-type: none"> 1. To increase regional income and create jobs for the local community, promotion is needed to obtain investors and tourists. 2. Local governments can create policies to simplify the process of tourism investors, obliging expatriates to visit leading tourist objects, providing special prices for Karawang residents, and other policies that support tourism development. 3. Collaborating with local travel tours, hotels to provide tour and tourism facilities and services in Karawang. 4. Increasing infrastructure in the tourism area.
<p>THREAT</p> <ol style="list-style-type: none"> 1. Natural damage occurs (abrasion, etc.) 2. Competition between tourism destinations in other cities in the West 3. The unavailability of competent human resources in local tourism development 4. lack of support from residents in tourism development 5. Persons who carry out extortion and negative actions against visitors/tourists 	<p>STRATEGY ST</p> <ol style="list-style-type: none"> 1. Optimizing promotions with a strategic location in West Java and having a choice of tourist destinations in the face of tourism business competition. 2. With the strengths they have, make strategies and concepts of development and promotion appropriate for tourism 3. Having experts in maintaining natural tourist objects and providing education about tourism development to the local community 	<p>STRATEGY WT</p> <ol style="list-style-type: none"> 1. Creating residents to become competent people in providing services and maintaining/maintaining environmental tourism objects. 2. In facing business competition, one of which requires cooperation with accommodation providers (hotels, travel tours) to provide optimal service on a tour. 3. Optimizing infrastructure to support tourism development and its benefits can be felt by the local community, so that people support tourism business activities. 4. Create policies and rules for local residents, to reduce negative attitudes and behavior.

CONCLUSION

After conducting a SWOT analysis to determine the beginning of tourism development in Karawang district, you get IFAS results with a strength of 3.11, weakness -2.83, and EFAS results with opportunity 3.15, threat -2.43. so that it can support the SO strategy in quadrant 1, namely aggressive or it can also be interpreted as a growth-oriented strategy. Some of the strategies that can be done include:

1. Taking advantage of the strategic location, natural panorama as one of the leading tourist destinations in West Java.
2. Optimizing appropriate infrastructure in tourism development.
3. Having human resources who are experts in handling tourism, to optimize tourist destinations as well as tourists.
4. Having a marketing concept, especially in promotion so that it can absorb tourists optimally.
5. Creating a development strategy to optimize the potential of tourist destinations and maximize local revenue.

In tourism development, several important components must be considered, including human resources that prepare a competent and skilled workforce in the tourism business. Furthermore, marketing, marketing concepts and strategies are needed to attract investors as third parties in tourism development and increase tourists. The role of tourism variables tourist destinations, infrastructure, as well as detailed variants in determining strategic planning indicators. To seize great opportunities that still have to be supported by the internal strength of the Regional Government, including policies and infrastructure development, as well as increasing the number of investors as third parties in the development of tourism destinations.

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