

## TOURISM SECTOR STRATEGY FOR INCREASING GRDP IN BATAM CITY IN THE NEW NORMAL ERA

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### ABSTRACT

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*The Batam City Government continues to try to revive the tourism sector which continues to weaken due to the Covid-19 pandemic. Therefore, a well-targeted strategy is needed to be implemented, of course, in accordance with health protocols during the pandemic and towards the new normal era. This study uses qualitative secondary data considering the Covid situation and current health protocol regulations do not allow primary data collection. The sources studied are in the form of recorded and published data, both in the form of books, research reports, journals, as well as data published by the Central Statistics Agency, the Culture and Tourism Office, the Health Office, the Batam City Communication and Information Office and other supporting data. , including the rules and regulations of the relevant agencies. The results of this study conclude that the efforts that have been made by the Batam city government to revive the tourism sector are still in the form of cultural arts events that have been scheduled to be held throughout 2021 and infrastructure development and city planning to make the city more beautiful, attractive, and instagramable. However, public awareness regarding the importance of adherence to health protocols is still not optimal.*

### KEYWORDS

Tourism; Tourist; GRDP



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## INTRODUCTION

Batam is one of the largest islands in the Riau Archipelago Province. The development of the city of Batam began with the development of a logistics and operational base for the oil and gas industry by Pertamina in the 1970s. Then Batam is used as an industrial area by building international standard infrastructure (Badan Pengusaha Batam, n.d.).

As a free trade area, Batam is growing rapidly. Many investors invest, establish companies and produce in Batam, high employment absorption so that the regional income of the city of Batam increases. However, in 2017 industrial growth in Batam decreased to 1.76% from 7.07% in 2013. Various factors were responsible for this, including the dualism of leadership between BP (Entrepreneurs) Batam and Pemko (City Government) Batam which resulted in legal regulations that complicated process that makes entrepreneurs lose money so that many industries leave the Batam area, frequent worker demonstrations, expiration of leases, and other things.

The weakening of the economy has forced the Batam city government to shift its strategy to boost regional income by developing other potential sectors in the Batam area, namely tourism. The potential of the island of Batam which is strategically located bordering Singapore and Malaysia and as a stopover is a supporting factor for developing tourism, coupled with the beauty of beaches, seas, resorts, golf parks, abundant seafood cuisine, religious tourism, and rides for tourists to play visiting from both local and foreign tourists. This then increases the economic turmoil of the community as small business actors and the surrounding community. In 2019, the Batam City Tourism Office aggressively held various events to increase foreign tourist visits by promoting natural charm, culinary delights, and shopping centers in Batam city (MC Kota Batam, 20).

Table 1. Batam City Economic Growth

Category of Business	Field GRDP Growth Rate of Batam City by Business Field (Percent)		
	2018	2019	2020
Agriculture, Forestry and Fisheries	2,72	6,06	-0,47
Mining and excavation	-1,78	1,3	-3,64
Processing Industry	3,50	7,0	3,78
Electricity and Gas Supply	-1,02	4,23	-2,67
Water Supply, Waste Management, Waste and Recycling	3,14	7,23	-2,83
Construction	8,23	6,92	-6,98
Wholesale and Retail Trade, Car and Motorcycle Repair	6,92	4,49	-14,7
Transportation and Warehousing	1,42	-17,02	-44,52
Provision of Accommodation and Food and Drink	10,18	9,62	-45,49
Information and Communication	12,85	11,97	18,09
Financial Services and Insurance	6,09	4,94	-1,18
Real Estate	-5,13	2,10	-16,74
Company Services	7,19	-8,74	-43,33
Government Administration, Defense and Social Security	8,31	1,08	12,23
Education Services	2,27	0,71	-5,96
Health Services and Social Activities	3,70	2,10	-2,09

Other Services	16,82	1,97	-67,98
BATAM CITY GRDP	4,96	5,92	-2,55

Source : BPS (2020)

Based on the table shown, the percentage of GRDP growth for the tourism sector can be seen from the category of business field providing accommodation and food and drink which grew 10.18 percent which had the second highest growth after information and communication but continued to decline to -45.49 percent in 2020 .

Income is a nominal amount that can be received by an individual or group through the activities undertaken (Tao *et al.*, 2019). Income measurement is usually carried out for developed and developing countries to every region (Feldman, Guy, & Iammarino, 2020). The measurement of an area's income is very important in the socio-economic development of the community (Xu, Qiu, Yang, & Chen, 2018). Reducing income inequality is the target of a country's authority policy (Liontakis, 2020). So it can be concluded that income is usually measured to determine the development of an area.

Table 2. Number of International Tourist Visits in Batam City in 2018-2020

Month	Years			Percentage
	2018	2019	2020	
January	115.551	134.415	156.752	16.62
February	155.670	159.248	95.256	(39.23)
March	175.194	172.461	43.564	(74.74)
April	144.104	154.810	1.133	(99.26)
May	142.157	145.447	1.798	(98.76)
June	167.398	175.001		
July	144.235	147.690		
August	159.218	183.401		
September	153.944	159.331		
October	141.337	158.619		
November	155.283	167.228		
December	233.153	190.232		
Total	1.887.244	1.947.943		

Source : Dinas Kebudayaan Dan Pariwisata Pemerintah Kota Batam, 2020

Entering 2020, the Covid pandemic outbreak hit and of course had an impact on the Batam tourism sector. From the data in table 2 above, visiting tourists who previously experienced an increase from 2018 to 2019 then experienced a drastic decline in 2020 along with the issuance of a circular letter from the mayor of Batam in March 2020 regarding the determination of the emergency response status for non-natural disasters Covid-19. Starting from the last 2 years, the corona virus has started to spread globally. The government also takes the initiative in taking policies for its people to minimize the negative impacts that exist starting from the PSBB to the new normal (Andriani, S.Si, Apt, M.Sc, Ph.D, 2020). New normal is a government policy that was formed so that people can change a new culture of life so that they can live normally in pandemic conditions (Einstein & Growe, 2011). But not all countries can do the new normal. To implement the new normal, the previous government had to show that the transmission of the corona virus could be controlled (Gagnon, Johannsen, & Lopez-Salido, 2016).

However, the Batam City Government through the Head of the Batam City Culture and Tourism Office expressed optimism that early 2021 would be a period of revival of Batam city tourism along with the implementation of strict health protocols in tourist

destinations, hotels, resorts, restaurants, and other facilities (Naim, 2020).

Strategy is a plan that is formed to achieve a goal in terms of optimally utilizing the advantages it has (Zollo, Minoja, & Coda, 2018). Strategy can also be dubbed as a guide on what to do next in terms of surviving in a competitive world or becoming a specialist (Strachan, 2019). Without a strategy, the decisions taken can cause the results achieved are not in accordance with the target (Van den Steen, 2014).

Another strategy is to revive MICE (Meetin Incentive, Conference, Exhibiton) which was discussed by (Rizki, 2016) in a study entitled “The Strategy of the Batam City Tourism and Culture Office in Developing Batam City as a MICE Tourism Destination in 2011-2014 and journal articles published entitled “Analysis of Tourism Development Strategies in Batam City MICE” which was researched by (Krisnadi & Dewantara, 2018).

However, this research is certainly different from the previous case studies, this research is more directed to solutions in the new normal era so that the tourism sector which is almost extinguished can rise and continue to support the economy of Batam city.

## **RESEARCH METHODS**

In analyzing this study, the authors used qualitative secondary data considering the Covid situation and current health protocol regulations do not allow primary data collection. And the data collection technique used the observation method but with concerned about health protocols, a questionnaire in the form of a google form link filled out by travelers and travel bloggers in Batam, and document studies. The sources studied are in the form of recorded and published data, both in the form of books, research reports, journals, as well as data published by the Central Statistics Agency, the Culture and Tourism Office, the Health Office, the Batam City Communication and Information Office and other supporting data. , including the rules and regulations of the relevant agencies.

The technique in this study is to use SWOT and QSPM analysis so that the output is in the form of a tourism sector strategy in increasing Batam City's GDP in the new normal 2021 era. By examining data from various sources, then the data is grouped and classified into factors internal, external, then analyzed the supporting and inhibiting factors in order to obtain a decision using the QSPM matrix.

## **RESULTS AND DISCUSSION**

The stages of analysis in this study are the first stage of input in the form of identifying internal and external factors from the latest data obtained. second, the analysis phase includes the SWOT and QSPM matrix. Finally, the third stage is the decision-making stage to obtain a priority strategy.

### **A. Internal External Matrix**

Tabel 3. Matriks Internal Faktor

	<b>STRENGTH</b>	<b>BOBOT</b>	<b>RATING</b>	<b>SKOR</b>
1	The strategic position of the island of Batam, bordering two neighboring countries and areas that become international trade traffic	0.11	5.00	0.54
2	Batam as a MICE location	0.11	5.00	0.54
3	The geographical situation which consists of a stretch of beautiful islands supports marine	0.07	5.00	0.36

	tourism and coastal ecotourism			
4	The abundance of marine products makes culinary tourism mushrooming in the city of Batam	0.11	4.00	0.43
5	Batam's diverse ethnic and cultural communities support religious tourism and cultural tourism	0.07	3.00	0.21
6	Batam Island which is thick with Malay history and Vietnamese Village can be a historical tour	0.04	3.00	0.11
<b>WEAKNESS</b>				
1	Lack of public understanding in maintaining and preserving culture	0.11	2.50	0.27
2	Lack of competent apparatus resources in the tourism sector	0.04	1.00	0.04
3	Unpreparedness of destination facilities and infrastructure, cleanliness, and order	0.07	2.80	0.20
4	Infrastructure that is still not evenly distributed on the island of Batam such as clean water and electricity	0.11	2.80	0.30
5	Not all tourism destinations are supported by quality products and services	0.11	2.80	0.30
6	Traditional arts are less attractive to the younger generation of the city of Batam	0.07	2.00	0.14
	<b>TOTAL</b>	<b>1.00</b>		<b>3.43</b>

Table 4. Matrix of External Factors

	<b>OPPORTUNITIES</b>	<b>BOBOT</b>	<b>RATING</b>	<b>SKOR</b>
1	Batam is the 3rd largest tourist visit in Indonesia, after Jakarta and Bali.	0.14	5.00	0.68
2	Batam as an investment paradise initiated by BP Batam	0.14	4.00	0.55
3	Free Trade Zone Policy	0.09	3.00	0.27
4	Government policies in the tourism sector	0.09	3.00	0.27
<b>THREAT</b>				
1	Batam city tourism branding "Batam Tourist" is still not published optimally	0.14	2.50	0.34
2	Covid-19 Outbreak	0.14	2.90	0.40
3	Uncertain weather in Batam	0.14	2.90	0.40

4	Global and national economic conditions	0.14	2.90	0.34
TOTAL		1.00		3.25

From the IFAS and EFAS matrices above, a score is obtained from the multiplication of the weighting of the indicator factors with the average rating given to each internal and external indicator. After that, the scores of all SWOT indicators are added up where for the IFAS matrix the result is 3.43 and the EFAS matrix is 3.25.

Table 5. IE Matrix

	TOTAL IFAS VALUE		
TOTAL EFAS VALUE	I	II	III
	IV	V	VI
	VII	VIII	IX

Then the intersection is found in zone I on the Internal-External matrix which means that internal factors are in a strong state and external factors are in a high state. And in this position the tourism sector of Batam City is in a growing and developing condition so that the required strategy is an intensive and integrative strategy.

**B. QSPM Matrix (Quantitative Strategic Planning Matrix)**

After matching the IE matrix, it is possible to find the most appropriate alternative strategy through QSPM by identifying the interest scores for each internal and external variable.

Table 6. QSPM Matrix

FACTORS	STRATEGIC ALTERNATIVES				
	BOBOT	Tourism Penetration		Tourism Development	
		AS	TAS	AS	TAS
<b>STRENGTH</b>					
1 The strategic position of the island of Batam, bordering two neighboring countries and areas that become international trade traffic	0.11	4	0.43	0	0
2 Batam as a MICE location	0.11	3	0.32	0	0
3 The geographical situation which consists of a stretch of beautiful islands supports marine tourism and coastal ecotourism	0.07	4	0.29	3	0.21
4 The abundance of marine products makes culinary tourism mushrooming in the city of Batam	0.11	1	0.11	4	0.43
5 Batam's diverse ethnic and cultural communities support religious tourism and cultural tourism	0.07	0	0	1	0.07

6	Batam Island which is thick with Malay history and Vietnamese Village can be a historical tour	0.04	0	0	1	0.04
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<b>WEAKNESS</b>						
1	Lack of public understanding in maintaining and preserving culture	0.11	0	0	0	0
2	Lack of competent apparatus resources in the tourism sector	0.04	0	0	3	0.11
3	Unpreparedness of destination facilities and infrastructure, cleanliness, and order	0.07	4	0.29	4	0.29
4	Infrastructure that is still not evenly distributed on the island of Batam such as clean water and electricity	0.11	4	0.43	4	0.43
5	Not all tourism destinations are supported by quality products and services	0.11	4	0.43	3	0.32
6	Traditional arts are less attractive to the younger generation of the city of Batam	0.07	0	0	0	0
<b>OPPORTUNITIES</b>						
1	Batam is the 3rd largest tourist visit in Indonesia, after Jakarta and Bali.	0.14	4	0.55	4	0.55
2	Batam as an investment paradise initiated by BP Batam	0.14	3	0.41	2	0.27
3	Free Trade Zone Policy	0.09	4	0.36	3	0.27
4	Government policies in the tourism sector	0.09	3	0.27	2	0.18
<b>THREAT</b>						
1	Batam city tourism branding "Batam Tourist" is still not published optimally	0.14	4	0.55	4	0.55
2	Covid-19 Outbreak	0.14	4	0.55	4	0.55
3	Uncertain weather in Batam	0.14	0	0	0	0
4	Global and national economic conditions	0.14	0	0.27	0	0
<b>TOTAL</b>				5.24		4.26

From the QSPM matrix above, it can be seen from the highest total attractiveness score of 5.24 that the tourism sector can focus more on penetration and compare the highest values of each indicator in order to obtain more targeted strategic decisions to improve tourism and the regional economy.

### C. Formulation of SWOT Strategy

Table 7. Results of SWOT Matrix Analysis



<p style="text-align: center;"><b>Internal Factor</b></p> <p style="text-align: center;"><b>External Factor</b></p>	<p style="text-align: center;"><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. The strategic position of the island of Batam.</li> <li>2. Batam as a MICE area.</li> <li>3. Geographical conditions consisting of beautiful islands support marine tourism and coastal ecotourism.</li> <li>4. Abundant marine products support seafood culinary tourism.</li> <li>5. People with diverse ethnicities and cultures support cultural tourism and religious tourism.</li> <li>6. Batam which is thick with Malay history and Vietnamese Village supports historical tourism.</li> </ol>	<p style="text-align: center;"><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Lack of public understanding in preserving and preserving history.</li> <li>2. Lack of competent human resources in the tourism sector.</li> <li>3. Unpreparedness of destination facilities and infrastructure, cleanliness, and order.</li> <li>4. Infrastructure is still not evenly distributed on the island of Batam, such as clean water and electricity.</li> <li>5. Not all tourism destinations are supported by quality products and services.</li> <li>6. Traditional arts are less attractive to the younger generation of the city of Batam.</li> </ol>
	<p style="text-align: center;"><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Batam is the 3rd largest tourist visit in Indonesia, after Jakarta and Bali.</li> <li>2. Batam as an investment paradise initiated by BP Batam.</li> <li>3. Free Trade Zone Policy.</li> <li>4. Government policies in the tourism sector.</li> </ol>	<p style="text-align: center;"><b>S-O Strategy</b></p> <ul style="list-style-type: none"> <li>– The strength of the astronomical position of the island of Batam and as a MICE area is an important factor that is very attractive for tourists to visit or stop and invest in a city that is busy with trade and industry. Coupled with government policies related to FTZ, other conveniences are factors that support Batam's tourism activities (S1,S2,O1,O2,O3,O4).</li> <li>– Various tours can be developed on the island of Batam in the form of marine tourism, ecotourism, cultural tourism, religious tourism, culinary tourism, and historical tourism which can then increase the volume of tourist visits and attract investors to invest (S3,S4,S5,S6,O1,O2).</li> </ul>

		<p>tourist destinations must be addressed by involving the role of local governments and related agencies by preparing budgets and raising funds from investors aimed at improving the quality of Batam tourist destinations, and setting standards and quality that must be owned by tourist attractions so that the city of Batam can become the Singapore of Indonesia, as is the discourse that is always discussed (W3,W4,W5,O4).</p>
<p><b>Threat</b></p> <ol style="list-style-type: none"> <li>1. Batam's tourism branding "Batam Tourist" has not been published optimally.</li> <li>2. The Covid-19 outbreak.</li> <li>3. The weather in Batam is erratic.</li> <li>4. Global and national economic conditions.</li> </ol>	<p><b>S-T Strategy</b></p> <ul style="list-style-type: none"> <li>- Batam Tourist's branding as a representative of the entire potential of the Batam area needs to be rearranged with an attractive and easy-to-remember logo and slogan. Promotions must also be intensified again (S1,S2,S3,S4,S5,T1).</li> <li>- Health protocols and security certainty in tourist destinations must be further improved through the guaranteed implementation of CHSE (Cleanliness, Health, Safety, Environment Sustainable). And as of October 2020, 151 hotels have certificates of compliance with health care standards (S2,S3,S4,S5,T2).</li> <li>- Batam's volatile weather and economic conditions also affect the interest of tourists to visit and explore various tourist objects. This can be overcome by creating a Batam city tourism application that displays various menus including weather conditions, tourist maps, distances, prices or rates, facilities and services, travel history, online bookings, and currency exchange rates. Indirectly, this travel history can also track the spread of Covid-19 (S2,S3,S4,S5,T2,T3,T4).</li> </ul>	<p><b>W-T Strategy</b></p> <ul style="list-style-type: none"> <li>- The selection of Batam city ladies and gentlemen as Batam tourism ambassadors from the community and students, which was just held in early 2021, as a way to increase public understanding and interest, especially the younger generation to promote Batam city tourism. (W1,W6,T1).</li> <li>- Quality personal training or recruitment in order to advance Batam tourism (W2,T1).</li> <li>- Conducting socialization and forming associations of business owners of tourist destinations and business actors including culinary traders, and all MSMEs that earn income from the tourism sector to jointly improve quality and service, and comply with procedures to increase tourist confidence (W3,W4,W5,T1,T2).</li> </ul>

### **QSPM Strategy**

Based on the results of the QSPM analysis, an alternative strategy can be carried out that focuses on the penetration of Batam city tourism, namely by intensifying promotions through the many alternative media choices available, promoting the natural beauty and resorts of Batam city to local and foreign tourists, then more emphasis is placed on ensuring that the Covid-19 process 19 have been implemented according to procedures for both visitors and employees as well as facilities at every hotel, resort, mall, playground, and other tourist destinations through the granting of certification and operating permits if they already have and comply with the procedures and completeness of the procedures. In addition, health facilities and infrastructure in anticipation of Covid-19 must be immediately built and equipped as Batam city's readiness to reopen visits from neighboring countries. Building a strong brand positioning so that Batam city tourism remains consistently competitive with the island of Bali as the largest revenue-generating area from the tourism sector in Indonesia.

### **CONCLUSION**

The Covid-19 outbreak that has hit the entire world and has affected various business sectors has certainly never been predicted before and included in the budget and work plans of local governments. All targets and performance strategies that have been prepared for the next 5 years will definitely not be implemented with the current changing situation. This research can help provide consideration of solutions, goals, plans, policy directions and strategies that must be carried out in the tourism sector which has entered the new normal era with all changes in conditions and habits that must be adopted immediately.

The results of this study conclude that so far the efforts that have been made by the Batam city government to revive the tourism sector are still in the form of cultural arts events that have been scheduled to be held throughout 2021 and infrastructure development and city planning to make it more beautiful, attractive, and instagramable. However, public awareness about the importance of adherence to health protocols is still not optimal.

Through collecting data from various relevant sources and official sources and then analyzing the strengths and weaknesses from the internal side, as well as opportunities and threats from the external side, then the weighting of each factor is carried out so that strategies and decisions are obtained that are in accordance with the current pandemic conditions in overcome the difficulties currently facing the tourism sector. The unbeatable strength of the city of Batam is its very strategic geographical location close to Malaysia and Singapore, coupled with small islands and beautiful beaches and abundant marine products, giving confidence that the tourism sector can still rise and survive by looking at benchmarks on the Internal External matrix and the QSPM matrix.

From the results of this SWOT and QSPM analysis, researchers emphasize more on paying attention to tackling the threat of Covid-19 first, implementing the CHSE (Cleanliness, Health, Safety, Environment Sustainable) protocol strictly, and increasing public awareness so that if the spread of the virus can be suppressed, The tourism event plan will be right on target because it is witnessed by tourists who visit not only the people of Batam themselves and the travel bubble which was postponed until June 2021 can be realized again (Batam Pos, 2021). Promotion of the safety of visiting the city of Batam can also be intensified. With this, of course, the GRDP of the city of Batam, especially from the tourism sector, can increase, and the economy of the people who depend on this sector can recover.

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