



## Evaluation of Ngliyep Beach Marine Tourism Management Using the SWOT Matrix Approach

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**Abstract** . Indonesia has a wealth of tourism potential, and Ngliyep Beach in Malang Regency is one example. This stunning beach attracts visitors with its white sand, dense jungle and stunning views. Even though its potential is extraordinary, the number of tourists at Ngliyep Beach has not yet reached its maximum potential. To overcome these problems, this research explores collaborative efforts in managing Ngliyep Beach marine tourism. This research aims to identify strategies that can maximize the attractiveness of beach tourism while analyzing the factors that hinder and support its development. Researchers use SWOT analysis, which is a method that highlights Strengths, Weaknesses, Opportunities and Threats. This approach empowers them to determine a combination of strategies that capitalize on Ngliyep Beach's strengths and take advantage of emerging opportunities, while mitigating weaknesses and addressing potential threats.

**Keywords** : Beach, Tourism, Strategy, SWOT

### BACKGROUND

Tourism has an important role in encouraging economic growth in Indonesia by contributing to the country's foreign exchange through its natural diversity, especially along the coast which is rich in unique and beautiful natural potential (Muzaki, 2017). Indonesia's coastal areas have great potential to be developed as tourism destinations thanks to the uniqueness and charm of their beaches (Marwasta, 2017). With strategic tourist attractions in this region, the tourism sector can make a positive contribution to local economic growth (Noegroho & Arif, 2023).

Malang Regency, especially the southern part, displays one of the best coastal potentials in Indonesia. This area shows off the stunning natural beauty of the coast, located between mountains and enchanting valleys (Budiyasa & Sutedjo, 2017) (Canavan, 2017). An example is Ngliyep Beach which covers more than 10 hectares and consists of protected forests and a stunning white sandy beach. Ngliyep Beach offers more than just its beautiful coastline. Adjacent Putri Bay offers captivating views, framed by the majestic silhouettes of Mount Ulo and Mount Kombang. Even though it is managed collaboratively by the Malang Regency Government, the private sector, and the Ministry of Environment and Forestry (KLHK) because it has protected area status (Adam & Umilia, 2018), Ngliyep Beach has not yet reached

its maximum tourism potential. This can be seen from data from the Malang Regency Tourism and Culture Office (2014) which shows a decrease in the number of visitors from 2015 to 2017. This trend shows that various stakeholders, including local traders and even higher education institutions, are involved in research and promotional activities. , there is a need to explore more effective strategies to attract visitors.

This research builds on the foundation established in the previous discussion. The main objective is to assess the collaborative efforts currently being made in managing Ngliyep Beach marine tourism. This assessment will play a role in maximizing the potential of beach tourism. Next, this research will explore the factors that have a positive and negative influence on the development of Ngliyep Beach tourism. To achieve this goal, a SWOT analysis framework will be used. This framework, as outlined in the research of Sari & Sinaga (2021) and Cahyani (2021), facilitates the evaluation of interactions between various strategies originating from each SWOT analysis category (Strengths, Weaknesses, Opportunities and Threats).

## **THEORETICAL STUDY**

### **Marine tourism**

With its focus on the attractiveness of coastal and marine areas, marine tourism takes advantage of the beauty and diversity of the area's ecosystem to increase visitors. Various activities such as snorkeling, fishing, sailing and other beach or sea recreation are various activities that can be done. Maritime tourism itself can open up job opportunities in this sector, as well as produce a multiplier effect that stimulates broader economic activity. Apart from that, it is also a significant source of foreign exchange income and strengthens the national economy (Hidayati & Nugrahani, 2021).

### **SWOT Analysis**

SWOT analysis is a simple qualitative analysis tool that is often applied in tourism development management. The data sources used can come from secondary surveys, field observations, and previous research. This analysis includes an analysis of the strengths, weaknesses, opportunities and threats that exist in a subject. SWOT analysis can support the formulation of effective tourism development strategies (Irfani, et al., 2021) (Rizki, 2023).

## **RESEARCH METHODS**

This research uses a qualitative descriptive approach to examine marine tourism management practices currently implemented at Ngliyep Beach. The goal is to identify areas that need improvement. The SWOT analysis framework (Sugiyono, 2014) is the main tool for

this evaluation. The focus of the research is on the Ngliyep Beach Tourism Area in Kedungsalam Village, Donomulyo District, Malang Regency.

Data collection uses a multidimensional strategy, including literature reviews from relevant academic sources, in-depth analysis of documents such as government reports and management plans, direct observation through field research conducted directly at Ngliyep Beach and also conducting interviews with key stakeholders such as government officials in the field forestry, tourism and village representatives, the management company (PD Jasa Yasa), and local residents. This multi-pronged approach ensures a comprehensive understanding of the current state of marine tourism management at Ngliyep Beach.

## RESULTS AND DISCUSSION



**Figure 1** Documentation of Field Studies and Interviews

**Table 1** SO Strategy

Strengths	Opportunities	SO Strategy
<p>S1 - There is natural beauty in the form of a beach with white sand and beautiful views of coral rocks</p> <p>S2 - There are also other natural panoramas, namely Teluk Putri and Mount Kombang, Bukit Ulo</p> <p>S3 - Every year a labuhan ceremony is held as a cultural attraction</p> <p>S4 - Local village youth art performance on the pavilion stage</p> <p>S5 - Complete infrastructure ranging from food and drink stalls, bathrooms for rent, large parking area, to a prayer room for Muslims</p> <p>S6 - Food prices are still quite affordable</p> <p>S7 - Large and shady parking area</p> <p>S8 - There are two types of accommodation available</p> <p>S9 - There are boards and information centers at tourist sites</p> <p>S10 - There is online media for tourism publications and information</p> <p>S11 - Managers included in the 2018 comparative study</p>	<p>O1 - The access road to the location is paved and quite good because it was repaired by the Regency Government in 2017</p> <p>O2 - There are lots of directions to the location</p> <p>O3 - The government participates in making tourism development planning policies</p> <p>O4 - The district government also allocates a budget for road repairs</p> <p>O5 - Construction of the South Lintang Road which passes along the road near Ngliyep beach</p> <p>O6 - Tourists come to enjoy the natural beauty and seek tranquility</p> <p>O7 - Incoming tourists share their photos on social media after visiting</p>	<p><b>S1-S2-O1-O4</b> Increase the number of directions to the Ngliyep beach tourist location</p> <p><b>S3-O3</b> Increase the government's role in developing and promoting tourism</p> <p><b>S4-O3</b> Add routine activities to the tourism agenda by involving the younger generation in the cultural sector</p> <p><b>S5-O3</b> The government carries out construction and rejuvenation of bathrooms and other infrastructure</p> <p><b>S5-S7-S8-O5</b> The government is repairing, organizing and adding facilities to support the increase in visitors with the opening of JLS</p> <p><b>S6-O5</b> Add a selection of local specialties</p> <p><b>S9-S10-O6-O7</b> Add selfie tourist areas, improve viewing post facilities, add information boards and improve the function of the information center</p> <p><b>S3-O3</b> Increase the government's role in encouraging port activities</p> <p><b>S5-O4</b> Addition to existing play area Management</p> <p><b>S10-O7</b> is increasingly aggressive in presenting Ngliyep in online media, providing</p>

Strengths	Opportunities	SO Strategy
<p>S12 - English course program for some staff such as the Balekambang unit manager</p> <p>S13 - Adequate experience of local staff</p> <p>S14 - Budget increase of 35% of revenue</p> <p>S15 - Away from the hustle and bustle of the city or streets</p> <p>S16 - The tourist location is quite exclusive from the nearest tourist attractions</p>		<p>guides/instructions on Instagrammable spots to visitors</p> <p><b>S 9-O3</b> The government makes plans to develop tourist areas, develop and rejuvenate information centers</p> <p><b>S10-O3</b> More active in online media, the government participates in promotions through official government media</p> <p><b>S11-O6</b> Improve services to tourists Management</p> <p><b>S1-S2-S7</b> actively maintain sustainability and beauty and collaborate with tourists to promote it through each tourist's social media account.</p> <p><b>S12-S13-O3</b> The government improves services to tourists</p> <p><b>S4-O7</b> Make the show an event that attracts tourist interest</p> <p><b>S8-O7</b> Improve accommodation services for tourists</p> <p><b>S12-S13-O6-O7</b> Improve services not only to domestic tourists but also foreign tourists</p> <p><b>S14-O7</b> Development of facilities, both in the form of repairs but also construction of new play areas, viewing posts and other infrastructure</p> <p><b>S15-O1-O2-O6</b> Suitable for tourists who want to enjoy tranquility</p> <p><b>S16-O1-O2</b> Create a unique Ngliyep tourist attraction</p>

Source: Author's Research

**Table 2WO Strategy**

Weakness (W)	Opportunity (O)	W -O Strategy
<p>W1 - Waves big make traveler No Can swim .</p> <p>W2 - System processing rubbish Still burned</p> <p>W3 - Place rubbish on site tour Still A little</p> <p>W4 - Still lacking attractions capable culture interesting traveler</p> <p>W5 - Infrastructure in the form of a toilet still not enough adequate</p> <p>W6 - Many stalls still closed</p> <p>W7 - Ca n't do reservation Because Not yet there is a contact person</p> <p>W8 - Still available less room well maintained Because seldom filled</p> <p>W9 - Multiplicity board information still stuck to a tree so that damage sustainability tree</p> <p>W10 - Party management Still not enough active in do promotion</p> <p>W11 - Manager No can Act as guide tour for traveler</p> <p>W12 - Amount manager limited to 9 people (6</p>	<p>O1 - Existing road Already paved and relative Good Because has repaired by the Government District in 2017</p> <p>O2 - Access has Lots sign direction</p> <p>O3 - Govt follow as well as in taking policy planning development tourist</p> <p>O4 - Govt regency allocate budget For repair road</p> <p>O5 - Planning 2020 location tour will penetrated JLS</p> <p>O6 - Tourists come For enjoy beauty nature and search calm</p> <p>O7 - Many tourists post on social media so that interesting interest visitors</p>	<p><b>W1-O1</b> Add sign about wave big For prevent swimming in the sea</p> <p><b>W4-O1</b> Increase cooperation with Government Regency</p> <p><b>W2-W3-O2</b> copy place rubbish , give it away education sorting trash for trash organic Can planted or made compost</p> <p><b>W4-O3</b> Government develop tour culture , giving training like dance, etc</p> <p><b>W4-O6</b> Create unique jargon For interesting traveler</p> <p><b>W5-O3</b> Budget For toilet repair</p> <p><b>W6-O3</b> Provide rewards and punishment. Must be opened Keep going continuously and when closed for a long time move to others</p> <p><b>W6-O3-O5</b> Organize and record area trade around area tourism , so that it is structured and organized neat</p> <p><b>W7-O3</b> Utilise convenience assets and procurement facility network telephone</p> <p><b>W8-O1-O5</b> Carry out repair room ,</p> <p><b>W9-O3</b> Make board information embedded within land so as not to damage tree</p> <p><b>W10-W11-W12-W13-W14-O3-O5</b> Deliver education or training to managers and society local knowledge they about tourist become more Good . Do training guide travel and give certification For increase income inhabitant</p> <p><b>W10-O3-O7</b> Create a branding strategy with highlight characteristics and potential area tour</p> <p><b>W14-O3</b> Do study or assessment related potency still tourism can dug or improved</p> <p><b>W10-O7-O3</b> Add information , videos or photos on online media</p>

Weakness (W)	Opportunity (O)	W -O Strategy
employees permanent , 3 employees No still ) W13 - Education level Still low W14 - Lack initiative from party manager		

Source: Author's Research

**Table 3 ST Strategy**

Strength	Threats	ST Strategy
S1 - Yes beauty natural form beach with sand white and scenic rocks beautiful coral S2 - There is also a natural panorama other that is Putri Bay and Mount Kombang , Ulo Hill S3 - Every year held ceremony harbor as attractions culture S4 - Performance village youth art local on stage gazebo-like building S5 - Infrastructure complete start from roadside stall food and drink , bathroom for rent , land parking wide , up to prayer room for people Muslim S6 - Food prices Still Enough affordable S7 - Parking area spacious and shady S8 - There are two types available accommodation S9 - Available board and center information on location tour S10 - There is online media for publications and information tourist S11 - Managers included in comparative study in 2018 S12 - Course program Language English For a number of staff like Balekambang unit manager S13 - Experience staff adequate local S14 - Upgrade budget by 35% of reception S15 - Far from hustle frenzied city or street S16 - Tourist location Enough exclusive from place tour nearest	T1 - Not connected yet with the South Ring Road (JLS) passing through Blitar , Jember and other East Java regions T2 - None transport general For reach location tour T3 - Still not exists investment big from party private For development beach Hang on T4 - Low level awareness traveler to sustainability environment Q5 - None guide competent tourism for traveler T6 - Education and economic level Still low T7 - Not yet available sustainability and specificity of the program launched college tall in develop tourist Hang on T8 - Not yet available regulation supportive policies tour beach	<b>S1-T1</b> Work The same with investors for support realization JLS connection and development area tour <b>S1-S2-T2</b> Cooperate with the Department of Transportation and investors for provide transport common on the route This <b>S1-S2-S3-T3</b> Make study and study constraint Not yet influx of investors and power support area as object selling tourism <b>S4-T3</b> Create interesting cultural programs traveler <b>S5-T1</b> Improve and prepare traveler with JLS <b>S6-T3</b> Develop interesting food <b>S5-T4</b> Provide board warning For protect environment <b>S14-T8</b> Make supportive policies tour beach specifically beach Hang out and create special program plans beach Hang on <b>S8-T3</b> Make study special and improve existing potential For interesting traveler <b>S8-T8</b> Get budget For development accommodation <b>S15-S16-T1-T2</b> Adding the Unique Selling Value of Ngliyep Beach , Collaborating Manager Public Transport and Transportation Department

Source: Author's Research

**Table 4WT Strategy**

Weakness (W)	Threats (T)	WT Strategy
W1 - Waves big make traveler No Can swim . W2 - System processing rubbish Still burned W3 - Place rubbish on site tour Still A little W4 - Still lacking attractions capable culture interesting traveler	T1 - Not connected yet with the South Ring Road (JLS) passing through Blitar , Jember and other East Java regions T2 - None transport general For reach location tour T3 - Still not exists investment big from party	<b>W1-T1-T2</b> Due big waves and fun traveler to attractions , then need done addition attractions artificial For interesting tourists . Upgrade intensity of annual events . <b>W2-W3-T3</b> Repair system waste , give away regulation written and announced For help guard cleanliness

Weakness (W)	Threats (T)	WT Strategy
W5 - Infrastructure in the form of a toilet still not enough adequate W6 - Many stalls still closed W7 - Can't do reservation Because Not yet there is a contact person W8 - Still there is less room well maintained Because seldom filled W9 - Multiplicity board information still stuck to a tree so that damage sustainability tree W10 - Party management Still not enough active in do promotion W11 - Manager No can Act as guide tour for traveler W12 - Amount manager limited to 9 people (6 employees permanent , 3 employees No still ) W13 - Education level Still low W14 - Lack initiative from party manager	private For development beach Hang on T4 - Low level awareness traveler to sustainability environment Q5 - None guide competent tourism for traveler T6 - Education and economic level Still low T7 - Not yet available sustainability and specificity of the program launched college tall in develop tourist Hang on T8 - Not yet available regulation supportive policies tour beach	<b>W4-T7</b> Creating cultural programs sustainable with involve society and universities tall <b>W5-W8-T3</b> Offer possible potential excavated and improved , fine potency natural nor potency culture , as well repairs and improvements infrastructure to investors. Collaborate with investors <b>W6-T6</b> Make arrangement and kiosk interesting new visitors . Give penalty written for the community whose stall it is No open regularly / continuously continuously <b>W7-W8-W9-T4</b> Create more promotions interesting via the Jaya Yasa Malang website <b>W10-W11-W12-W14-T6-T8</b> Give education and training to manager . Make regulation For support tour beach

Source: Author's Research

The results of the interviews identified various challenges related to the development of Ngliyep Beach tourism. These problems include lack of management and human resources , lack of investor interest, and lack of cooperation with travel agents. However, on the other hand, positive opportunities arise with the presence of volunteer workers from local Tourism Vocational High Schools. They have vital digital marketing skills to leverage online media platforms and promote beach destinations to a wider audience.

Apart from interviews, field investigation findings and data analysis produced various other notes. This analysis note will be presented in the form of a SWOT matrix which is divided into two categories, namely internal variables and external elements. Internal variables include aspects such as nature, culture, public facilities, accommodation and information. Meanwhile, external elements include manager/management and location.

The SWOT analysis is then formulated using a matrix table. This approach includes four strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) . The results of this analysis will be presented sequentially in Tables 1, 2, 3, and 4.

From the results of the SWOT matrix analysis, a strategy for developing beach tourism in the Ngliyep Beach Tourism Park area was obtained for each aspect.

1. Natural

- a. S1-S2-O1-O4: Increase the number of directions to the Ngliyep beach tourist location.
- b. S3-O3: Increasing the government's role in developing and advancing tourism.
- c. S4-O3: Adding routine tourism agenda activities by involving the younger generation in the cultural sector.
- d. W1-O1: Added signs regarding large waves to prevent swimming in the sea.
- e. W2-W3-O2: Increase the number of rubbish bins, provide education on waste sorting so that organic waste can be planted or made into compost.
- f. S1-T1: Collaborating with investors to support the realization of the JLS connection and development of tourist areas.
- g. S1-S2-T2: Collaborating with the Department of Transportation and investors to provide public transportation on this route.
- h. S1-S2-S3-T3: Make a study and examine the obstacles to the lack of investors and the carrying capacity of the area as a selling tourist attraction. Collaborate with investors.
- i. W1-T1-T2: Due to the large waves and tourists' liking for attractions, it is necessary to add artificial attractions to attract tourists. Increase the intensity of annual events.

2. Culture

- a. S3-O3: Increasing the government's role in developing and advancing tourism
- b. S4-O3: Adding routine tourism agenda activities by involving the younger generation in the cultural sector
- c. W4-O3: The government develops cultural tourism, provides training such as dance, etc
- d. W4-O6: Create unique jargon to attract tourists
- e. W4-T7: Creating sustainable cultural programs by involving the community and universities
- f. S1-S2-S3-T3 Make a study and examine the obstacles to the lack of investors and the carrying capacity of the area as a tourist attraction that sells
- g. S4-T3 Create cultural programs that attract tourists
- h. W4-T7 Create sustainable cultural programs by involving the community and universities

3. Public facilities

- a. S5-O3 : The government builds and renovates toilets and other facilities
- b. S5-S7-S8-O5: The government is making improvements and adding facilities to support the increase in visitors with the opening of JLS

- c. S6-O5: Added regional specialties menu
- 4. Accommodation
  - a. S8-O7: Improve accommodation services for tourists
  - b. W8-O1-O5: Make room repairs
  - c. W5-W8-T3: Offer potential that can be explored and enhanced, both natural potential and cultural potential, as well as infrastructure improvements and upgrades to investors.
  - d. W7-W8-W9-T4: Create more attractive promotions through the Jaya Yasa Malang website
  - e. S8-T3: Make special studies and increase existing potential to attract tourists
  - f. S8-T8: Obtain a budget for accommodation development
- 5. Information
  - a. S9-O3: The government makes plans to develop tourist areas, develop and rejuvenate information centers
  - b. S9-S10-O6-O7: Add selfie tourist areas, improve viewing post facilities, add information boards and improve the function of the information center
  - c. S9-O3: The government makes plans to develop tourist areas, develop and rejuvenate information centers
  - d. S10-O3: More active in online media, the government participates in promotions through official government media
  - e. W9-O3: Make information boards planted in the ground so as not to damage trees
- 6. Management
  - a. S11-O6: Improve services to tourists
  - b. S12-S13-O3: The government improves services to tourists
  - c. S14-O7: Construction of facilities, both in the form of repairs but also construction of new play areas, viewing posts and other infrastructure
  - d. W10-W11-W12-W13-W14-O3-O5: Providing education or training to managers and local communities so that their knowledge about tourism becomes better. Conduct tour guide training and provide certification to increase residents' income
  - e. W10-O3-O7: Create a branding strategy by highlighting the characteristics and potential of the tourist area
  - f. W14-O3: Conduct research or studies related to tourism potential that can still be explored or improved
  - g. W10-O7-O3: Increase information, videos or photos in online media



- h. S14-T8: Make policies that support beach tourism, especially Ngliyep beach and make special program plans for Ngliyep beach
7. Location
- a. S15-O1-O2-O6: Suitable for tourists who want to enjoy peace
  - b. S16-O1-O2: Creating a unique Ngliyep tourist attraction
8. Accessibility
- a. S1-T1: Collaborating with investors to support the realization of the JLS connection and development of tourist areas
  - b. W4-O1: Increase cooperation with District Government

## CONCLUSIONS AND RECOMMENDATIONS

From the research results, a strategy was obtained to revitalize Ngliyep Beach tourism in Malang Regency. A multi-pronged approach is recommended. This includes utilizing existing natural beauty, developing new attractions that complement the character of the area, and showcasing local culture through festivals and arts performances. Effective promotion through online channels and social media is essential, highlighting the park's unique features. Collaboration between governments, investors and local communities is essential for infrastructure development, improved public transportation and responsible tourism practices. Empowering communities through initiatives such as souvenir production and cultural performance groups is another important aspect. Lastly, a consistent and sustainable development plan with appropriate monitoring is necessary for long-term success.

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