

## Opening the Stone Hole Door: The Strategy of the Sorong Regency Tourism Office in the Development of Stone Hole Beach Tourism

Agnes Sombolayuk<sup>1\*</sup>, Karmila Sinen<sup>2</sup>

<sup>1,2</sup> Study Program of Government Science Faculty of Social and Political Sciences, Muhammadiyah University of Education, (Jl K.H. Ahmat Dahlan, 98418 Sorong, Indonesia)

\*Corresponding author: gnessombolayuk08@gmail.com@unimudasorong.ac.id

### ABSTRACT

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*This study aims to formulate strategies and develop the Batu Lubang tourist destination by considering numerous internal and external factors that influence destination development. This is a descriptive qualitative study. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a strategic planning method used to identify the strengths, weaknesses, opportunities, and threats in an activity or organization. The research results indicate that several key success factors can be identified, including: management of natural resources and natural beauty, improvement and maintenance of supporting tourism facilities, development of adequate accessibility, empowerment of local communities through tourism awareness groups (pokdarwis), the use of information technology and digital promotion, efficient financial management and funding, strategic collaboration with various parties, and risk mitigation and tourism safety. The development of the Batu Lubang Beach tourist destination is influenced by both driving and inhibiting factors. The unique natural attractions, supporting facilities, and active involvement of the local community through the Tourism Awareness Group (Pokdarwis) are the main driving forces behind this destination. However, it is still hampered by limited infrastructure, inadequate facilities, a lack of digital promotion, and minimal funding support from the local government. Batu Lubang Beach possesses extremely rich and unique natural tourism potential, offering opportunities to develop ecotourism and attract tourists. The role of the local community through the Tourism Awareness Group (Pokdarwis) is crucial. The presence of content from YouTubers and TikTokers further strengthens the promotion of this destination and its tourism appeal.*



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## INTRODUCTION

Indonesia is an archipelagic country with great potential in almost every tourism sector. Being a country with significant tourism potential certainly makes Indonesia's tourism sector a focal point. The tourism industry in Indonesia must receive specific attention from both the central and local governments to develop its tourism potential. Tourism is a sector that needs to be developed in Indonesia because it ranks highly on the ASEAN tourism competitiveness list (Schwab Klaus, International Economic Discussion Board, 2013). Tourism is one of the driving sectors in a country's economic development. Success in various sectors will accelerate the government's efforts to improve the people's economy.

Tourism activities can broaden the horizons and mindset of those who enjoy them. Government Regulation Number 12 of 2020 regarding the Strategic Plan of the Ministry of Tourism and Creative Economy/Creative Economy Agency for 2020-2024 states that the strategic goals of the Ministry of Tourism and Creative Economy/Creative Economy Agency have been determined. These goals serve as the ultimate objectives of national development in the fields of tourism and the creative economy, supporting the National Medium-Term Development Plan (RPJMN) for 2020-2024. The aim of the Ministry of Tourism and Creative Economy/Agency for Tourism and Creative Economy for the years 2020-2024 is "To increase the contribution of Tourism and Creative Economy to national economic resilience." The achievement of this goal is measured through 3 indicators, namely: 1) Tourism foreign exchange value; 2) Contribution of Tourism to GDP; and 3) Export value of creative economy products. Developing the tourism industry is not an easy task because tourism is a product that faces intense international competition, as well as competition between tourist destinations within the same country.

Kampung Batu Lubang Pantai is part of the tourist area in Southwest Papua, Batu Lubang Beach, often referred to as the Tanah Lot of Papua. With its virgin natural aesthetics, it offers a characteristic beach view featuring soft white sand, clear seawater, and peaceful waves. The area also has unique rocks. Over the years, natural processes have produced rocks with interesting shapes, creating a dramatic landscape. In addition to enjoying the natural beauty, visitors can engage in many exciting activities such as snorkeling, diving, fishing, sunbathing, or simply taking a leisurely walk along the beach.

The entrance ticket to this tourist spot is considered quite expensive because parking and entrance tickets are sold separately. The parking fee for four-wheeled vehicles is Rp. 50,000.00, and for motorcycles is Rp. 20,000.00. The entrance ticket to the spot costs Rp. 5,000 per person. There are many tourists on weekends, both from the local community and from outside the city. However, on weekdays, the number of tourists is not as crowded as on weekends. Although having great potential, the development of tourism at Batu Lubang Beach faces several issues that need to be addressed, with a focus on the relevant agencies, namely the tourism department of Sorong regency and local tourism stakeholders. For example, accessibility is not yet optimal; the road leading to the Batu Lubang tourist area is still a concrete path. The main road to the Batu Lubang tourist site is 3 km long, and the terrain is quite extreme, with steep inclines, and the road is still unpaved. Support facilities are limited, such as toilets, gazebos, and parking spaces, and the service from the tourism management is not sufficiently good, especially in terms of parking service, which still follows local language norms that are not synchronized with serving visitors. As a result, proper training for tourism managers is needed to ensure comfort between managers and visitors.

However, this issue also presents opportunities to create better, more sustainable tourism. This tourism sector is needed as a leading driver of economic growth, developed by the village community independently, with full support from the government. Regional development needs to be based on existing potential, both in the tourism sector (nature and culture) and in creative products resulting from residents' work. Tourism will grow more rapidly if all

stakeholders, including the community, participate in planning and development. Therefore, a well-thought-out strategic plan is needed, as it has great potential to succeed and bring about positive change across various fields. Strategy is an important element in facing challenges. The success of addressing issues depends on the strategy's implementation. Tourist attractions lack a formal strategy to attract tourists. This research aims to formulate a strategy and development plan for the Batu Lubang tourist destination, considering the many internal and external factors that influence its development.

## **METHOD**

This research uses a qualitative descriptive method, drawing on primary and secondary data sources. Qualitative research is a method for examining natural conditions. The informants and research results prioritize changes (Sugiyono 2015).

The object of this research is the Batu Lubang Village Beach located in the Makbon District of Sorong Regency, West Papua. The data obtained are primary and secondary, collected through direct observation, interviews, and documentation conducted with the Tourism Office, tourism managers, and tourists. In addition, data were obtained through online searches, namely references from TikTok and YouTube, to complement the required information. The data analysis technique used is SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) to identify the strengths and weaknesses known to obtain an overview of the development of tourism at Batu Lubang Beach in the Makbon District of Sorong Regency, based on the available opportunities. Strengths include the attractive natural beauty of the sea and beach, tourism management that involves local communities, and support for tourism facilities. Weaknesses include difficult and inadequate road access, insufficient facilities, a limited budget, and a lack of promotion. Opportunities include local community empowerment through the Tourism Awareness Group (Pokdarwis), strategic collaboration with tourism development partners, increasing tourist visits, and stimulating the local economy. Threats include social barriers, such as road access blockages that hinder tourism infrastructure development, poor and difficult road conditions that reduce tourist interest, and the risk of unpredictable natural disasters that threaten the safety of visitors.

## **RESULTS AND DISCUSSION**

The Tourism Office's strategy in managing and developing the tourism potential of Kampung Batu Lubang Beach in Makbon District can be analyzed through a decision-making approach based on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix. SWOT analysis provides government institutions with an effective strategic framework for formulating operational steps to achieve organizational goals, taking into account various internal and external factors. Strategies formulated through this approach are not only relevant for profit-oriented organizations but can also be applied by non-profit organizations and government agencies. Additionally, SWOT analysis plays a role in preparing marketing plans, particularly in identifying the most appropriate target segments.

The purpose of a SWOT analysis is to identify all known strengths and weaknesses to obtain a picture of the tourism development of Batu Lubang Beach in the Makbon District, Sorong Regency, based on existing opportunities. With the help of SWOT analysis, organizations are expected to accurately balance internal conditions with their strengths, weaknesses, opportunities, and threats.

SWOT analysis aims to comprehensively identify strengths and weaknesses, so that a picture of the tourism development of Batu Lubang Beach, Makbon District, Sorong Regency, can be obtained based on the available opportunities. With the help of SWOT analysis, organizations are expected to balance their internal conditions with strengths, weaknesses, opportunities, and threats accurately.

## **Strengths**

Strengths are the internal conditions of an organization that reflect superior qualities for achieving certain goals, specifically in the development of Batu Lubang Beach tourism in Makbon District, Sorong Regency. The main strengths of Batu Lubang Village Beach tourism lie in the combination of the natural beauty of the sea and beach, potential marine products, adequate facilities, and management that actively involves the local community in supporting tourist comfort. The combination of the natural beauty of the sea and beaches, marine products, adequate facilities, management involving the local community through Pokdarwis to support tourist comfort, and government support for sustainable tourism development. This makes Batu Lubang Beach a leading tourist destination in Sorong Regency, offering an enjoyable and memorable travel experience for visitors.

## **Weakness**

Weaknesses in institutions, organizations, projects, or business concepts are internal factors that hinder analysis and the achievement of goals, arising from the conditions of the organization, project, or business concept itself, thereby harming the development of tourist attractions. Accessibility is a crucial aspect of tourism development because it enables tourists to reach destinations comfortably and safely. At Kampung Batu Lubang Beach, the main weaknesses include difficult road access, minimal supporting facilities, limited electricity supply, a limited budget for tourism development programs, and a lack of promotion and technological support.

## **Opportunities**

Opportunities are external factors that create favorable conditions for organizations, businesses, or projects to grow and achieve their goals more effectively. Batu Lubang Village Beach has great potential to become a leading tourist destination by enhancing tourist attraction facilities, leveraging digital media such as websites for promotion to increase visibility and visitor numbers, empowering the local community through tourism awareness groups (Pokdarwis), and pursuing strategic collaboration with external partners. These efforts will not only increase the number of tourists but also promote sustainable local economic growth.

## **Threat**

Threats are external factors that can pose risks or obstacles to the success of an organization, project, or endeavor, and can even cause losses if not anticipated and managed properly. Batu Lubang Village Beach faces several major threats, such as social obstacles in the form of blocking access to roads and bridges that hinder the development of tourism infrastructure, poor and difficult road conditions that reduce tourist interest, as well as unpredictable natural disaster risks and threats to the safety and sustainable operation of tourism.

Based on the SWOT analysis, the key success factors were identified that can focus the management and development strategies of Kampung Batu Lubang Beach, including:

1. Management of natural resources and natural beauty.
2. Improvement and maintenance of supporting tourism facilities.
3. Development of adequate accessibility

Empowerment of the local community through the Tourism Awareness Group (Pokdarwis)

1. Utilization of information technology and digital promotion
2. Efficient financial management and funding
3. Strategic cooperation with various parties

#### 4. Risk mitigation and tourist safety.

### **Factors in the Development of Batu Lubang Village Beach Tourism Destination**

The development of the Batu Lubang Village Beach tourism destination in Sorong Regency is influenced by driving and inhibiting factors. These factors include aspects of infrastructure, community involvement, and support from government policies. Factors in the Development of Kampung Batu Lubang Beach Tourism Destination.

#### **Driving Factors**

**Physical Facilities:** The construction of a road bridge called Browalk that encircles the beach area and offers beautiful views, along with other supporting facilities for visitor comfort, such as a viewing tower, gazebo, parking area, toilets, souvenir kiosks, and a longboard, is already complete. These facilities enhance the tourist experience and increase the destination's appeal.

**Role of Tourism Awareness Groups (Pokdarwis):** The Tourism Awareness Group (Pokdarwis), consisting of local communities, manages and develops tourist destinations directly and collects tourism fees. The involvement of local communities is very important for preserving nature and culture, as well as ensuring that the economic benefits are directly felt by the surrounding community.

**Government Support:** Central DAK funds finance key infrastructure such as the boardwalk.

#### **Hindering Factors**

**Limited Infrastructure:** Access to Kampung Batu Lubang Beach is still a major challenge. The available road is still a concrete road with quite extreme terrain and has not been paved, making it difficult for tourists and managers to move around. In addition, supporting facilities such as toilets are scarce, parking areas are limited, and there are currently no accommodations for tourists who want to stay overnight.

**Lack of Promotion:** There is no website or digital platform, which limits the reach of information.

**Limited Funding :** The Tourism Office does not have a special fund allocation (APBD) for the development of this destination. Development funds, such as the construction of Browalk roads, come from central government funds and currently face budget efficiency constraints, which limit the implementation of development programs. This funding limitation is a significant obstacle to accelerating the development of infrastructure and supporting facilities.

**Community Resistance :** Opposition to bridge construction due to negative issues.

The development of the Batu Lubang village beach tourism destination is highly dependent on the synergy between natural potential, supporting facilities, community involvement, and government support. By overcoming obstacles such as limited infrastructure, facilities, promotion, and funding, this destination can develop sustainably and provide economic and social benefits to the local community.

Figure 1. potential tourism data

Tourism Potential of Batu Lubang Beach and the Role of the Local Community in Supporting Management and Development.

### **Tourism Potential of Batu Lubang Beach**

Batu Lubang Beach has various very interesting and unique natural tourism potentials, which can be developed into the main attractions of the tourist destination, including:

#### **Attractive Natural Beauty**

The clusters of coral islands around the beach offer beautiful, exotic views, making them ideal photo backdrops for visitors looking to capture their holiday moments. The presence of natural caves and hollow rocks has become a distinctive icon that sets Batu Lubang Beach apart from other destinations.

#### **Marine Biodiversity and Fishery Products**

The sea, rich in fish resources, is an attraction for marine tourism and a source of livelihood for local communities.

#### **The Role of the Local Community through Pokdarwis**

The local community at Batu Lubang Beach plays a central role in managing and developing the tourism destination through the Tourism Awareness Group (Pokdarwis). Their roles include:

##### **Management and Maintenance of Cleanliness**

The community is responsible for maintaining the cleanliness of the tourism environment to make it comfortable and attractive for visitors.

##### **Management of Facilities and Visitor Services**

The Tourism Awareness Group (Pokdarwis) manages the existing facilities and provides direct services to tourists, creating an enjoyable experience and increasing visitor satisfaction.

##### **Local Economic Enhancement through Local Product Sales**

Pokdarwis and the local community around the tourist site leverage tourist visits to sell their harvests and local products, such as bananas, taro, coconuts, banana chips, waji cakes, and bread. This will become an additional source of income for the community and strengthen their involvement in the tourism sector.

##### **Promotional Support from Social Media and Influencers**

Content from YouTubers such as @PacePurb4 which provides a complete overview of the travel experience at Pantai Kampung Batu Lubang, introducing camping spots, natural beauty, and local culture. Videos and reviews from TikTokers showcasing the scenery, trekking activities, and the uniqueness of caves and rock formations significantly expand promotional reach. Positive comments and reviews from visitors and netizens enhance the image and interest in visiting.

The success of developing Batu Lubang Beach tourism heavily depends on the synergy between the rich natural potential and the active role of the local community in managing and



developing the destination. The presence of content from YouTubers and TikTokers further strengthens the promotion and appeal of this tourism, thereby increasing visitor numbers and positively impacting local economic growth. It also creates an engaging tourism experience, as the involvement of the local community adds value through cultural interaction and warm hospitality, allowing tourists to have a richer, more authentic experience.

## CONCLUSION

Based on the SWOT analysis of the Tourism Office on the management and development of Kampung Batu Lubang Beach, eight key success factors were identified: management of natural resources and natural beauty; improvement and maintenance of tourism support facilities; development of adequate accessibility; empowerment of the local community through Pokdarwis; utilization of information technology and digital promotion; financial management and efficient funding; strategic cooperation with various parties; and risk and tourist safety mitigation.

The development of the Kampung Batu Beach tourism destination in Sorong Regency is influenced by both driving and inhibiting factors. The unique natural attractions, supporting facilities, and active involvement of the local community through Pokdarwis are the main strengths driving this destination's growth. However, development progress is still hindered by limited infrastructure, inadequate facilities, a lack of digital promotion, and minimal financial support from the local government.

Batu Lubang Beach has very rich and unique natural tourism potential, including clusters of exotic coral islands, coastal marine biodiversity, and natural caves and hollow rocks that are characteristic of this destination. This potential provides significant opportunities to develop ecotourism and attract tourists. The role of the local community, through the Tourism Awareness Group (Pokdarwis), is crucial to managing and developing this destination. The community not only maintains cleanliness and manages facilities but also boosts the local economy through regional specialty products. Active community involvement ensures environmental and cultural preservation while creating authentic and value-added tourism experiences for visitors. The presence of content from YouTubers and TikTokers further strengthens the promotion and appeal of this tourism, thereby increasing visitor numbers.

The suggestions that the author provides from the research conducted during the study are as follows :

Based on the research results, the authors propose the following recommendations:

The Tourism Office is advised to prioritize sustainable management of natural resources through the involvement of community and environmental experts to conserve Kampung Batu Lubang Beach.

The Regional Government is encouraged to allocate a special budget in the Regional Revenue and Expenditure Budget (APBD) for the development of infrastructure, facilities, and promotion of the Kampung Batu Lubang Beach tourist destination.

Tourism Managers are required to sustainably maintain natural beauty and ecosystems by engaging the local community, providing hospitality training and digital marketing via social media and websites, and conducting regular evaluations to drive innovation in tourism products.

Tourists are expected to contribute to environmental sustainability by disposing of waste properly, purchasing local products to support the local economy, and providing constructive feedback to managers to support the destination's development.

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