



Analysis of Snorkeling Amed Tourism Object Marketing Strategy



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Abstract

The purpose of this study was to determine the marketing strategy carried out by the manager of the Snorkeling Amed attraction and to find out the strengths, weaknesses, opportunities, and threats possessed by this tourism object and also to find out alternative strategies that can be used by the Snorkeling Amed attraction. The data analysis technique used is SWOT (Strength, Weakness, Opportunities, Threats) analysis. What is meant by this analysis is to identify the internal and external environment of Amed's snorkeling tourism object in a competitive climate with similar businesses operating in the same business field. A SWOT analysis covers the external environment and the internal environment. Environmental analysis is a process used to determine strengths, weaknesses, opportunities, and threats. In this SWOT analysis, a qualitative approach and a quantitative approach will be used. A qualitative approach is an analysis that is used without the use of numerical calculations but based on judgments or opinions and the basics that can support subjective decision making. While the quantitative approach is a way of analyzing data using the calculation of numbers or to support the process of analyzing the data.

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1 Introduction

Marketing strategy is a form of a plan that is broken down in the field of marketing. To obtain optimal results, this marketing strategy has a broad scope in the field of marketing including strategies in facing competition, pricing strategies, product strategies, service strategies, and so on. Companies need to recognize the company's strengths and weaknesses in the competition, this will be very helpful in recognizing themselves, as well as taking advantage of every opportunity that exists and avoiding or minimizing existing threats by using the right marketing strategy (Buchari, 2011; Arikunto, 2002; Assauri, 2008). Where marketing strategy is an effort to find a profitable marketing position in an industry or fundamental arena of competition taking place. Marketing in a company, in addition to acting dynamically, must always apply superior principles and companies must leave old habits that are no longer valid and continue to innovate. Because now is not an era where producers impose their will on consumers, but on the contrary consumers impose their will on producers. Amed is one of the hamlets located in Purwa Kerthi Village, Abang District, Karangasem Regency. This area has a wide stretch of beach, Amed beach has great potential for tourism in the area, one of which is Amed's snorkeling attraction. Amed's snorkeling attraction has 2 (two) different snorkeling spots, here's a list of snorkeling spots on Amed beach.

Table 1
List of spots snorkeling Amed

No	Name	Address	Type of charm
1.	Jemeluk Bay Snorkeling	Purwa Kerthi Village, Abang District, Karangasem Regency	Beach
2.	Snorkeling Banyuning Japanese Ship Wreck Area	Bunutan Village, Abang District, Karangasem Regency	Beach

Source: The Management of Snorkeling Amed Attractions 2018

The Snorkeling Amed attraction has 2 (two) different snorkeling spots, which are located in Purwa Kerthi Village, Abang District, Karangasem Regency, and in Bunutan Village, Abang District, Karangasem Regency. From the first snorkeling spot located in Purwa Kerthi Village, tourists only need to travel a distance of 5 (five) kilometers to arrive at the second spot in Bunutan Village. Amed's snorkeling attraction is one of the marine tourism destinations that are in great demand by lovers of underwater life, both domestic and foreign tourists (Moeleong, 2005; Rangkuti, 1998; Rangkuti, 2013). Snorkeling Amed attractions have a great influence on tourism in the Amed area, such as hotels, villas, restaurants, and others. One of the advantages of some of the snorkeling spots in Amed that other regions don't have is their uniqueness, such as historical relics found in every snorkeling spot (such as a ship belonging to the Japanese army) and an underwater post (submarine mailbox). the spot and the distance are so close from the beach because the distance is so close to the beach so it doesn't cost more to rent a boat, you only need to swim from the beach to the snorkeling spot, of course in terms of cost is more efficient, but tourist visits to the beach Amed is currently experiencing quite a decline, tourists visiting Amed's snorkeling attractions are still few compared to previous years, this can be seen from the following table:

Table 2
List of tourist visits snorkeling Amed attractions

Jemeluk Bay Snorkeling		
No	Year	Total
1.	2015	2.154 people
2.	2016	1.812 people
3.	2017	759 people
Snorkeling Banyuning Japanese shipwreck area		
4.	2015	3.140 people
5.	2016	2.762 people
6.	2017	912 people

Source: The Management of Snorkeling Amed Attractions 2018

From the table data above, it can be seen that the number of tourists visiting Snorkeling Amed Attractions in 2015 - 2017 has decreased, this is due to the lack of ineffective promotional activities carried out by the Snorkeling Amed Attractions manager, so the sales volume of this snorkeling attraction is still less than optimal (Kurttila et al., 2000; Bull et al., 2016). Formulation of the problem based on the background of the problem that has been described, the main problems are as follows. (1) What is the marketing strategy of Amed's snorkeling attraction carried out by the manager of Amed's snorkeling attraction? (2) What are the most appropriate strategy in increasing tourist visits and sales volume of Amed's snorkeling attraction?

2 Literature Review

Marketing Management is a philosophical concept in business activities in the form of main activities carried out by companies to maintain the continuity of their companies to develop and to earn profits which will be discussed specifically. The marketing process begins long before goods are produced, and does not end with sales. The company's marketing activities must also provide satisfaction to consumers if they want their business to continue, or consumers have a better view of the company (Dharmmesta & Handoko, 1982). Definition of marketing management, including:

- Marketing management is a sub-system within the organization that is a liaison between the organization and consumers. Furthermore, this function can be empowered to support an idea and educate consumers (Boone & Kurzt, 2007).
- The American Marketing Association defines marketing (management) as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. The process of planning and implementing the concept, pricing, promotion, and distribution of ideas, goods, and services to create exchanges capable of meeting individual and organizational goals.
- Philip Kotler himself defines marketing management as: "the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer values". The art and science of selecting target markets and acquiring, maintaining, and developing customers through the process of creating, delivering, and communicating better customer value.

Definition of marketing

The definition of marketing according to the American Marketing Association (AMA) as quoted by Kasali (1998), is "Marketing is a process of planning and executing, from the stages of conception, pricing, promotion, to distribution of goods, ideas, and services, to carry out exchanges that satisfy individuals and their institutions." Some experts also express their opinion regarding the definition of marketing. Lupiyoadi (2001), argues that marketing is "all activities that aim to facilitate the flow of goods or services from producers to consumers in the most efficient way to create effective demand".

Understanding marketing strategy

According to Rahmat (2012), states that "Market-oriented strategic planning is a managerial process to develop and maintain organizational goals, expertise, and resources following changing market opportunities to shape and perfect the company's business and products to meet profit and growth targets". An advanced and developing marketing strategy always pays attention to the element of attracting the attention of a productive market segment or market share in marketing activities. In addition, it strives to place a strategic marketing position in obtaining profits and strives to achieve the target of its implementation. The selection process Marketing strategy requires careful consideration of some types of information.

- Product goals or objectives
The product objectives should be used as a guide in determining the basic type of strategy needed. For example, if the main objective of a product is to increase sales volume or market share growth, then usually the main

alternative to consider is a selective demand strategy that focuses on capturing customers from competitors or expanding the market served.

- **Market Opportunities**
The characteristics and magnitude of market opportunities must be clearly defined based on market analysis and market measurements. Market analysis provides information about who buys the product form (and who doesn't buy it), various product use situations (as well as non-use situations).
- **Market success**
Marketing managers must understand the type of competitive advantage and the level of marketing expenditure required to achieve market success. Through competitive analysis, companies can understand who their competitors are, how much competition intensity exists, and what advantages must be developed to compete selectively against direct brand competitors or indirect product class competitors.

SWOT analysis techniques

The SWOT analysis technique is one of the most powerful instruments when used properly. A SWOT analysis consists of strengths and weaknesses as internal factors contained within the organization, while threats and opportunities as external factors are environmental factors faced by organizations or companies, or business units that are concerned. SWOT analysis is a systematic way to identify these factors and the strategy that describes the best fit between them. This analysis is based on the assumption that an effective will maximize strengths and opportunities and minimize weaknesses and threats. When applied accurately, this simple assumption has a huge impact on the design of a successful strategy. SWOT analysis can also be a powerful instrument in conducting strategic analysis, the efficacy lies in the ability of the strategic determinants of the organization and company to maximize the role of strength factors and take advantage of opportunities to simultaneously act as a tool to minimize weaknesses in the organization and reduce the impact of threats. that arise and must be faced (Farhanudin et al., 2012; Gitosudarmo, 2001).

The SWOT analysis matrix consists of nine cells of which there are four main determining factor cells, four strategy cells, and one cell that is left blank. Four strategy cells, with a combination of SO, WO, ST and WT were developed after completing the four key factor cells namely S, W, O, and T. The use of SWOT analysis will produce a good strategy, because there are four matching strategies produced by the SWOT analysis, namely SO, WO, ST, and WT strategies. SO strategy or strengths-opportunity strategy uses the company's internal strengths to take advantage of external opportunities. The WO strategy or weakness-opportunity strategy aims to improve weaknesses and take advantage of external opportunities. ST strategy or strength-threat strategy uses the company's strengths to avoid or reduce the impact of external threats and WT strategy or threat weakness strategy is a defensive tactic directed at reducing internal weaknesses and avoiding environmental threats (Liu & Chou, 2016; Malachovský & Kiráľová, 2015).

Matrix of internal and external strategic factors (IFAS – EFAS)

Analysis of internal and external strategic factors is the processing of strategic factors in the internal and external environment by giving weighting and rating to each strategic factor. Strategic factors are the dominant factors of strengths, weaknesses, opportunities, and threats that have an influence on existing conditions and situations and provide benefits if positive actions are taken (Dyson, 1990). Analyzing the internal environment (IFAS) to identify possible strengths and weaknesses. Strategic issues to be monitored must be determined as these issues may affect tourism in the future. Analyze the external environment (EFAS) to identify possible opportunities and threats. Strategic issues to be monitored must be determined as these issues may affect tourism in the future.

3 Research Methods

Population and Sample. Variable is a concept that will be the object of research observation which is stated as the phenomenon under study (Idrus, 2007). Following the formulation of the problem, the concept to be studied is the marketing strategy carried out by the Snorkeling Amed attraction to increase sales volume and increase tourist interest in visiting the following variables. To identify the theories used in this study, the operational definitions of the variables put forward are:

- Marketing is an activity carried out by marketing a product or service between producers and consumers.
- Marketing strategy is a comprehensive, integrated and unified plan in the field of marketing that provides a blend of activities to be carried out to achieve marketing objectives.
- SWOT (Strengths, Weaknesses, Opportunities, and Threats) is an analytical approach to determine the formulation of the company's marketing strategy in the future.
 - Strengths are the company's internal factors that support or have advantages for achieving market development.
 - Weaknesses are internal company factors that hinder or limit development.
 - Opportunities are factors outside the company's environment that are favorable for development.
 - Threats are factors outside the company's environment that pose a threat to the company so that it hinders development.

One of the integrated marketing strategies that can be carried out is the marketing mix strategy, which is related to determining how the company presents product offerings in a particular market segment, which is its target market (Suwanto, 2002; Tahir, 2011; Jeuring, 2016). The population in this study were all visitors/tourists of the Snorkeling Amed attraction, who had been registered as customers for more than 3 years, with an average number of customers/visitors of 3,000 people. In this study, the number of samples will be determined using the Slovin formula. The following is a calculation regarding the determination of the number of samples in the study using the slovin formula:

Slovin's formula:

$$n = \frac{N}{1 + (N \times e^2)}$$

Information:

Information:

n = sample size

N = population

e = error rate (10%)

Calculation:

$$\begin{aligned} n &= \frac{3.000}{1 + 3.000 \cdot (0,1)^2} \\ &= \frac{3.000}{31} \\ &= 96,77 \\ &= 100 \text{ respondents} \end{aligned}$$

So the sample in this study was 100 (one hundred) respondents of tourists/visitors and managers of Snorkeling Amed attractions.

Method of collecting data

Data collection methods can be done through:

- Observation

Observation is a very important part of qualitative research. With observation, researchers can document and reflect systematically on the activities and interactions of research subjects (Basrowi, 2008). Observations in this research are carried out in a structured manner, namely, observations are carried out systematically because researchers already know what aspects are relevant to the problem and research objectives. Observations have been designed systematically, about what will be observed, and where it is by observing each behavior with the activities to be studied. Related to this research, observations were made directly to the research location and recording activities of various types of data were carried out.

- **Interview**
According to Lincoln and Guba, the purpose of conducting interviews is to reconstruct people, events, activities, organizations, feelings, motivations, demands, concerns, and unanimity. In addition, it also verifies and expands information obtained from other people and other sources of information developed by researchers. The interview method that the researcher uses is to conduct direct interviews with the respondents using a list of questions that have been prepared in advance, related to the formulation of the problem in this study. In this study, interviews were conducted by asking several questions related to the analysis of the marketing strategy of Amed's snorkeling tourism object.
- **Documentation**
In this study, documentation was carried out by collecting voice recordings from interviews and photographs during the research. Documentation in this study aims to show the research process carried out and as evidence that the research process carried out is indeed true so that it is by the explanations presented by the researchers in the results and discussion chapters.
- **Libraries**
The data collection method was carried out by conducting a literature study that took several books, archives, and documents related to this research, as well as collecting various data regarding matters in the form of notes, minutes, and agendas.
- **Questionnaire**
A questionnaire is a data collection technique that is carried out by giving a set of questions / written statements to respondents to answer, which can be given in person or by post, or on the internet. There are two types of questionnaires, namely closed and open. The questionnaire used in this case is closed, namely a questionnaire whose answers have been provided so that respondents just choose and answer directly (Sugiyono, 2010).

Data analysis techniques

Data analysis in qualitative research is carried out before entering the field, during entering the field, and after leaving the field. Sugiyono (2010), states that data analysis has started since formulating and explaining the problem, before going into the field, and continues until the writing of research results. Sugiyono (2010), argues that activities in qualitative data analysis must be carried out continuously until complete so that the data is saturated. To present the data so that it is easy to understand, the data analysis steps used in this study are the Analysis Interactive model from Miles & Huberman (2007), which divides the steps in data analysis activities into several parts, namely data collection, data reduction (data collection), and data reduction. data reduction), data presentation (data display), and drawing conclusions or verification (conclusions).

- **Data Collection**
In the analysis of the first model, data collected from interviews, observations, and various documents based on categorization according to the research problem were then developed to sharpen the data through further data searches.
- **Data Reduction**
Data reduction is a form of analysis that sharpens, categorizes, directs, discards unnecessary data, and organizes data in such a way that conclusions can be drawn and verified (Miles & Huberman, 2007). According to Harsono (2008), data reduction takes place continuously as long as the research has not been ended. The product of data reduction is in the form of a summary of field notes, both from initial notes, expansions, and additions.
- **Data Presentation**
Data presentation is a set of information organization that allows research conclusions to be made. Data presentation is intended to find meaningful patterns and provide the possibility of drawing conclusions and

providing action (Miles & Huberman, 2007). According to Harsono (2008), states that the data presentation is in the form of sentence narratives, pictures/schemas, networks, and tables as narratives.

- Drawing Conclusion

Drawing conclusions is part of a complete configuration activity (Miles & Huberman, 2007). Conclusions were also verified during the study. Conclusions were drawn since the researcher compiled notes, patterns, statements, configurations, causal directions, and various propositions (Harsono, 2008).

4 Results and Discussion

A brief history of snorkeling Amed attractions

One of the famous tourist attractions in the Amed area is its marine tourism, namely the Snorkeling Amed Attraction, this attraction is located in the Amed Jemeluk bay, which was established in 1995, initially, the Snorkeling Amed attraction was not too well known until many foreign tourists went on vacation to Amed beach enjoy the beauty of underwater life and promote it indirectly through online media such as photos and interesting articles about the beauty of Amed beach. Until finally around 2000 the local community began to form a tourism group (Tunas Mekar) or better known as Jemeluk Bay Beach Boy, opening a place to rent snorkeling and diving equipment around the Jemeluk Bay area. And finally, the Amed Jemeluk bay area has become a coastal area that has a variety of beautiful coral reefs and has a lot of underwater biotas, making it suitable to be used as a Snorkeling Amed attraction, facilitated by the Purwa Kerthi Village Service, assisted by Reef Check Indonesia, and the Coral Reef Alliance (Kasali, 1998; Kurniawan et al., 2008; Botti et al., 2008). The local community also has a new profession, namely by plunging into the world of tourism, tourism in Amed in addition to being able to open up new jobs, it can also improve the economy of the local community who previously only worked as fishermen, salt farmers, and ranchers who also take part and are active in the world of tourism, especially in Amed.

Research result

After collecting all the data and information obtained by research methods such as observation, interviews, and questionnaires to the analysis of the marketing strategy of Amed's snorkel tourism object that affects the continuity of the Amed snorkel tourism object, it is to use all of this information into models. quantitative and qualitative strategy formulation, preferably using several models at once, to obtain a complete and accurate analysis (Stokes, 2008; Wilkinson, 1989). The model used is

- Descriptive Analysis / Marketing Strategy Analysis
- SWOT analysis
- Internal/External Matrix (IFAS) and (EFAS)
- SWOT Matrix

Descriptive analysis

Every company, whether engaged in products or services, has a goal to stay alive and develop, this goal can be achieved through efforts to be able to maintain and increase sales of the products or services they produce. By implementing an accurate marketing strategy through the use of opportunities to increase sales, so that the company's position or position in the market can be improved or maintained. As is known, marketing strategy is a comprehensive, integrated and unified plan in the field of marketing that provides a mix of interests that will be carried out to achieve marketing goals. To analyze the marketing strategy of Amed's snorkeling tourism object, the concept that is considered effective is to use the Marketing Mix P7 concept (Kotler, 2005), namely:

- Product (Product)
- Promotion (Promotion)
- Price (Price)

- Place (Place)
- Society (People)
- Physical Evidence
- Process (Process)

The following is a description of the elements of the Marketing Mix at the Snorkeling Amed attraction:

- Product Analysis (Product)
Product is anything that can be offered by a producer to be noticed, requested, sought, purchased, used, or consumed by the market as a fulfillment of the needs or desires of the relevant market, either in the form of goods or services. Products can be measured through product variations, product quality, and product appearance (Kotler, 2005). The existing products in the form of goods and services to date at the Snorkeling Amed attraction are:
 - The beauty of coral reefs and the diversity of underwater biota
 - The completeness of the facilities for snorkeling equipment is adequate.
 - Availability of tourism support facilities that are adequate.
 - The quality of the snorkeling equipment facilities is already good.
 - Cleanliness of the snorkeling and coastal areas that are maintained and beautiful.

The general description of goods and services products is as follows:

- Snorkeling Amed tourism object which is located on the coast of Jemeluk Bay and Banyuning coast has the beauty of coral reefs and a great diversity of underwater biota and is very easy to reach because it is quite close to the coast. In addition to the beauty of coral reefs and underwater biota, the spot Jemeluk Bay snorkeling and Banyuning Japanese shipwreck snorkeling spots also contain historical relics such as a Japanese submarine from World War II, as well as a submarine mailbox facilitated by Reefcheck Indonesia.
- The completeness of the snorkeling equipment facilities found at the Jemeluk Bay snorkeling spot is very adequate because this spot is the central rental of snorkeling equipment in Amed. Whereas the Banyuning snorkeling spot, the Japanese shipwreck is not as complete as the Jemeluk Bay snorkeling spot, this is because the visitors who enjoy snorkeling at the Banyuning spot already have the snorkeling equipment that they have brought, or the visitors have rented it at the first spot at the Jemeluk Bay snorkeling spot, which is central to snorkeling equipment rentals in Amed.
- For tourism supporting facilities such as hotels, villas, restaurants, homestays, mini markets, ATMs, transportation services and others are adequate, which makes it easier for tourists to travel in Amed so that tourists also feel comfortable on vacation in Amed.
- In addition to the completeness of the snorkeling equipment facilities in Amed, the quality of the snorkeling equipment in Amed is also very good, because the manager always maintains the quality of the snorkeling equipment employing maintenance, checking, and updating of snorkeling equipment every year.
- The management always prioritizes the comfort of visitors/tourists by maintaining the cleanliness of the coastal area environment every day and protecting the coastal zone from the threats of illegal fishing and coral reef destruction which are also monitored and facilitated by the Purwa Kerthi Village Service and Reefcheck Indonesia

Promotion analysis

Promotion is a company's effort to influence potential buyers through the use of all elements of marketing mix. In essence, promotion is a form of marketing communication, namely disseminating information, influencing, and reminding the target market of the company and its products to be willing to accept, buy, and be loyal to the products offered by the company concerned (Tjiptono, 2006). The forms of marketing promotions carried out by Snorkeling Amed attractions in increasing the number of visitors and sales, namely:

- Personal Selling

Personal selling promotional activities carried out by Snorkeling Amed attractions by providing the best service and friendliness to visitors/tourists who come to Snorkeling Amed attractions. According to Lingga (2003), in the book *Marketing Plan Strategy*, The Moment Of Truth is a critical point of meeting customers (visitors/tourists) and service providers (the manager of the Snorkeling Amed attraction). At the interactive meeting, the manager of the Snorkeling Amed attraction provides the best service to customers (visitors/tourists) at the Snorkeling Amed attraction.

- Word of Mouth

Word of mouth is a form of word of mouth communication carried out by consumers voluntarily and automatically to promote a product, brand, and service to their relatives or friends for a certain reason. Word of mouth is a powerful, effective, and cheapest type of promotion. Consumers (visitors/tourists) who are satisfied with the service of a product or service (Snorkeling Amed tourism object) will tell others about their good experiences with the product or service. In addition to visitors/tourists doing word-of-mouth promotions, this promotional activity is also carried out by guides who promote snorkeling attractions in Amed to local and foreign tourists who recommend vacationing in Amed and immediately take them to the Snorkeling Amed attraction.

Price analysis

The price of product and service tariffs provided as socialization will determine the success of marketing, if the low tariff price is accompanied by the high quality of goods and services, consumers will be more interested in using the services and visiting the Snorkeling Amed attraction. The following table lists the prices of the supporting facilities found in Amed's snorkeling attraction:

Table 3
Price list of supporting facilities found in snorkeling Amed attractions

The price of the supporting facilities found in the Amed snorkeling attraction	
Supporting facilities	Price
1. Rent snorkeling equipment	IDR. 50.000,-
2. Bathroom Facilities	IDR. 3.000,-
3. Parking Facilities:	
a. Motorcycle	IDR. 2.000,-
b. Car	IDR. 5.000,-
c. Bus	IDR. 10.000,-

Source: Snorkeling Amed Management 2018

You can see the price list for supporting facilities for Snorkeling Amed attractions as above, the rates are quite affordable with maximum service quality that attracts visitors/tourists to vacation in Snorkeling Amed attractions to enjoy the beauty of beaches, coral reefs, and the diversity of biota. under the sea.

- Place Analysis (Place)

Place includes the company's activities that make the product available to target customers. The place does not mean only the company's location but also includes marketing channels, location collection, and arrangement, inventory, and transportation. In the service industry, a place mainly refers to the location and distribution that can provide convenience for customers in obtaining company services (Kotler & Armstrong, 2001). The location of the Snorkeling Amed attraction is quite strategic, easy to access by visitors/tourists. This Snorkeling Amed attraction is located in Lebah Hamlet, Purwa Kerthi Village, Abang District, Karangasem Regency. The first snorkeling spot is in the jemeluk bay of Lebah Hamlet, Purwa Kerthi Service Village, in this first spot there are lots of snorkeling equipment rental places, and the second spot is in Banyuning Hamlet, Bunutan Village which is approximately 5km from the first snorkeling spot in the bay. Jemeluk, visitors can also rent a boat/*jukung* to go to the second snorkeling spot in Banyuning.

- Community Analysis (People)

This community factor plays an active role and can have a positive effect on purchasing decisions (Philip & Lane, 2008). The more positive the performance was given to consumers (visitors/tourists), the better the impact on purchasing decisions. For service organizations, service people usually hold dual positions, namely providing services and selling these services. Through good, fast, friendly, thorough, and accurate service, it can create customer satisfaction and loyalty to the company. The following table shows the percentage level of education for the manager of the Snorkeling Amed attraction:

Table 4
The percentage level of education of the management of snorkeling Amed attractions

Education Percentage Level of Snorkeling Amed Attraction Management	
College (Bachelor and Diploma)	6,7%
Senior high school / vocational high school	33,5%
Lower Level (junior high school, elementary school, and not finished elementary school)	60,3%

Source: Snorkeling Amed Attraction Management

It can be seen in the table above, the education percentage level of the manager of the Snorkeling Amed attraction is 6.7% from universities (Bachelor and Diploma), 33.5% high school / vocational education, and 60.3% lower level education (junior high school, elementary and not finished elementary school). The service for consumers who are visitors/tourists of the Snorkeling Amed attraction is currently carried out by the manager of the Snorkeling Amed attraction which is formed in a tourism group (Tunas Mekar) totaling 15 people. This tourism group is divided into 2 groups managing the Snorkeling Amed attraction, namely, 10 people are responsible for managing the first spot for snorkeling in Jemeluk Bay, and the remaining 5 people are responsible for managing the second spot for snorkeling in Banyuning Japanese shipwreck.

- **Physical Evidence**
Supporting facilities are part of the marketing of services that have an important role. Because the services delivered to customers often require supporting facilities in delivery. This will further strengthen the existence of these services. Because with the physical support facilities, it will be understood by the customer. Amed's snorkeling attraction is located in the tourism area of the Amed area, around it there are also many hotels, villas, homestays, restaurants, and other trading businesses. Supporting/supporting facilities in the Amed snorkel attraction area is adequate, such as ATMs, and mini markets are available in the Amed snorkel attraction area. And also throughout the day, the streets in the Amed snorkel attraction area are traversed by many passing vehicles because the Amed area is a tourism area and is the main route of Amed-Amlapura.
- **Process Analysis (Process)**
The service process experienced by consumers will be used by consumers to assess the services they consume. The process of some services is very complex, thus requiring consumers to follow a series of complex and many actions so that the process for the ordered service is perfect. Concerning processing services, Snorkeling Amed attractions tend to be accompanied by more complementary services, these complementary services are the friendliness of the Snorkeling Amed attraction managers to every visitor/tourist, giving advice and good and correct procedures in carrying out snorkeling activities to visitors/tourists. so that the process of marketing services felt by visitors/tourists is optimal so that tourists/visitors feel comfortable when doing snorkeling activities. The tourists/visitors are also given a business card by the manager of the snorkeling attraction to save booking time and want to know more about the snorkeling schedule, then the tourists/visitors can make the booking process by contacting the phone number listed on the name card of the snorkeling attraction manager Amed.

Snorkeling Amed attraction SWOT analysis

SWOT analysis is the identification of various factors systematically to formulate marketing strategies for Snorkeling Amed Attractions. This analysis is based on the logic that can maximize strengths and opportunities, but

simultaneously minimize weaknesses and threats (Wisudawati & Maheswari, 2018; Amerta et al., 2018). The following is a breakdown of the strengths, weaknesses, opportunities, and threats to Snorkeling Amed Attractions: Internal factors that come from within the Snorkeling Amed attraction, in the form of Strengths and Weaknesses of Amed's snorkeling attractions.

- Strengths, consisting of:
 - Strategic location.
 - Service excellence, the manager is talkative and friendly to visitors.
 - Affordable prices.
 - Have regular customers (customer loyalty).
 - It has interesting snorkeling spots and the beauty of coral reefs and the diversity of underwater biota whose habitat is maintained.
- Weaknesses, consisting of:
 - Inadequate sanitation facilities/infrastructure and waste treatment facilities.
 - HR is not fluent in foreign languages.
 - Lack of trees and shelter for visitors to rest.
 - Have not used promotional/advertising services.
 - Lack of snorkeling advisory boards and snorkeling schedules for visitors/tourists.

External factors that come from outside the Amed snorkel tourism object are opportunities and threats.

- Opportunities, consisting of:
 - Possibility to dominate the market.
 - The possibility of investors emerging.
 - The tendency of local communities to participate in the tourism environment.
 - Tendency to carry out extensive promotional activities by making more attractive tour packages.
 - Improvement of infrastructure for easy access of visitors/tourists to Amed tourist areas, and Improvement of tourism supporting/supporting facilities in Amed tourist areas.
- Threats, consisting of:
 - The emergence of similar businesses.
 - The influence of weather and climate is sometimes unpredictable, thus making beach conditions for snorkeling less than optimal.
 - The emergence of the issue of snorkeling equipment facilities that are not of high quality, thus making visitors/tourists feel uncomfortable while enjoying snorkeling tours, as well as the issue of unsafe beach conditions.
 - Lack of background/knowledge of human resources/management on the importance of maintaining/protecting the underwater ecosystem. Lack of interest of visitors/tourists in marine tourism and lack of interest in snorkeling activities

Matrix internal factors analysis summary (IFAS) and external factors analysis summary (EFAS)

Analyzing the internal environment (IFAS) to identify possible strengths and weaknesses. Strategic issues to be monitored must be determined as these issues may affect tourism in the future. Analyze the external environment (EFAS) to identify possible opportunities and threats. Strategic issues to be monitored must be determined because these problems may affect tourism in the future (Lew, 1987; Darbellay & Stock, 2012). The purpose of this IFAS and EFAS analysis is to analyze the situation and condition of a company/organization so that it can formulate a company strategy in its competition in the market. The following is a table of the IFAS and EFAS matrix of Amed's snorkeling attractions:

Table 5
Matrix internal factors analysis summary (IFAS)

Internal Strategy Factors	Quality	Rating	Quality and Rating	Information
Strength	(0,0-1,0)	(1-4)		
Service excellence	0,10	3	0,30	Locations of attractions that are easily accessible by visitors/tourists
	0,05	3	0,15	The manager is talkative and friendly to visitors
Have regular customers	0,15	4	0,60	The level of costs incurred by visitors/tourists to enjoy snorkeling tours at this attraction is quite affordable
	0,05	3	0,15	Consumer loyalty, namely the visitors/tourists at this tourist attraction, is very high
Have interesting snorkeling spots	0,15	4	0,60	The beauty of coral reefs, and the diversity of underwater biota whose habitat is protected.
Sub-total	0,50		1,80	
Weaknesses				
Inadequate sanitation facilities/infrastructure and waste treatment facilities	0,15	2	0,30	The cleanliness of the tourist attraction area will make consumers feel at home, comfortable, and come back.
HR is not fluent / fluent in foreign languages	0,10	2	0,20	Because visitors/tourists to snorkeling attractions are not only local tourists but foreign tourists also travel a lot to this tourist attraction, so it is necessary to improve foreign languages so that services are optimal
Lack of trees and shelter for visitors to rest.	0,05	2	0,10	This tourist attraction area is located on the coast, so it is necessary to have a shelter for visitors/tourists to feel comfortable.
Have not used promotional/advertising services.	0,10	2	0,20	The lack of promotional activities carried out by the manager makes tourist visits decrease.
Lack of snorkeling advisory boards and snorkeling schedules for tourists	0,10	2	0,20	This is very important, to provide information/advice to visitors about a good snorkeling tour schedule and beach conditions, as well as important advice when snorkeling.
Subtotal	0,50		1,00	
Total	1,00		2,80	

Source: The Management of Snorkeling Attractions Amed 2018

From the results of the analysis in table 5 of the IFAS matrix, the Strength factor has a total score of 1.80 While Weakness has a total score of 1.00 As is the case with IFAS, then the EFAS external strategic factors are also identified, the results are in Table 6 as following:

Table 6
Matrix external factors analysis summary (EFAS)

Internal Strategy Factors	Quality	Rating	Quality and Rating	Information
Opportunities	(0,0-1,0)	(1-4)		
Possibility to dominate the market	0,15	3	0,45	This tourist attraction area is the center of snorkeling tourism in Amed.
The possibility of investors appearing	0,10	3	0,30	The Amed area is a tourism area that has a lot of tourism potential, so investors will emerge to facilitate tourism in the area.
The tendency of local people to participate in the tourism environment	0,10	3	0,30	The local community will have a new profession in the tourism sector.
Tendency to carry out extensive promotional activities.	0,10	3	0,30	Promotional activities other than through advertising services, the manager also makes tour packages that are more attractive to visitors/tourists.
Improvement of infrastructure and improvement of tourism supporting facilities, the Amed area tourism area.	0,15	3	0,45	Infrastructure improvement for easy access of visitors/tourists to Amed tourist areas.
Sub-total	0,60		1,80	
Threats				
The emergence of similar businesses.	0,10	2	0,20	The Amed area is a tourism area whose beaches have great potential and influence for tourism in the area, so there will be many hotels, villas, homestays, etc. that provide snorkeling tourism services.
Influence of weather and climate.	0,10	2	0,20	The influence of weather and climate is sometimes unpredictable, thus making beach conditions for snorkeling less than optimal.
The issue of poor quality snorkeling equipment facilities, and the issue of unsafe beach conditions.	0,10	2	0,20	This makes the visitors/tourists feel uncomfortable, so the management must be able to convince the tourists by increasing promotional activities.
Lack of background/knowledge of human resources/management on the importance of maintaining/protecting the underwater ecosystem.	0,05	2	0,10	This is very important so that it is not only used as a tourism area but also maintains the habitat of underwater biota. This can be done by providing good socialization regarding the importance of maintaining and protecting underwater biota and its ecosystem so that the management understands it better.
Lack of interest of visitors/tourists to marine tourism and snorkeling tours.	0,05	2	0,10	The right strategy is needed in carrying out promotional activities to attract more visitors/tourists.

Subtotal	0,40	0,80
Total	1,00	2,60

Source: The Management of Snorkeling Attractions Amed 2018

Analysis of Table 6 shows that for the Opportunities factors the score is 1.80 and the Threats is 0.80. Furthermore, the total score of each factor can be broken down: Strengths 1.80 Weaknesses 1.00 Opportunities 1.80 and Threats 0.80. Then it is known that the Strength value is above the Weakness value difference (+) 0.80 and the Opportunity value is above the Threat value difference (+) 1.00. From the results of the identification of the IFAS factors, the EFAS can be described in a SWOT diagram, before drawing a SWOT diagram. After the above calculation, the value for (x) is (0.4) and the value for (y) is (0.5). Here, the researcher draws a SWOT diagram following the analysis described above, as follows:

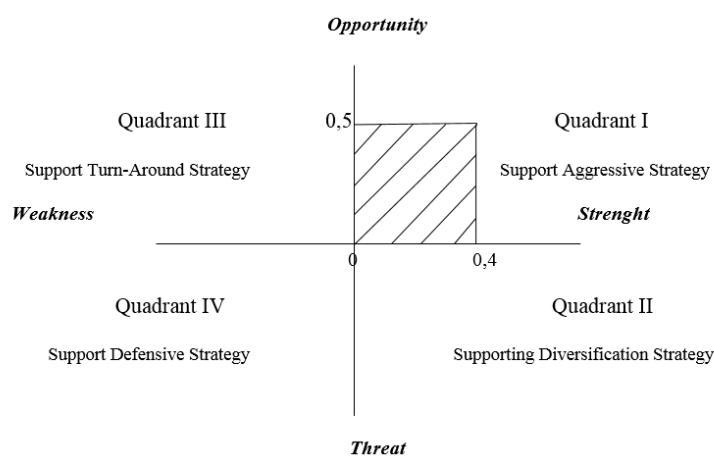


Figure 1. SWOT diagram

Source: Cartesian Diagram of the Results of Internal Data Processing (IFAS) and External Data (EFAS) Amed Snorkeling Tourism Object, 2018

SWOT matrix Amed snorkeling attractions

After collecting all the information that affects the continuity of the company/organization, the next step is to utilize all the information in quantitative and qualitative models of strategy formulation. One of the models used to develop the company's strategic factors is the SWOT Matrix (Fredy, 2009). The following is a SWOT matrix table for Amed's snorkeling attractions:

Table 7
Snorkeling Amed attractions SWOT matrix

		(S) Strength	(W) Weakness
IFAS		1. Strategic location 2. Service excellence 3. Affordable price 4. Have regular customers 5. Have interesting snorkeling spots	1. Inadequate sanitation facilities/infrastructure and waste treatment facilities 2. HR is not fluent in a foreign language 3. Lack of shelter for visitors to rest 4. Have not used promotional/advertising services
EFAS			

(O) Opportunities	STRATEGY SO	STRATEGY WO
1. Possibility to dominate the market 2. The possibility of investors appearing 3. The tendency of local communities to participate in the tourism environment 4. Tendency to carry out wider promotional activities 5. Infrastructure improvement and tourism support facilities improvement	1. Strategies to utilize all the strengths of Amed's snorkeling attractions, by carrying out more aggressive promotional activities and making tour package promos in Amed, to attract more visitors/tourists 2. Improve the quality of snorkeling facilities and service quality 3. Better maintain the zoning of the management of coastal areas that are used as snorkeling tourism areas 4. Strengthening the image in society	5. Lack of snorkeling warning boards and snorkeling schedules for visitors/tourists 1. Adding and updating sanitation and waste treatment facilities 2. Improve HR foreign language skills 3. Expanding advertising promotions to all tourism areas in Bali as an effort to increase visitors/tourists 4. Added and updated the snorkeling warning board for visitors
(T) Threats	Strategy ST	Strategy WT
1. The emergence of similar businesses 2. Influence of weather and climate 3. There are issues of poor snorkeling equipment facilities and unsafe beach conditions 4. Lack of background/knowledge of human resources/management on the importance of maintaining/protecting underwater ecosystems 5. Lack of interest of visitors/tourists in marine tourism and lack of interest in snorkeling activities	1. Strategy to use the power of marine tourism/snorkeling by intensifying marketing and promotion through sponsorship (Reefchek Indonesia) 2. Conduct training/socialization programs from related parties regarding the protection of underwater ecosystems that can be utilized properly by the management (HR) 3. Adding and updating snorkeling equipment	1. Avoid negative issues that reduce consumer interest in snorkeling trips 2. Adding and updating marine tourism in the Amed area

Source: Researcher 2018

5 Conclusion

Based on research on the analysis of the marketing strategy of Amed's snorkeling attraction which uses SWOT analysis techniques and IFAS and EFAS matrices, based on the results of research in implementing the Snorkeling Amed attraction marketing strategy has not gone well, as for the strategies carried out by Amed's snorkeling attraction in marketing this snorkeling attraction, are:

- In carrying out the marketing strategy of Amed's snorkeling attraction to promote through personal selling and word of mouth, the promotional activities are still less than optimal, this is what causes the decline in tourist visits to this tourist attraction, the manager of Amed's snorkeling attraction must be more aggressive in carrying out activities promotions in the form of audio-visual promotions, mass media, internet, advertisements, and others as well as exhibitions of Snorkeling Amed attractions outside the region and within the region (the

anniversary of Karangasem Regency), as well as evaluating promotions in coordination with related parties such as the private sector Reefcheck Indonesia.

- Based on the company's internal and external analysis along with the Cartesian diagram, it can be concluded that the main strategy for Amed's snorkeling attraction is a more aggressive promotional strategy where this tourist attraction can carry out wider promotional activities and evaluate every promotional activity, both direct promotion and indirect promotion.
- Based on the SWOT matrix, it can be concluded that several strategies through consideration of internal and external factors of the Snorkeling Amed attraction can be useful for the progress of this tourist attraction.

Suggestion

- We recommend that the manager of the attraction further improve foreign language skills and improve the quality of service so that visitors/tourists feel satisfied with the services of this tourist attraction.
- It is recommended that the manager of the Amed snorkel attraction provide facilities/infrastructure to support cleanliness to keep the coastal area clean and make tourists feel comfortable, besides that the manager must also provide shelter for visitors/tourists to rest and renew the snorkel advisory board and appeals snorkeling schedule for visitors/tourists.

Conflict of interest statement

The authors declared that's they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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