

STRATEGY IN DEVELOPING BAWEAN ISLAND GRESIK DISTRICT – EAST JAVA

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ABSTRACT

Bawean island is an island within Gresik District area East Java and have two sub district which are Sangkapura Sub District and Tambak Sub District. Most of the people live as farmers, fishermen and men labor in Malaysia and Singapore. Tourist object in Bawean Island is not inferior to tourist object on another place in Indonesia, including sea tourism and waterfall.

In facing Asean Economic Community (AEC) which will begin in the end of 2015, it will be an opportunity for Indonesia if Indonesia is able to optimizing all resources they have. One of the opportunities that can be used by Indonesia while MEA is applied, is can be achieved by developing area which have optimum natural resources.

Purpose of this research is to determine internal and external factors which influence the strategy planning. While the result of this research is showing that Bawean's position on IE matrix is on V cell position. It shows the strategy that can be implemented in Bawean is to protect and maintain. The meaning of protect is to protect the originality of natural resources of the island and also to protect the existing excellence. The act can be done to protect and maintain is conduct market penetration and local product development in tourism and fishery.

Keywords : Asean Economic Community (AEC), IFE Matrix, EFE Matrix, IE Matrix

INTRODUCTION

Gresik District is a development sub partial area (SWPB) not separated from development activity of sub area of Gerbang Kertasusila (Gresik, Bangkalan, Surabaya, Sidoarjo, Lamongan). Including in one of section of 9 sub development area of East Java which activities is directed to farming, industry, trading, maritime, educational and tourism sectors (Pemerintah Kabupaten Gresik, 2014).

Bawean island is an island which included in Gresik District – East Java and have two sub district which are Sangkapura Sub District and Tambak Sub District. Existing potential on Bawean Island is natural beauty potential start from Gaang Cape area, Kastoba Lake, Gili Island, Noko Island, Bawean Deer Breeding, until Laccar Waterfall (Liputan6.com,2013). Bawean also have a complete ecosystem such as mangrove forest, seagrass, ocean resources such as coral

reef and sea biota, and a spread of white sand on the beach. Beside fishery potential, which Bawean Island is a fish lane migration regions from South China Sea to Indian Ocean through Sunda Strait and Bali Strait and vise versa so it is surrounded by ranges coral along its beach lines. These ranges coral is a safe place for fish to sheltered, lay eggs, and search for food. That is way some of these migrating fishes will stop by in those corals to feed, sheltered and lay eggs (Kompasiana.com,2015).

But, up until now this potential have not been handled properly. To optimizing Bawean Island potential, it is necessary to create a development strategy based on marketing place to attract Tourism Industry Investor and Fishery Industry from overseas when Asean Economic Community (AEC) applied.

LITERATURE REVIEW

Strategy management is an art and science in formulating, implementing and evaluating cross functional decisions which enable an organization to achieve their goals. Focus of strategy management is integrating management, marketing, finance, production, research and development, also computer information system to achieve organizational success (David, 2009).

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Techniques of formulating important strategy can be integrated into three phases decisions making mainframe, as shown in Picture 1 as follows:



Figure 1. Strategy Formulating Analysis Mainframe
(Source: David,2009)

Internal Factor Evaluation Matrix (IFE – Matrix) aims to sum up and evaluating strength and main weakness within business functional areas, and also become platform to identify and evaluate connection between those areas. External Factor Evaluation Matrix (EFE – Matrix) enables strategy formulator to sum up and evaluate information of economic, social, culture,

demographic, environment, politic, government, punishment, technology and competitive (Jeslyn Guyana and Ronny H.Mustamu, 2013).

Internal Factor Evaluation Matrix (IFE – Matrix) is positioning various divisions of an organization in display of nine cells. IE Matrix is based on two key dimensions which are total value score IFE and value score EFE. Total value score gained from those divisions enables IE matrix composition in a company level (Jeslyn Guyana and Ronny H.Mustamu, 2013).

RESEARCH METHODS

The steps will be conducted on this research, can be seen on Figure 2 belows:

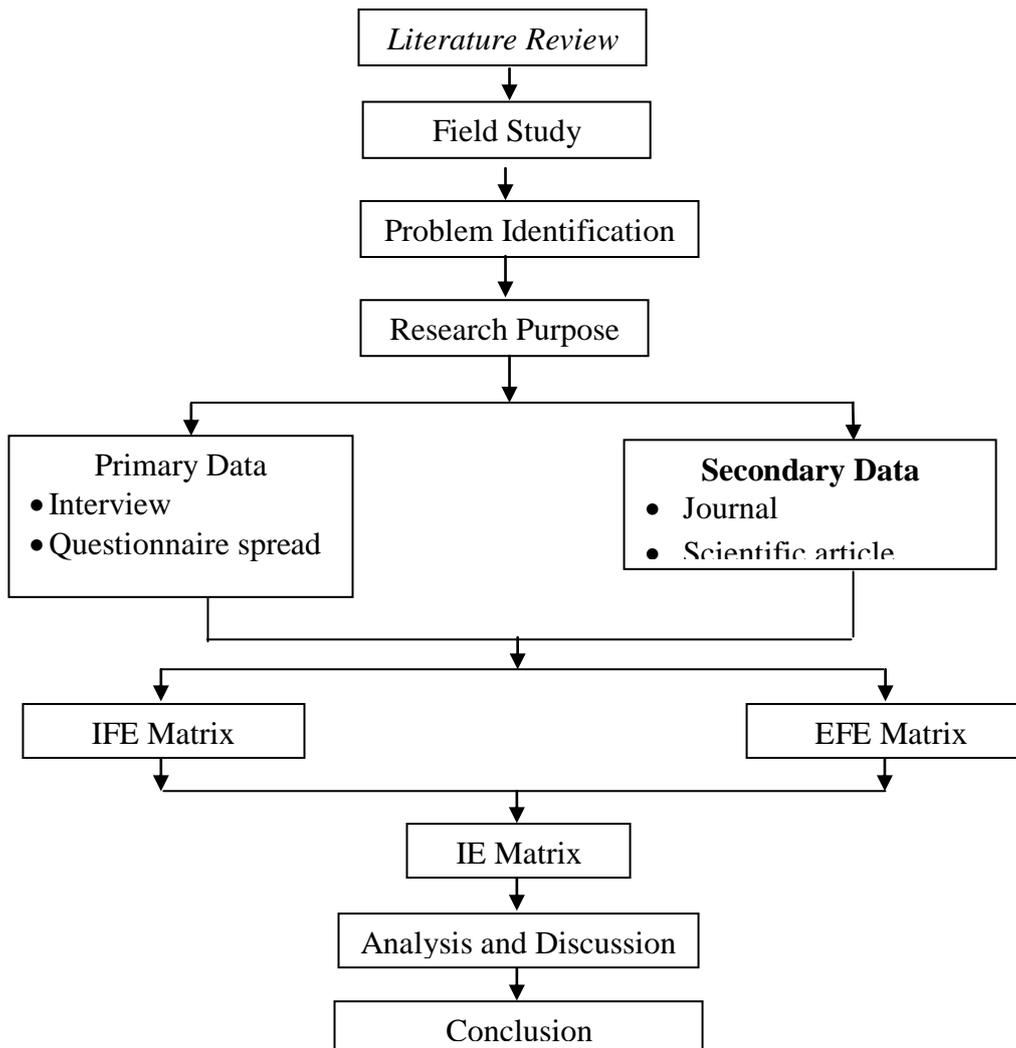


Figure 2. Research Methodology

DISCUSSION

Internal Factor Evaluation Matrix (IFE) is phases to evaluate factors included strengths and also weakness. IFE Matrix in this case is becoming platform to know quadrant position for choosing the right strategy certainly. This internal Factor Evaluation calculation analysis is explained in form of matrix. IFE Matrix consist of strengths and weakness, value, ranks and value score factors.

Table 1. Internal Factor Evaluation Matrix (IFE)

MAIN INTERNAL FACTORS		Code	Weight	Rank	Weight Score
STRENGTH FACTOR					
1	Bawean island have sea potential to be developed as tourist object	S1	0,035	4	0,140
2	Bawean island have appropriate natural resources to attract investor in Tourism an Fishery Industry sectors	S2	0,031	4	0,124
3	Bawean island have clean, green, beautiful and unpolluted so that it is deserved to be developed an tourist destination	S3	0,021	3	0,063
4	Bawean Island have beautiful natural tourist spot and also religious tourist spot that it is potential to become local or international tourist attraction.	S4	0,024	3	0,072
5	Bawean Island development have a major support from local, province and central government.	S5	0,065	3	0,195
6	Central until local government have a clear development plan.	S6	0,062	3	0,186
7	Local residence of Bawean Island is always support local development plan.	S7	0,034	3	0,102
8	Local residence have an open character towards anyone who come to the island and also have a good understanding upon benefit that will be gained with Bawean Island development in Tourism and Fishery sectors.	S8	0,023	3	0,069
9	The society of Bawean Island is very supporting development of their area.	S9	0,023	3	0,069
10	There is a huge support from local government on developing Bawean	S10	0,055	4	0,22

	Island.				
11	Licensing service and other administrative service for development process is starting to be facilitated.	S11	0,051	3	0,153
WEAKNESS FACTOR					
1	Lodging facilities on Bawean Island is still very few until tourists have difficulties stay over on holiday seasons.	W1	0,024	2	0,048
2	Bawean Island still do not have tourist information centre, public transportation info to tourism destination or information to local UKM group.	W2	0,023	2	0,046
3	Access to tourist spot and UKM sector is still difficult to reach. Because those location are far away from airport and harbor where ships are leant	W3	0,043	2	0,086
4	Majority level of education on Bawean Island is still low, so that local people still lack oof knowledge in managing local potential which is pretty high to be developed.	W4	0,039	2	0,078
5	UKM role is not yet optimum in creating processed products or handy craft as souvenir for visiting tourist.	W5	0,034	2	0,068
6	Socialization of nature and fishery potential of Bawean Island is limited as news on mass media, related department, and information from the person who have been visiting Bawean Island.	W6	0,037	2	0,074
7	Funding support to develop Bawean Island from central or local government is not optimum.	W7	0,068	2	0,136
8	Bawean Island security level is low especially at night when the island is quiet.	W8	0,030	2	0,060
9	Number of skilled labor available on Bawean Island is very few because most of them are working outside the island.	W9	0,034	1	0,034
10	Information technology in form of regional website on Bawean Island is	W10	0,029	1	0,029

	limited as online newspaper reporting news on what is going on Bawean.				
11	Media involvement on helping local marketing by spreading information about the island potential is not optimum.	W11	0,039	2	0,078
12	There is central government regulation that is limiting local government authority acts fully.	W12	0,051	2	0,102
13	Local culture is still very religious so that every local and international tourists are required to obey certain religion rules.	W13	0,023	1	0,023
14	Infrastructur as road condition in several places is still not paved, land transportation means (public transportation) is still not available, and sea transportation is not many towards Bawean.	W14	0,049	2	0,098
15	Appearance of two sub district on Bawean Island physically is not showing development on the right concept and still left over naturally.	W15	0,054	1	0,054
TOTAL			1,00		2,407

Source : Data processing result

Based on result of IFE Matrix, the total weight is known as 1,00 and total weight score is 2,407 in details for strength factor weight score is 1,393 and weakness factor weight score is 1,014. If want to see comparison between strength factor weight score and its weakness, apparently strength factor weight score or its excellences is way more than weakness factor weight score. It is showing that sources give evaluation of Bawean strengths or excellences is bigger than its weakness.

External Factor Evaluation Matrix (EFE) is a phase to evaluate factors including opportunity and treats. EFE Matrix in this area is becoming platform to acknowledge quadrant position to choose the right strategy. This External Factor Evaluation Matrix calculation is explained in form of matrix. EFE Matrix consists of opportunity and treats, weight, ranks and weight score.

Table 2. External Factor Evaluation Matrix (EFE)

MAIN EXTERNAL FACTORS		Code	Weight	Rates	Weight Score
OPPORTUNITY FACTORS					
1	Starting of free trade ASEAN	O1	0,047	4	0,188
2	Uprising number of local tourist in East Java	O2	0,087	3	0,261
3	Uprising number of travel agent in	O3	0,066	3	0,198

	East Java				
4	Some airlines are start to interest in routes to Bawean Island	O4	0,034	3	0,102
5	Fishery process Industry in medium and large scale is still not available, so there is opportunity to become new market.	O5	0,072	3	0,216
6	Private developer is allowed to invest on Bawean Island based on regulations which have been stated by local and central government.	O6	0,108	3	0,324
7	Tourists visiting from overseas always increase every years.	O7	0,063	2	0,126
8	Level of fish consumption is also increasing every year.	O8	0,079	4	0,316
THREATS FACTORS					
1	Labor costs on Gresik District are tending to rise every years and the number is high enough to became consideration by investor to invest on Bawean Island.	T1	0,051	3	0,153
2	Foreign culture does not comply with religions norms which are spreading very fast in Indonesia.	T2	0,028	1	0,028
3	Roads and other supported infrastructure for industry in other region are getting better.	T3	0,083	4	0,332
4	Other regions in accepting foreign culture are more flexible in applying them with religious local culture rules.	T4	0,046	1	0,046
5	Sea condition is not stable because of bad weather which often causing high tide so sea transportation do not dare to sail.	T5	0,029	1	0,029
6	Other regions are also have development plan on tourism and fishery.	T6	0,062	3	0,186
7	Some other regions are promoting their tourism aggressively to attract more tourists to visit their areas.	T7	0,063	3	0,189
8	Some other regions have managed a cooperation with tourism travel agent.	T8	0,082	2	0,164
TOTAL			1,00		2,858

Source: Data Processing Result

Based on result of EFE matrix, total weight is 1,00 and total weight score is 2,858 with details for opportunity factor weight score is 1,731 and treats factor weight score is 1,127. If seeing comparison between opportunity factor weight score and its treats, apparently opportunity factor weight score of Bawean Island is bigger than its treats factor weight score. This is showing that sources give evaluation of Bawean opportunity factor weight score is higher than its treats.

Bawean island position on IE matrix is on V cell position which can be seen on Picture 3. This shows that strategy can be done by Bawean Island is by protect and nurture. The meaning of protect is to protect natural originality potential and to maintain its excellences. Action that can be done is to protect and maintain it with doing market penetration and local product development on tourism and fishery.

TOTAL WEIGHT SCORE IFE

		medium 2,0 - 2,99		
		Strong 3,0 - 4,0		weak 1,0 - 1,99
		3,0	2,0	1,0
TOTAL WEIGHT SCORE EFE	High 3,0 - 4,0	I	II	III
	Mediu m 2,0 - 2,99	IV	V (Posisi Pulau Bawean)	VI
	Low 1,0 - 1,99	VII	VIII	IX

Figure 3. IE Matrix of Pulau Bawean

Source : Data Processing Result

CONCLUSION

Based on research result done it can be concluded as follows:

1. There are 11 strength factors and 15 weakness factors which influence development strategy on Bawean Island. In that case, some weakness factors must be resolved soon, so that weakness factor is changed into strength factors.
2. There are 8 opportunity factors and 8 treats factors which influence development strategy on Bawean Island. By resolving weakness factor into strength factors, then the whole strength factors can be empowered to achieve opportunity.

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