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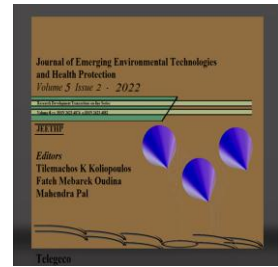
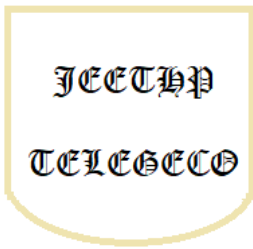
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Tourism Sustainability Through the New Normal Era Tourism Area Development Strategy

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Abstract

This study aims to determine the strategy for the Development of the Tanjung Bira Tourism Area in the New Normal Era in Indonesia. This type of research uses a qualitative approach with a descriptive method. Data was collected by using observation, interview and documentation techniques. The data analysis technique uses data collection, data reduction, data presentation and conclusion drawing/verification, then uses SWOT analysis Strength, Weakness, Opportunity, Threat, with IFES and EFES tables and then analyzed using SWOT diagrams and matrices as a development strategy tool. The results of the study indicate the need to develop a progressive strategy in the Tanjung Bira Tourism Area by optimizing the potential strengths and opportunities. Based on this, a strategy is formulated by utilizing all the strengths it has to maximize and support existing opportunities. The resulting strategies are, exploring the various natural potentials of the Tanjung Bira Tourism Area, increasing the empowerment of the surrounding community by providing tourism innovation motivation, and optimizing support from the government through various tourism development programs and activities.

Keywords: Development Strategy, New Normal Era, Implementation of Restrictions on Community Activities.

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1. INTRODUCTION

Indonesia is a country in Southeast Asia (Drori et al., 2006; Holyk, 2011) which is geographically located at 6° South Latitude - 11° South Latitude and 95° East Longitude - 141° East Longitude. As a tropical country, Indonesia is blessed with the potential of beautiful natural resources, stretching from Sabang to Merauke and has a population of up to 270 million people. This huge potential is an opportunity for the government to manage and develop it, so that it will be beneficial for increasing state income and improving people's welfare.

One of the potentials that need to be developed is the tourism potential which is an important sector to improve other sectors in order to develop (Smith & Besharov, 2019; Yue et al., 2019). Contributions from several other sectors are needed to support the tourism sector, such as Small and Medium Enterprises or MSMEs, the environment, travel, lodging, job expansion innovation, and the creative economy. This is in line with the opinion of (Ashari et al., 2014; Parrado & Galli, 2021; Petrović et al., 2017) that tourism plays a role in the development of the country in three ways, namely: (1) the economic aspect through tax collection, as a source of foreign exchange, (2) the social aspect by creating employment opportunities, and (3) cultural aspects by introducing Indonesian culture to the international world. Indonesian tourism continues to attract the attention of tourists, especially foreign tourists.

As we all know that Indonesia It has a million charms of natural beauty, traditional culture that is still very authentic, to historical relics of the past that are still preserved. 2 These various potential tourism resources, if managed and developed properly and professionally, will be the main attraction for efforts to develop the tourism sector in Indonesia.

At the end of 2019, the Covid-19 pandemic is believed to have first appeared in China, in the city of

2. INVESTIGATING STUDY - LITERATURE REVIEW

The term strategy comes from the Greek, namely strategía (stratos : military, ag: leader) which means an art or science of being a general, where the general is

Wuhan to be exact. The virus, then quickly spread to almost all countries in the world, thus successfully paralyzing most human activities and the world economy. The COVID-19 pandemic has had a real impact on various sectors of life, including the tourism sector (Barberia et al., 2021; Jing, 2021; Syam et al., 2020; Yücel, 2021). There was a global economic recession and hit various countries (Berkmen et al., 2012; Kawai & Takagi, 2011; Terazi & Şenel, 2011; Verick, 2011), communities in various regions, and the business world. The Covid-19 pandemic has made most tourism actors unable to survive due to social restrictions imposed by the government. Implementation of Restrictions on the Movement of Community Activities or PPKM is the Implementation of Restrictions on Community Activities. The term PPKM comes from PSBB or Large-Scale Social Restrictions where people's mobility is limited both socially and distance. The goal is to suppress transmission and at the same time break the chain so that normal activities return and Large-Scale Social Restrictions or PSBB as government efforts to suppress the spread of Covid-19 transmission in Indonesia. With the social restrictions, the entrance to Indonesia is closed to foreign tourists, resulting in a drastic decline in foreign tourist arrivals to Indonesia in 2020-2021.

needed as a leader in the army in order to always be a winner in every battle. There are two approaches to defining strategy known as the traditional approach and the new approach. In the traditional approach, strategy is understood as a plan for the future, is anticipatory (forward looking), while in the new approach, strategy is understood as a pattern and is reflective (Kezar & Eckel, 2002). Alfred Chandler in defines "strategy as determining the long-term goals

and objectives of the organization and the allocation of resources needed to achieve these goals", while according to (Di Zhang & Bruning, 2011) that: "Strategy is a potential action that requires top management decisions and substantial organizational resources. In addition, the strategy also affects the long-term welfare of the organization, usually five years at the earliest.

Strategy has multidimensional consequences, so it requires consideration of internal and external factors faced by an organization. According to Stephanie K. Marrus in (Isnati & Fajriansyah, 2019) that "strategy is a process in which executives develop plans that focus on the long-term goals of the organization and identifies methods or steps to achieve those goals". From this definition, strategy is seen as a way that is structured to achieve organizational goals, so that strategy is a general pattern consisting of several stages, starting with the implementation method and the steps used as guidelines to achieve the goals that have been set.

2.1. Strategic Management

Strategic management consists of two words, namely "management" and "strategy". management is a process consisting of planning, organizing, mobilizing and monitoring carried out to determine and achieve predetermined targets through the use of human resources and other resources (Burke, 2013; Zhu et al., 2012), define that "management is a process of working together with and through people and groups to achieve organizational goals". From the definition of the experts above, it can be concluded that "management is a process consisting of several series / stages of activities in order to achieve the goals that have been formulated. The series of activities include: 1) planning, 2) organizing, 3) mobilizing, and 4) controlling/supervising". that "strategic management is the science and art of formulating, implementing and evaluating cross-sectoral decisions that help organizations achieve their goals". (Moutinho & Vargas-Sanchez, 2018) argue that "strategic management is a series of management decisions and actions to make long term decisions on organizational performance, including environmental monitoring, strategy development, implementation, evaluation, and control. (Varbanova, 2013) highlights

five main characteristics of strategic management. 1. Strategic management integrates various organizational functions. 2. Management strategy is based on comprehensive organizational goals. 3. Strategic management considers the interests of various stakeholders. 4. Strategic management deals with several periods. 5. Strategic management is concerned with efficiency and effectiveness. From some of these expert opinions, it can be concluded that strategic management is a series of management decisions that are repeated and continuous, consisting of the formulation, implementation, and assessment of strategies in order to achieve the goals that have been formulated by the organization.

2.2. Strategic Management Model and Process

The strategic management process will be easier to understand and apply if a model is used (Frynas & Mellahi, 2015) that the strategic management process consists of three phases, namely 1) strategy formulation, 2) strategy implementation, 3) strategy evaluation.

For more details, it is described as follows: 1) Strategy formulation, including: a) Formulation of vision and mission; b) External assessment (culture, social strength, social strength, culture, environment, and demographics); c) Internal assessment is a resource-based view and Analysis and selection of strategies. 2) Strategy implementation includes: a) Annual targets, b) Policy formulation, c) Subordinate motivation, d) Resource allocation, e) Effective organizational structure, f) Marketing, g) Budgeting, and h) Development and use of information systems. 3) Strategic evaluation, including: a) Reviews, b) Rating and, c) Strategic control. (Grunig & Repper, 2013), then has a strategic management model that is almost the same as the comprehensive model of Fred R. David above.

The strategic management process from David's model above can be formulated as follows. 1. Environmental observation external (social environment) and internal environment (structure, culture and resources), 2. Strategy development includes mission, objectives, strategies, and policies, 3. Strategy implementation includes programs, budgets, and procedures, 4. Performance evaluation and control. Based on the discussion above, the stages or processes of management strategic planning

includes: 1) strategy formulation, 2) strategy implementation, and 3) strategy assessment.

For more details, it is described as follows:

1) Strategy formulation Strategy formulation includes vision and mission development, identification of opportunities and threats to the organization, recognition of strengths and internal weaknesses, setting long-term goals, discovery of alternative strategies, and identification to achieve goals including strategy selection.

2) Strategy implementation To implement the strategy, the organization needs to set annual goals, establish guidelines, motivate employees, and allocate resources to enable the organization to implement strategy. Implementation of the strategy is to develop a culture of sportsmanship in the strategy, create an effective organizational structure, readjust marketing tools, make budgets, develop and use information systems, and provide rewards to employees that are tailored to the organization's performance. In strategic management, strategy implementation is often referred to as the "action phase". Implementing strategy means mobilizing subordinates and leaders to implement the developed strategy. Execution of a strategy requires discipline, commitment, and personal sacrifice, so it is often seen as the most difficult stage of strategic management.

3) Strategy evaluation Strategy Evaluation is the last stage of strategic management. Strategy evaluation is the most important way to get information about the success or failure of a strategy implementation. All strategies are subject to change in the future, as various external and internal factors are constantly changing. There are three basic strategic evaluation activities, namely: a) reviewing external and internal factors which forms the basis of the current strategy, b) performance measurement, c) corrective action implementation.

3. Tourist Destination

3.1. Tourism Development

Etymologically, tourism comes from Sanskrit, *pari* and *tourism*. *Pari* means repeatedly and *tourism* means moving from one place to another. From this it can be concluded that tourism is a journey that is carried out repeatedly from one place to another. (Peters et al., 2020) defines "tourism as a process where one or more people temporarily travel to a place other than

their place of residence for reasons of certain activities and do not carry out activities to earn a living". (Tureac & Turtureanu, 2010) stated that:

"Tourism is a journey that takes place from one place to another for a while, with the sole purpose of enjoying the trip by sightseeing or recreation, not to work or earn a living in the place visited".

Based on Law no. 10 of 2009 concerning tourism, what is meant by "tourism is various kinds of tourism activities and supported by various facilities and services provided by the community, businessmen, government, and local governments", furthermore "tourism area is an area whose main function is for tourism or has the potential for tourism. for tourism development and has an important influence in one or more aspects, for example socio-cultural, economic, resource empowerment nature, as well as defense and security".

Tourism development (Liu, 2003) according to is "a series of efforts in realizing the integrated use of tourism resources, coordinating all perspectives other than tourism that are directly or indirectly related to tourism development" (Rathwell & Peterson, 2012) suggests that the components of tourism development consist of:

1) Attraction, which is an attraction that can lure someone to visit the place which intends to give satisfaction to the visitors/tourists who come.

2) Tourism support, namely facilities available to attract and provide a sense of comfort to tourists, such as hotels or inns, restaurants, and shops selling souvenirs typical of tourist destinations.

3) Mode of transportation, namely public transportation that is used as a means of transportation to a tourist destination.

4) Information, namely brochures, maps or road directions that can make it easier for tourists to reach a tourist destination.

Moreover, (Ignatov & Smith, 2006), also expresses his opinion that the components of tourism development include: 1) attractions and activities, 2) accommodation, 3) transportation service facilities, 4) other tourist facilities and services, 5) elements institutions and 6) other infrastructure. A similar opinion was also expressed by Cooper, (Catalano et al., 2004) that tourism development consists of components: the following main:

1) Tourist attraction, includes uniqueness and charm, whether based on nature, culture or artificial. 2) Accessibility (accessibility), including ease in accessing facilities and means of transportation. 3) Amenities, including supporting facilities and infrastructure that support a tourist destination. 4) Public facilities (ancillary service) as a supporter in tourism activities. 5) Institutions, namely institutions that are authorized, responsible and have a role in the implementation of tourism activities.

From the various expert opinions, it can be concluded that tourism development is an effort to improve the quality of tourism objects/destinations and consists of several development components, including 1) tourist attraction objects, 2) tourism supporting facilities, 3) accessibility, and 4) Institutions/Institutions.

3.2. New Normal

The crisis caused by the Covid-19 pandemic has created a deep dilemma between people's health or keeping economic activity moving. In the midst of the "health vs. economy" controversy, the World Health Organization, or WHO, is promoting a new normal scenario, also known as the new normal. According to WHO in "new normal is a scenario that allows people to carry out economic activities while maintaining health through various health protocols", (Schultz et al., 2020) who is the Chair of the Expert Team for the Acceleration of Handling Covid-19, that "The new normal or new habit adaptations" a change in behavior in order to continue "normal activities using health protocols".

Socially, there are three prerequisites for the new normal to run well: first, the need for a general understanding of Covid-19, namely what the corona virus is, how to recognize the symptoms of the corona virus early on and avoid infection with this virus. Second, the need for discipline to consistently carry out the health protocols that have been set by the health authorities, including the re-imposition of social restrictions/stay at home if the number of people infected with Covid-19 increases again. Third, the need for the application of new norms in social order and interaction. That is, it is mandatory to wear a mask when leaving the house, avoid direct physical contact, and maintain health by washing hands.

The following are the policies of the new government in the new normal, including:

- 1) Implementation of Health Protocol SOP To prevent the spread of the virus from getting worse during the new normal, the government has imposed several SOPs or Standard Operating Procedures for strict health protocols. As stated by Sri Mulyani Indrawati in (Mesran et al., 2020) "we must be able to balance the need to maintain health, but still create space for social and economic interaction". Health protocols in Indonesia are known as 5M, namely a) washing hands, b) wearing masks, c) maintaining distance, d) avoiding crowds, and e) reducing mobility.
- 2) Determination of Fiscal Policy from the Minister of Finance Giving Capital Injections Made Easy for SMEs, the next government policy is to make policies that are leaning towards the community with the Financial Services Authority or OJK issuing several countercyclical policies through OJK regulations regarding National economic stimulus as a solution to the impact of the spread of Covid-19. The government stated that the Bank would implement an economic growth stimulus policy for debtors affected by the spread of Covid-19. In the tourism industry sector, the government through the Ministry of Tourism and Creative Economy makes standard tourism health protocols based on cleanliness, health, security, and environmental sustainability (Cleanliness, health, safety and environmental sustainability / CHSE). This is a follow-up as well as a strategy to restore Indonesia's tourism in the new normal era. (Argenti & Purnamasari, 2021).

4. SWOT analysis

The SWOT analysis method was first introduced by Albert Humphrey when carrying out a study around 1960-1970 at Stanford University. The background of the implementation of the research project is to find out the cause of a business plan can fail and to find solutions that can be done in response to these failures. (Fatimah, 2016).

4.1. IFES (Internal Factor Evaluation Summary) and EFES (External Factor Evaluation Summary)

Based on the literature (Deeproose et al., 2011) states that "IFES is used to determine internal factors, namely organizational strengths and weaknesses, while EFES is used to identify the external factors of the organization". The results from the IFES and EFES tables were then compared to obtain strategic alternatives (SO, ST, WO, and WT). The following are the steps in preparing the IFAS table:

1) In column 1, identify the factors that are the strengths and weaknesses of the organization. 2) Assign a weight to each factor on a scale of 1.0 (most important) to 0.0 (not important), based on the impact of that factor on position organizational strategy. 3) Calculate the rating (in column 3) for each factor with gives a scale ranging from 4 (very strong) to 1 (weak), based on the influence of these factors on the condition of the organization concerned. Positive variables (all variables included in the strength category) are scored from +1 to +4 (very good) by comparing them with the industry average or with the main competitors. While the variables are negative, the opposite. For example, if the organization's weaknesses are substantial compared to the industry average, the score is 1, whereas if the organization's weaknesses are below the industry average, the score is 4. 4) Multiply the weight in column 2 by the rating in column 3, to get the weight score in column 4. 5) Add up the weighting scores (in column 4), to get the total weighting score for the organization concerned.

Table 1. Internal Factor Evaluation Summary (IFAS)

No	Strength	Weight	Rating	Score
1				
2	etc			
	Total Strength			
No	Weakness	Weight	Rating	Score
1				
2	etc			
	Total weakness			

Difference in Total Strength - Total Weakness = S - W = X
Source: (Kosasih, 2021)

The steps to create an EFAS table are as follows: 1) In column 1, identify the factors that become opportunities and threats to the organization. 2) assign a weight to each factor on a scale of 1.0 (most important) to 0.0 (not important), based on the impact of these factors on the strategic position of the organization. 3) Calculate the

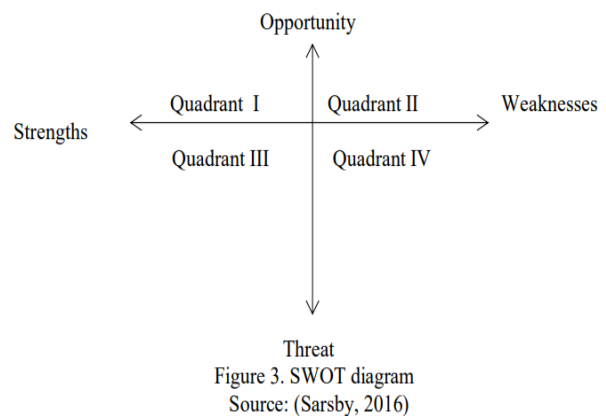
rating (in column 3) for each factor by giving a scale ranging from 4 (very strong) to 1 (weak) based on the influence of these factors on the condition of the company concerned. The rating value for the opportunity factor is positive (the greater the opportunity is given a +4 rating, but if the opportunity is small, it is given a +1 rating). Giving a threat rating value is the opposite. For example, if the threat value is very large, the rating is 1. Conversely, if the threat value is low, the rating is 4. 4) Multiply the weight in column 2 by the rating in column 3, to get the weight score in column 4. 5) Add up the weighting scores (in column 4), to get the total weighting score for the organization concerned.

Table 2. External Factor Evaluation Summary (EFAS)

No	Opportunity	Weight	Rating	Score
1				
2	etc			
	Total Strength			
No	Threat	Weight	Rating	Score
1				
2	etc			
	Total weakness			

Difference in Total Opportunity - Total Threat = O - T = Y
Source: (Kosasih, 2021)

After the IFES and EFES tables are created, the next step is to conduct an analysis using a SWOT diagram. The horizontal axis or X axis represents the IFAS Factor and the vertical axis or Y axis represents the EFES factor. The following is an image of a SWOT diagram:



4.2 SWOT Matrix

The SWOT matrix is used to develop a strategy that clearly describes the opportunities and threats faced by an organization, so that it can be adjusted to the strengths and weaknesses of the organization. This matrix generates four possible alternative strategies: Strength Opportunity (SO), Weakness Opportunity (WO), Strength Threats (ST), and Weakness Threats (WT).

SO strategy is a defined strategy using all strengths to maximize opportunities. This is an aggressive attack strategy that consists of full initiative and planned attacks. Data a program or activities carried out to achieve organizational goals in a planned and measurable.

The WO strategy is based on exploiting existing opportunities by minimizing weaknesses in the organization. Therefore, it is necessary to design a *turn around* strategy or a turnaround strategy. That is, an organization may have to take a step back or two to move forward. There are great external opportunities to be achieved, but the internal problems and weaknesses that exist within the organization are more important to find solutions. Therefore, to maintain these opportunities, organizational weaknesses need to be improved and solutions need to be found.

ST strategy is a strategy that is determined based on the strength of the organization to address the identified threats. This strategy is known as a diversification strategy or a divergence strategy. However, no matter how great the threat, panic and rushing only made things worse. Therefore, it is important to understand that every organization certainly has great independent power and can be used as a weapon to overcome these threats.

WT strategy is a strategy used in the form of defensive activities that try to minimize existing weaknesses and avoid threats. Weaknesses affect internal conditions, while external to the organization there are threats that can strike at any time. Therefore, what needs to be done is to plan activities with all elements of the organization to reduce organizational weaknesses and avoid external threats.

Conceptual framework is used as the basis or foundation for developing various concepts and theories used in research. Therefore, to examine the formulation of the problem in this study, a SWOT analysis was used in order to formulate a strategy in the development of the Tanjung Bira Tourism Area in the *new normal era* at the Bulukumba Regency Youth and Sports Tourism Office. The SWOT analysis method is a method of analyzing internal and external factors in strategic steps to achieve organizational goals. Internal factor analysis determines strengths and weaknesses and external factors determine opportunities and threats, thus identifying various possible alternative strategies that can be applied in the development of the Tanjung Bira Tourism Area In the *new normal era*.

Table 3. Data on the Number of Foreign Tourists Visiting Indonesia in 2018-2021

Year	Number of Foreign Tourists to Indonesia
2018	15,810,305
2019	16,106,954
2020	4,052,923
2021	1,675,245

Source: Central Bureau of Statistics

In table 1 above, it is known that foreign tourists visiting Indonesia before the Covid-19 pandemic continued to increase. In 2018 the number of foreign tourists reached 15,810,305 visits, then in 2019 it increased again to 16,106,954 visits. In 2020, foreign tourist visits experienced a drastic decline which only reached 4,052,923 visits and decreased again in 2021 with a total of 1,675,245 visits.

The Central Government through the Minister of National Development Planning/Head of Bappenas on 28 May 2020 held a press conference with the Minister of Foreign Affairs and the Expert Team for the Covid-19 Handling Task Force to deliver a productive and safe health protocol from Covid-19 to the new normal. Responding to the development of the Covid-19 outbreak, the Indonesian government has begun to impose a new normal or a new normal after the end of the PSBB period in several areas. New Normal is a scenario from the government to accelerate the handling of Covid-19 in terms of health, social and economic aspects. New Normal was chosen for various reasons, including because the implementation of the first and second stages of PSBB led to a decrease in national income and an increase in the poverty rate in Indonesia. The following is a list of attractions in the Tanjung Bira Tourism Area.

Table 4. Tourism Object Data in Tanjung Bira Tourism Area

No	Tourist attraction	Attractiveness
1	Bira Beach	The beauty of the coastline which consists of wide white sand beaches, clear sea and very beautiful coral cliffs. The beauty of the soft white sand combined with the gradation of the sea water from blue to green <i>tosca</i> can captivate the hearts of those who see it. Access to Bara Beach can be done via fishing boats from Tanjung Bira Beach or by land.
2	Bara Beach	The beauty of the beach that can be seen from the top of the cliff which is at the zero point of South Sulawesi Province. The uniqueness that is owned is that there is potential for coral, there are several caves, and tourists can also enjoy the <i>sunset</i> and <i>sunrise</i> .
3	Zero point	
4	Goat Island	Underwater beauty with colorful coral reefs and interesting animals. The underwater beauty is the main attraction with coral reefs and cute fish. The beach here is no less beautiful, the soft white sand plus the Bira sea will make tourists feel at home on this island.
5	Liukang Loe Island	

Source: Bulukumba Regency Youth and Sports Tourism Office

Table 2 above shows that the Tanjung Bira Tourism Area has various tourist objects that can be enjoyed by tourists when visiting. In addition to the natural beauty on offer, the Tanjung Bira Tourism Area has also been supported by various adequate facilities. This encourages an increase in domestic and foreign tourist visits to the Tanjung Bira Tourism Area. The following is the visit data tourists in the last four years (2018-2021).

Table 5. Data on the Number of Tourists to the Tanjung Bira Tourism Area Year 2018-2021

Year	Number of Domestic And International Tourists (In Thousands)
2018	242,367 people
2019	261,054 people
2020	288,384 people
2021	376,323 people

Source: Bulukumba Regency Youth and Sports Tourism Office

From table 3 above it is known that the number of domestic and foreign tourists visiting the Tanjung Bira Tourism Area continues to increase from 2018 to 2021. In 2018 the number of tourists reached 242,367 people, then 261,054 people reached people in 2019. In 2020 experienced increased to 288,384 people and again experienced a significant increase in 2021 to 376,323 people. The increase in tourists that occurs every year is proof that Bulukumba Regency tourism has enormous potential, especially the Tanjung Bira Tourism Area and even the Covid-19 pandemic that

occurred did not become an obstacle in increasing tourist visits to the Tanjung Bira Tourism Area. The increase in tourists to the Tanjung Bira Tourism area will certainly have an impact on increasing retribution income, although the increase has not met the revenue target that has been set. For more details, the following data is presented on the retribution revenue data for the Tanjung Bira Tourism Area in the last four years.

4.3. Qualitative Methodology

This type of research is qualitative with a descriptive approach, which is an approach by collecting and analyzing phenomena or events that occur in the field, so that they will get complete information about the development strategy of the Tanjung Bira Tourism Area in the new normal era at the Bulukumba Regency Youth and Sports Tourism Office. The focus of the research is the strategy of developing the Tanjung Bira Tourism Area in the new normal era. Tourism Destination Development led by the Head of Division has the task of assisting the Head of Service in preparing the coordination of programs and activities as well as monitoring and evaluating the implementation of tourism destination development affairs:

- a. Formulation of technical policies in the field of tourism destination development;
- b. Implementation of technical policies in the field of tourism destination development;
- c. Implementation of evaluation and reporting in the Field of Tourism Destination Development;
- d. Implementation of the administration of the scope of the Tourism Destination Development Sector;
- e. Implementation of other functions assigned by superiors related to their duties. Marketing, Tourism Resource Development and Creative Economy.

5. RESULTS AND DISCUSSION

The Marketing, Tourism Resource Development and Creative Economy fields are led by the Head of Division who has the task of assisting the Head of Service in carrying out the preparation of coordinating the formulation of regional policies, coordinating the preparation of programs and activities as well as monitoring and evaluating the implementation of regional policies in the fields of marketing, development of tourism resources and the creative economy which is their authority in accordance with the provisions of the legislation.

To carry out the duties of the Head of Marketing, Tourism Resource Development and Creative Economy, he carries out the following functions:

- a. Formulation of technical policies in the field of marketing, development of tourism resources and the creative economy;
- b. Implementation of technical policies in the field of marketing, development of tourism resources and the creative economy;
- c. Implementation of evaluation and reporting in the field of marketing, development of tourism resources and the creative economy;
- d. Administration of the scope of Marketing, Development of Tourism Resources and Creative Economy;
- e. Implementation of other functions assigned by superiors related to their duties.

5.1. Analysis of IFES (Internal Factor Evaluation Summary) and EFES (External Factor Evaluation Summary)

After knowing the internal factors (strengths and weaknesses) and external factors (opportunities and threats) in the development of the Tanjung Bira Tourism Area, the next step is to analyze the internal

factors and external factors that produce strategies that can be used by the Bulukumba Regency Tourism, Youth and Sports Office. As for analyzing internal factors and external factors, the IFES (Internal Factor Evaluation Summary) and EFES (External Factor Evaluation Summary) tables are used based on the following information and data:

Table 6. IFES (Internal Factor Evaluation Summary)

Internal Factors	Weight	Rating	Score
Strengths			
1. The attraction of the Tanjung Bira Tourism Area with its white sand beaches and underwater beauty	0.13	4	0.52
2. Availability of facilities and infrastructure in the Tanjung Bira Tourism Area, such as hotels and inns	0.09	3	0.27
3. The existence of a legal basis in the development of the Tanjung Bira Tourism Area	0.13	4	0.52
4. There is a sustainable program in the development of the Tanjung Bira Tourism Area	0.12	4	0.48
5. The existence of the "Bulukumba Tourism " application as a tourism promotion medium for Bulukumba Regency	0.12	4	0.48
Total Strength	0.59	19	2.27
Weaknesses			
1. Many supporting facilities in the Tanjung Bira Tourism Area are in a state of disrepair and inadequate	0.12	1	0.12
2. The competence and number of human resources of the Bulukumba Regency Tourism, Youth and Sports Office has not yet met the needs	0.10	2	0.20
3. Limited budget for the development of the Tanjung Bira Tourism Area	0.10	2	0.20
4. There is still a lack of arrangement in the Tanjung Bira Tourism Area	0.09	2	0.18
Number of Weaknesses	0.41	7	0.70
The difference between the number of strengths and the number of kemahana = 2.27-0.70 = 1.57			

From the table above, it is known that the total score for strength is 2.27 and the total score for weakness is 0.70 with a difference of 1.57.

Table 7. EFAS (External Factor Evaluation Summary)

External Factors	Weight	Rating	Score
Opportunities			
1. Tanjung Bira Tourism Area has a lot of natural potential to be developed	0.13	3	0.39
2. Increase PAD (Regional Original Income) Bulukumba Regency	0.15	4	0.60
3. Collaboration with tourism organizations	0.12	3	0.36
4. Get support from the community around the Tanjung Bira Tourism Area	0.11	3	0.33
5. Get support from local government, provincial government and central government.	0.11	3	0.33
Number of Opportunities	0.62	16	2.01
Threats			
1. There are regulations regarding the determination of several points in the Tanjung Bira Tourism Area as protected forests and Tahura that is big forest parks)	0.14	2	0.28
2. The sluggishness of investors to invest in the Tanjung Bira Tourism Area because it is blocked by regulations	0.12	2	0.24
3. There is the potential for environmental pollution due to indiscriminate disposal of waste	0.12	2	0.24
Number of Threats	0.38	6	0.76
The difference in the number of opportunities = 2.01-0.76 = 1.25			

From the table above, it is known that the total score for opportunity is 2.01 and the total score for threat is 0.76 with a difference of 1.25. (Yamin & Syahrir, 2020).

After analyzing through the IFAS and EFES matrices, the next step is to analyze using a SWOT diagram consisting of two axes, namely X and Y. The X axis describes the IFAS factor which is 1.57 and the Y axis describes the EFES factor which is 1.25. The following is a SWOT diagram that is used to make it easier to find out the position of the quadrant.

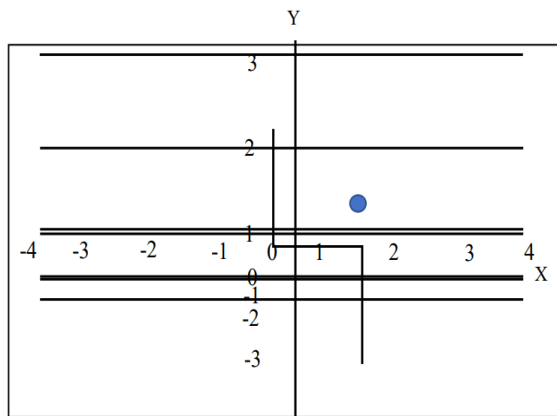


Figure 1. SWOT diagram

Based on the picture above, it is known that the strategy for developing the Tanjung Bira Tourism Area in the new normal era using IFAS and EFES is in quadrant I, meaning that the Tourism, Youth and Sports Office of Bulukumba Regency in developing the Tanjung Bira Tourism Area has enormous strengths and opportunities. The focus of the strategy that must be done is to take advantage of all strengths to maximize opportunities.

Table 8. SWOT Analysis Matrix

IFES	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> The attraction of the Tanjung Bira Tourism Area with its white sand beaches and underwater beauty. Availability of facilities and infrastructure, such as hotels and inns The existence of a legal basis in the development of the Tanjung Bira Tourism Area, The existence of a sustainable program in the development of the Tanjung Bira Tourism Area, The existence of the "Bulukumba Tourism" application as a tourism promotion medium for Bulukumba Regency. 	<ol style="list-style-type: none"> Many supporting facilities in the Tanjung Bira Tourism Area are in a state of disrepair and inadequate, The competence and number of human resources of the Tourism, Youth and Sports Office of Bulukumba Regency is not yet in accordance with the needs, Limited budget funds in the development of the Tanjung Bira Tourism Area, There is still a lack of arrangement in the Tanjung Bira Tourism Area.
EFES	SO Strategy	WO Strategy
<ol style="list-style-type: none"> Tanjung Bira Tourism Area has a lot of natural potential to be developed, Increase PAD (Regional Original Income) Bulukumba Regency, Collaboration with tourism organizations Get support from the community around the Tanjung Bira Tourism Area, Get support from local government, provincial government and central government. 	<ol style="list-style-type: none"> Explore the various natural potentials of the Tanjung Bira Tourism Area, Increase the support of the surrounding community by providing motivation for the importance of tourism awareness, Optimizing government support by utilizing various tourism development programs from the South Sulawesi provincial government. 	<ol style="list-style-type: none"> Improving competence and human resources in the Tourism, Youth and Sports Office of Bulukumba Regency, Conducting arrangements in the Tanjung Bira Tourism Area, Optimizing the existing budget by prioritizing development programs.
	THREATS (T)	WT Strategy
<ol style="list-style-type: none"> There are regulations regarding the determination of several points in the Tanjung Bira Tourism Area as protected forests and Tahura that is big forest parks, The sluggishness of investors to invest in the Tanjung Bira Tourism Area because it is blocked by regulations, There is potential for environmental pollution due to indiscriminate disposal of waste. 	<ol style="list-style-type: none"> Coordinate with provinces and ministries related to protected forests and Tahura that is big forest parks in the Tanjung Bira Tourism Area. Give strict sanctions to those who throw garbage indiscriminately. 	<ol style="list-style-type: none"> Completing various supporting facilities that do not yet exist and are in a state of disrepair in the Tanjung Bira Tourism Area.

Based on the SWOT analysis matrix table above, four strategies are produced, namely the SO (Strengths - Opportunities) strategy, the WO (Weaknesses - Opportunities) strategy, the ST (Strengths - Threats) strategy, and the WT strategy (Weaknesses -Threats) which are described below:

- SO Strategy (Strengths - Opportunities) SO strategy is a defined strategy using all strengths to maximize opportunities. The resulting strategies are as follows:
 - Explore the various natural potentials of the Tanjung Bira Tourism Area,
 - Increase the support of the surrounding community by providing motivation for the importance of tourism awareness,

c. Optimizing government support by utilizing various tourism development programs from the South Sulawesi provincial government.

2) WO Strategy (Weaknesses - Opportunities) WO strategy is a strategy based on exploiting existing opportunities by minimizing weaknesses in the organization. The resulting strategies are as follows:

- a. Improving competence and human resources in the Tourism, Youth and Sports Office of Bulukumba Regency,
- b. Conducting arrangements in the Tanjung Bira Tourism Area,
- c. Optimizing the existing budget by prioritizing development programs.

3) ST Strategy (Strengths - Threats) ST strategy is a strategy that is determined based on the strength of the organization to address the identified threats. The resulting strategies are as follows:

- a. Coordinate with provinces and ministries related to protected forests and Tahura that is big forest parks in the Tanjung Bira Tourism Area,
- b. Give strict sanctions to those who throw garbage indiscriminately.

4) WT Strategy (Weaknesses, Threats) WT strategy is a strategy that seeks to minimize existing weaknesses and avoid threats. The resulting strategies are as follows: Completing various supporting facilities that do not yet exist and are in a state of disrepair in the Tanjung Bira Tourism Area.

Likewise, “useful utilities are necessary to support the operation of sustainable landfill designs, where landfill emissions could be exploited at particular sustainable development projects i.e. qualitative safe food to veterinary units, innovative construction designs to support ecological health tourism infrastructures and integrated clean technologies. The next activities have to bear in mind so as to achieve sustainable development” (Tilemachos K. Koliopoulos, 2018, 2022:82).

Based on the results of the SWOT analysis, there is

much that needs to be addressed in terms of adapting to new habits or known as the new normal, as well as the need to get to know Tahura which stands for Taman Hutan Raya, namely Taman Hutan Raya. Grand Forest Park is a nature conservation area that aims to collect natural or artificial plants or animals, native or non-native species, which are used for research, science, education, cultivation support, culture, tourism and recreation purposes. As part of the Tahura there are several regulations issued to support its implementation in each region, one of which is a policy related to Tahura stipulated by the Minister of Forestry with the Decree of the Minister of Forestry of the Republic of Indonesia Number: SK.144/Menhut-II/2014 Concerning the Designation of Forest Areas for the Bunder Grand Forest Park with an area of 634.10 Ha, located in Playen District and Patuk District, Gunungkidul Regency, Yogyakarta Special Region. Tahura must be maintained to support the optimization of natural preservation and the balance of living ecosystems. Furthermore, the new normal is an adaptation to new habits after the outbreak of Covid-19, which also has an impact on changes in healthier living habits and discipline in managing life in a world that turns out to be completely limited.

Furthermore said “to support sustainable development in various sectors, it is necessary to expand green open space by maximizing government policies through strategic management that is right on target, easier to implement, and optimizes community participation in cooperation networks. For example, planning the financial budgeting of green open space intelligently, so that there are no 14 shortcomings and obstacles, especially in the land acquisition budget which is considered very appropriate and has been designated as a green open space area. The availability of adequate and more modern facilities and infrastructure in accordance with the development of people's lives that are increasingly advanced. In addition, coordination and leadership commitment are needed to support the integration of the planning, implementation, management, and monitoring systems to oversee policies and their implementation in accordance with the objectives in the rules that have been set” (Andi Cudai Nur, 2022: 6406).

6. CONCLUSIONS

Based on the results of the research and discussion, the development strategy for the Tanjung Bira Tourism Area in the new normal era is based on the results of SWOT analysis and the IFES and EFES matrices. The resulting strategy is SO strategy, which is a strategy that has enormous strengths and opportunities, by utilizing all strengths to maximize opportunities. Optimizing the various natural potentials that exist in the Tanjung Bira Tourism Area at next sections: 1) Empowering the surrounding community by providing motivation for the importance of tourism awareness, 2) Optimizing support from the government by utilizing various tourism development programs from the South Sulawesi Provincial government, 3) Increasing community innovation to develop Tanjung Bira Tourism Area.

It is optimally on: a) the attractiveness of the Tanjung Bira Tourism Area, b) the availability of facilities and infrastructure, c) the existence of a legal basis, d) the sustainability of the program in the development of the Tanjung Bira Tourism Area, e) activating the "Bulukumba Tourism" application as a media for tourism promotion in Bulukumba Regency, f) developing various healthy cultural attractions in the Tourism Area, g) developing a network of cooperation with tourism organizations, h) increasing support from the community around the Tourism Area, and i) increasing support from local governments, provincial governments.

Moreover, in addition to the above the post government is at the next section 4) Suppressing the inhibiting factors for the development of the Tanjung Bira Tourism Area by: a) repairing supporting facilities in the Tanjung Bira Tourism Area, many of which are damaged and inadequate, b) increasing the competence and number of human resources from the Department of Tourism, Youth and Sports to meet the needs of tourism development, c) a solution to the limited budgetary funds in developing the Tanjung Bira Tourism Area, d) making regulations regarding the designation of several points in the Tanjung Bira Tourism Area as a protected forest and a large Tahura

as a grand forest park, e) providing investors with opportunities to invest in the Tanjung Bira Tourism Area Bira, and f) minimize the potential for environmental pollution due to garbage and waste disposal.

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