

Fishing Tourism Business Planning Strategy To Increase People's Income in Lancang Island, Kepulauan Seribu

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Abstract

Lancang Island is one of the islands in the Kepulauan Seribu Regency with the potential for tourism and fishing activities. Some residents of Lancang Island took advantage of the opportunity by establishing a fishing charter business. This study aims to provide a proper planning strategy for the tourist business unit to increase public income on Lancang Island. The fishing tourism business in Lancang Island includes four units such as Fishing Charter, Boat Rentals, Catering, and Accommodation. The data used are primary and secondary, and the research method is qualitative and presented descriptively. According to research using the BCG Matrix, the entire fishing charter units on Lancang Island are in the Cash Cow quadrant, so concentric diversification is a viable planning strategy. The planning strategies consist of product planning, market and marketing planning, and technology planning tailored to each business unit.

Keywords: Tourism Destination Island, Fishing Charter Business, BCG Matrix, Planning Strategy

INTRODUCTION

Lancang Island is one of the islands in The Kepulauan Seribu Regency to tourist attractions and fishing activities. Some part of its territory is a tourism development-based area. This island has interesting fishing spots such as charts and *rumpons* provided by residents, complete with various fish (beritapulauseribu.com 2018). Therefore, this becomes an attraction for tourists who come to do activities or fishing activities.

Tourist visit data of Thousand Islands Administrative District (2016-2020) shows increased tourist visits. In 2016 4,638 tourists were visiting Lancang Island, and in 2017 there was an increase to 9,095 tourists. In 2018-2019 tourists visiting Lancang Island reached more than 20,000, although, in 2020, the number of tourists decreased to 9,837 due to the Covid-19 pandemic.

Seeing these opportunities, some people of Lancang Island take advantage of the opportunity by opening a fishing tourism business to complement the needs of tourists during their activities in Lancang Island. Types of businesses fishing tourism businesses located in Lancang Island under the Regulation of the Minister of Tourism of the Republic of Indonesia Number 19 of 2015, among others are fishing package business, boat rental business, sales of fishing tackle equipment following the specifications of fishing techniques, and fishing tour guides.

In the preliminary study, fishing tourism affects the income of people in Lancang Island by 57.7%, while 42.3% is influenced by other variables that are not included in the study. The condition explains that the community as a business of fishing tour packages, restaurants, inns, and boat rentals shows the

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type of business influential in increasing the community's income in Lancang Island.

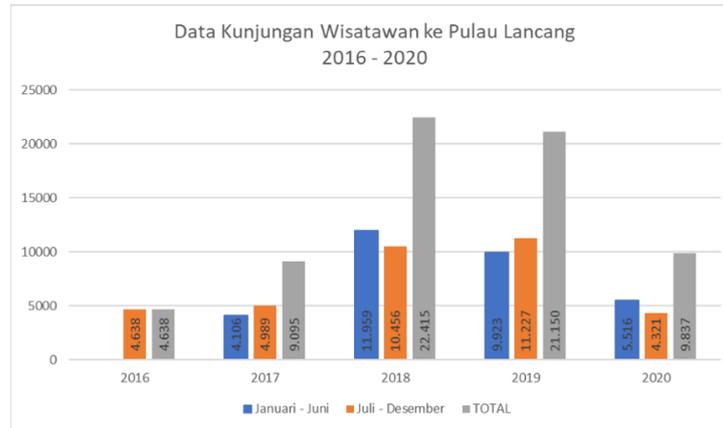


Figure 1. Lancang Island Tourist Visit Data (2016-2020)

Source: Suku Dinas Pariwisata dan Ekonomi Kreatif Kabupaten Administrasi Kepulauan Seribu

The fishing tourism business in Lancang Island still has problems such as decreasing tourist visits due to the Covid-19 pandemic. Tourists who are challenging to get information about fishing tourism activities do not have an organizational structure to manage fishing tourism activities, the absence of certified fishing tour guides, and the capacity of boats/boats that sometimes exceed the maximum limit of passengers. This research seeks to uncover the potential of fishing tourism in Lancang Island, which affects increasing people's income and the development problems of the fishing tourism business. The final objective of this research is to formulate the proper planning strategy for fishing tourism businesses to increase people's income in Lancang Island, Thousand Islands Administration Regency.

LITERATURE REVIEW

Fishing Tourism Business

Fishing tourism is one form of tourist activity involving the community in an archipelago tourist destination, the ability of local people to participate in economic activities related to tourism is said to appear at the stage of discovery and engagement (Butler, 1980). Referring to the Regulation of the Minister of Tourism of the Republic of Indonesia No 19 of 2015, the fishing tourism business is an effort to provide places and facilities for fishing activities using special equipment and safety equipment, including guide services, for recreational and entertainment purposes. In this research, the standard of fishing tourism business will focus on product aspects based on Regulation of the Minister of Tourism number 19 of 2015 as follows:

Table 1. Fishing Tourism Business Standards – Product Aspects

Elements	SUB ELEMENT
Fishing Package	The provision of fishing tourism activities, consisting of: 1. freshwater 2. saltwater
Fishing Tackle	Fishing tackle standards such as <i>rod, reel, line, and hook</i> .
Fishing Tour Guide	Have a certificate of competence
Supporting Facilities	1. The reception area is equipped with clean and well-maintained tables and chairs. 2. Provision of fishing boats and mooring areas, except in fishing ponds. 3. Clean and well-maintained toilet.

Elements	SUB ELEMENT
	4. First Aid Equipment In Accidents (First Aid).
	5. Restaurant
	6. Inns

Sumber: Peraturan Menteri Pariwisata Nomor 19 Tahun 2015

Business Unit Planning Strategy - BCG Matrix

Boston Consulting Group analysis is a method used in developing a strategic business unit planning by classifying the potential profit of a business unit (Kotler, 2002). BCG matrix has four quadrants with two columns and two rows; 4 quadrants represent four categories of business unit product portfolio from 2 dimensions of BCG matrix, namely relative market share and market growth rate.

The horizontal axis indicates relative market share. Relative market share is part of the total sales of business units in a given market. The market share can be calculated relatively by the business unit's market share divided by the share of the largest competitors. The vertical axis represents the dimensions of market growth. Market growth is the projected sales rate for the market to be served. It is usually measured by a percentage increase in the value or volume of sales of the last two years.

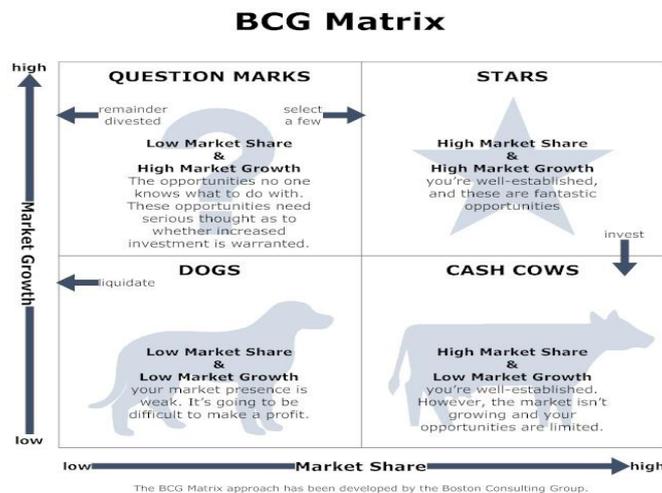


Figure 2. BCG MATRIX (David, 2006:299)

The category of BCG matrix, according to David (2006:298), is divided into four parts, including:

1. *Question Mark*: In quadrant I, these business units have a relatively low market share position, but they compete in a fast-growing industry. Usually, the cash needs of this business unit are high, and the cash income is low.
2. *Star*: Business unit in quadrant II, representing the organization's best long-term opportunities for growth and profitability. Divisions with relatively high market share and high industry growth rates should receive substantial investment to maintain or strengthen their dominant position.
3. *Cash Cow*: A potential business unit in quadrant III, has a relatively high market share of competing but competing in slow-growing industries. Called cash cows because they make more cash than they need, they are often milked. Many cash cows today are stars of the past. The dairy division must be managed to maintain its strong position for as long as possible. Based on the analysis, all fishing tourism business units in Lancang Island are quadrant III / cash cow.
4. *Dog*: Business units in quadrant IV have a relatively low market share and compete in low growth industries or do not grow. Due to its weak internal and external positions, these business units are often liquidated, divested, and trimmed by *retrenchment*.

Boston Consulting Group guides that the determination of a planning strategy on a business unit allows a

business unit to consider each division's relative market share position and market growth rate relative to other divisions within the organization. Therefore, researchers try to conduct research using the BCG matrix to know the relative market share and market growth rate. Researchers can determine the appropriate planning strategy for the fishing tourism business unit in Lancang Island with this matrix.

METHOD

This research is a research design that emphasizes the application of qualitative research methods and presents descriptively. Sugiyono (2011:9) explained that qualitative research methods are based on the philosophy of postpositivism. It is used to research the condition of natural objects (as opposed to experiments) where researchers are a critical instrument, data collection techniques with triangulation (combined), data analysis is inductive or qualitative, and qualitative research results emphasize more meaning than generalization. According to Strauss and Corbin (2007:1), qualitative research is a type of research whose findings are not obtained through statistical procedures or other forms of calculation. Although the data can be calculated and delivered in numbers, the analysis of the data is qualitative. Qualitative research refers to the analysis of non-mathematical data. This study produced findings obtained through data collected by various means, including interviews, observations, documents or archives, and tests.

While descriptive research, according to Sugiyono (2008), descriptive research is research conducted to know the value of independent variables, either one variable or more (independent), without making comparisons or connecting with other variables. Therefore, according to Creswell (2010), qualitative descriptive research includes the paradigm of post-positivistic research. Moreover, according to Ardianto (2010), the qualitative descriptive method of finding theory, not testing the theory; hypothesis-generating, not hypothesis testing, and heuristic not verification.

All data types relevant to the topic will be utilized and used as the primary to support the analysis process. An analysis unit is a unit that can be an individual, group, object, or background of social events such as individual or group activities as a research subject (Hamidi, 2010). Thus the analysis unit is what the researcher wants to analyze. The unit analysis in this study is 57 fishing tourism businesses in Lancang Island and fishing tourism businesses located in Pari island Thousand Islands Administration Regency as competitors.

Data Collection

Data collection is done through primary and secondary data collection. This data was obtained through several methods, namely the study of literature by using journals and books as enrichment, sources, and information related to data for the depth of the study related to the topic of research on the strategy of fishing tourism business planning to increase the income of the community in Lancang Island, then field observations conducted by the research team through observation and recording of data related to the topic of research, then interview with several stakeholders related to research topics such as the Tribe of Tourism and Creative Economy Administration Of Thousand Islands, The Tribe of Marine Food Security and Agriculture Administration of Thousand Islands, fishing tourism businesses in Lancang Island and pari island fishing tourism businesses as competitors. Researchers interviewed 29 out of 57 fishing businesses due to limited observation time and unreachable businesses. The last checklist was used to identify research topics related to fishing business planning strategies to increase people's income in Lancang Island.

RESULTS AND DISCUSSIONS

Business Condition Analysis

The research team used a 1:1 data comparison by looking for information on the Lancang Island fishing tourism business unit, which has the same characteristics as the fishing tourism business unit in Pari Island. Here is the calculation of the sales volume of fishing tourism business units between Lancang Island and Pari Island:

Table 2. Relative Market Share and Sales Volume Calculation

No	Business Unit Name	Location	Sales Volume	PPR
1	Fishing Tour Packages	P. Lancang	57.600.000	1,71
		P. Pari	33.600.000	
2	Boat Rental	P. Lancang	28.800.000	1,37
		P. Pari	21.000.000	
3	Inn/Homestay	P. Lancang	36.000.000	1,5
		P. Pari	24.000.000	
4	restaurant	P. Lancang	219.000.000	1,09
		P. Pari	200.750.000	

Source: processed research data,2021

The result data of the relative market share of tourism business units above indicates that the tourism business unit in Lancang Island has a higher market share than competitors. It causes by the higher the market share value of fishing tourism business units in Lancang Island, the more significant the proportion of the market it controls.

Table 3. Sales Volume and Market Growth Rate Calculation Results

No	Business Unit Name	Year		TPP
		2019	2020	
1	Fishing Tour Packages	57,600,000	28,800,000	-50%
2	Boat Rental	28,800,000	3,200,000	-88,88%
3	Inn/Homestay	36,000,000	-	-100%
4	restaurant	219,000,000	54,700,000	-75%

Source: processed research data,2021

Considering the data, the market growth rate of fishing tourism business units (table 3) shows that all fishing tourism business units in Lancang Island have decreased. It happened because of the Covid-19 pandemic that caused a decrease in tourists traveling to Lancang Island. Seeing this, all fishing tourism business units in Lancang Island must do some planning strategies to overcome this. Based on the analysis of market share and the growth rate of fishing tourism business units in Lancang Island, it can be found that the fishing tourism business unit is located in quadrant III, "CASH COW," as shown in figure 4.

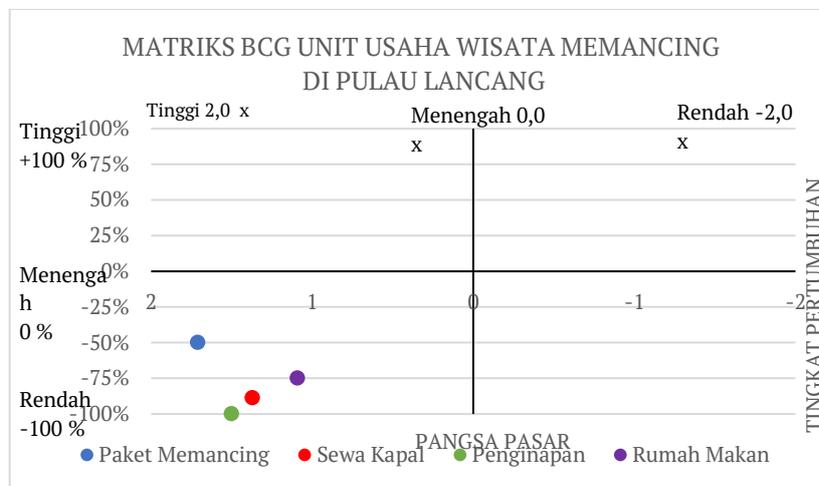


Figure 4. Matrix BCG Fishing Tourism Business Unit in Lancang Island

Source: processed research data, 2021

This quadrant is called cash cows because business units generate more cash than needed. In this position, the concentric diversification strategy will be a strategy applied to all fishing tourism businesses in Lancang Island, namely, fishing package business units, ship rental business units, lodging business units, and restaurant business units.

Strategy Options

Strategies that can be used, namely:

1. Product Planning Strategy

- a. Business Unit of Fishing Tour Package: 1) Improving the quality of fishing tourism and strengthening ties in community organizations by establishing SOP during activities, conducting training and certification of tour guides, and socializing CHSE; 2) Innovating attractiveness and activities by making varied tour packages, cultivating various types of fish and holding fishing festivals to bring tourists.
- b. Ship Rental Business Unit: 1) Improving the quality of facilities and improving services and security by establishing SOP during activities onboard, conducting periodic ship certification testing, and conducting CHSE; 2) Improving the quality of community organizations by conducting service training and building stronger ties in community organizations.
- c. Restaurant Business Unit: 1) Developing culinary centers by organizing, managing, and making standard culinary centers in Lancang Island; 2) Improving restaurant facilities by increasing the capacity of benches and providing handwashing; 3) Conducting restaurant management assisted by conducting management training and Management of food and drink products.
- d. Homestay Business Unit: 1) Improving the quality and facilities of homestays by conducting training to businesses on homestay management and conducting periodic facility inspections; 2) Establishing community organizations to be a forum for businesses to overcome the limitations of self-reliance and individual capabilities of businesses.

2. Market Planning and Marketing Strategy

In this strategy, the four business units have similar strategies that can be applied, namely determining the target market, increasing promotional activities, increasing partnerships to conduct promotions, and developing promotions. From the strategy, the action plan that can be done as 1) Implementing marketing strategies in four business units with the concept of STP (Segmenting, Targeting, Positioning); 2) Conducting training and mentoring on digital marketing and Management to businesses; 3) Cooperating with the government and travel agents to increase tourist visits.

3. Strategi Planning Technology

In this strategy, the four business units have similar strategies that can be applied, namely improving the utilization of technology systems by conducting mentoring and training to businesses on digital marketing and social media management. Businesses can create a website or use social media, Instagram, or Facebook to facilitate tourists getting information and making reservations.

CONCLUSION

The development of fishing tourism business units in Lancang Island since its establishment until now in 2021 shows the readiness to receive tourists. The growing quantity of actors characterizes the gradual increase. Revenues decreased in 2020 due to the circumstances and situation of Covid-19, which led tourists to cancel their intention to travel. The relative market share indicates that the entire fishing tourism business unit in Lancang Island has a relatively higher market share than competitors. It signifies that the fishing tourism business unit in Lancang Island controls total sales or a more significant market area than competitors or can be called a market leader. This condition can become an advantage because each business unit with a higher market share value usually generates much revenue, and costs that the business unit must incur are lower while related to market growth rate shows a decrease.

Based on calculating relative market share and market growth rate, all fishing tourism business units are in the third quadrant of a cash cow. This condition means concentric diversification strategy is the proper planning strategy used by all business units in Lancang Island to achieve a strategic position. The strategy will be applied to all existing business units ranging from fishing package business units, ship rental business units, lodging business units, and restaurant business units. The planning strategy consists of product planning, market planning and marketing, and technology planning that suits each business unit.

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