**CULTURAL TOURISM DEVELOPMENT STRATEGY OF TENGANAN PEGRINGSINGAN PEGRINGSINGAN VILLAGE IN KARANGASEM REGENCY**

**I Gusti Ayu Nindya Astari**

The Bali Provincial Government, Indonesia

E-mail: ayunindyaastari@gmail.com

ABSTRACT

*Efforts to encourage the role of Karangasem Regency Tourism Office are urgently needed in the context of developing cultural-based tourism in the Tenganan Pegringsingan Pegringsingan Village, which is the locus of the research. However, there are still obstacles encountered in its development. Therefore, this research is very important to realize the tourism office who can think strategically in optimizing the role of developing cultural tourism in Tenganan Pegringsingan Pegringsingan Village. This study aims to determine and formulate strategies that can be carried out by the Karangasem Regency Tourism Office in developing cultural tourism in Tenganan Pegringsingan Pegringsingan Village. The research method used in this research was the descriptive qualitative method. Data collection was done by interview, observation, and documentation. Data analysis techniques used were SWOT Analysis, IFAS, EFAS, and SFAS. The results of research and data processing through IFAS, EFAS, and SFAS methods show that the Tenganan Pegringsingan village has high internal conditions in the development of culture-based tourism, but the Karangasem Regency Tourism Office and the Tenganan Pegringsingan Village Government have not been able to take advantage of the opportunities that exist and have also not been able to avoid threats that will appear. Based on the SWOT analysis, the researcher has formulated 11 (eleven) strategies in the development of cultural tourism in Tenganan Pegringsingan Pegringsingan Village.*

***Key words;*** *Strategy, Development, Cultural Tourism, SWOT*.

**INTRODUCTION**

In the era of globalization, the tourism sector is one of the biggest industries in developing the global economy. The tourism industry is driving the world economy and providing large foreign exchange for the country (Source: Kompas.com “BI: Industri Pariwisata Jadi Sektor Paling Hasilkan Devisa”, accessed on October 26th, 2019). The tourism sector is a potential sector to be developed because it not only provides economic benefits for the country and the region but also for the community. The potential given by tourism to the economy not only comes from tourist expenditure but also in the form of job creation and the development of facilities and infrastructure that will lead to an increase in people's welfare.

Based on the vision of the Tourism Department of Karangasem Regency in 2017, namely the realization of Karangasem as a destination for cultural tourism by carrying out the guidance and development of cultural tourism in a directed, planned, and integrated manner. So the tourism villages in Karangasem regency tend to develop towards the development of culture-based tourism, for example, Tenganan Pegringsingan Village, Jasri Village, Bungaya Village, and others. At present, the tourism sector is the second position in the acquisition of local revenue (PAD) after mining non-metal minerals and rocks (Department of Tourism of Karangasem Regency, 2016).

Tenganan Pegringsingan village has a unique ritual that does not exist in other villages, namely “*Perang Pandan*”. “*Perang Pandan”* (pandan battle) is a [Balinese](https://en.wikipedia.org/wiki/Bali) tradition of ritual combat with clubs made of pandan ([Pandanus amaryllifolius](https://en.wikipedia.org/wiki/Pandanus_amaryllifolius)). It is known in the [Balinese language](https://en.wikipedia.org/wiki/Balinese_language) as *mageret pandan* or *makare-kare*. “Perang Pandan” is practiced by the [Bali Aga](https://en.wikipedia.org/wiki/Bali_Aga) population of [Tenganan](https://en.wikipedia.org/wiki/Tenganan" \o "Tenganan) Pegringsingan Village in [Karangasem Regency](https://en.wikipedia.org/wiki/Karangasem_Regency), Bali Province [Indonesia](https://en.wikipedia.org/wiki/Indonesia). The people of Tenganan Pegringsingan are devotees of the deity [Indra](https://en.wikipedia.org/wiki/Indra" \o "Indra). To honor [Indra](https://en.wikipedia.org/wiki/Indra" \o "Indra) as a warrior god, many major religious festivals in Tenganan involve a ritualistic battle.

The Karangasem Regency Tourism Department has tried to develop the Tenganan Pegringsingan village government and community so that village management can be collaborated to improve regional tourism and Karangasem economic development. But until now various activities in the village of Tenganan Pegringsingan that can attract tourist visits such as the pure Pandan Battle ritual are packaged by the village and there is no interference from the local government. This causes the income earned by the village is not maximal and does not contribute to Karangasem PAD because the management of cultural tourism is still carried out independently by the local community.

The good management of cultural tourism Tenganan Pegringsingan Village can certainly provide benefits to many parties, not only the government that benefits from the side of retribution but also increases the economy of the community, especially souvenir craftsmen and the surrounding community. Seeing the potential of the village of Tenganan Pegringsingan, support and cooperation from the government are needed from the Tourism Department in helping the development of Tenganan Pegringsingan Village. However, until now the efforts made by related agencies are still not optimal to support the development of cultural tourism in the Tenganan Pegringsingan Pegringsingan village. This is evident from the absence of clear cooperation between the local government and the village government in the development and management of Tenganan Pegringsingan village and other various obstacles.

Based on the description that has been stated in the background above, the problems in this study are:

1. What are the internal factors in developing cultural tourism in Tenganan Pegringsingan Village in Karangasem Regency?
2. What are the external factors in developing cultural tourism in Tenganan Pegringsingan Village in Karangasem Regency?
3. What are the strategies that should be carried out by the Karangasem Tourism Department in developing cultural tourism in Tenganan Pegringsingan Village in Karangasem Regency?

**METHOD**

This Research used the Descriptive Qualitative method that can be concluded as the method is a study that describes the actual situation at the time of the study and is carried out by collecting data and then interpreting it in the analysis and formulation of the problems found in the field by providing a systematic description or factual and accurate facts that begin with specific statements to construct an argument. Furthermore, the argument was connected with the relevant theory to produce a general conclusion.

Techniques for determining the data source used in this study were focus group discussion, interviews, observation, and documentation. Meanwhile, techniques for determining the informants used in this study were snowball sampling and purposive sampling. For the data analysis the researcher used SWOT (Strength, Weakness, Opportunity, Threat) that is According to Rangkuti (2014) concluding the form of alternative strategies, the data must be analyzed first. Researchers used SWOT analysis in this study. The process of preparing a strategy with SWOT analysis techniques through three stages, namely the stage of data collection, the stage of analysis, and the stage of decision making. Data can be divided into two, namely external data and internal data. External data can be found with the External Factor Analysis Summary (EFAS) table. Ways to determine external strategy factors (EFAS). The weight of each factor in the IFAS and EFAS matrices was obtained through focus group discussions involving related parties in the development of traditional tourism in the village of Tengganan Pegringsingan, Karangasem Regency.

**RESULTS AND DISCUSSION**

1. **Internal Factors of Cultural Tourism Development in Tenganan Pegringsingan Village**

**Strengths**

1. Tenganan Village has different traditions and customs from the Balinese people in general.
2. Tenganan Village has a unique ritual that is held every year.
3. Gringsing fabric is a woven fabric that only exists in Tenganan Village.
4. The availability of tourism facilities in Tenganan Village is quite adequate.

**Weaknesses**

1. The high selling prices of Gringsing Fabrics.
2. Lack of expertise and creativity of Gringsing fabric craftsmen in Tenganan Village.
3. Tourism management has not been run professionally.
4. The lack of village income due to unclear tariffs for incoming visits to the village.
5. Parking management services for tourists in Tenganan Pegringsingan Village have not been maximized.
6. Lack of knowledge of Gringsing fabric sellers in the marketing process and promotion of Gringsing fabrics.
7. **External Factors of Cultural Tourism Development in Tenganan Pegringsingan Village Opportunities**
8. Culture-based tourism such as Tenganan Pegringsingan is in high demand by tourists during the modern era.
9. Tenganan Village Cultural Tourism properly developed, can prosper the village community.
10. Tenganan Village is one of the three tourism destinations that are declared to be leading tourism in Karangasem Regency.
11. The seriousness of the Karangasem Regency government to develop tourism in Karangasem with the issuance of the Regent's Regulation Number 52 of 2017 concerning Management of Tourism Attraction.
12. The Tenganan Pegringsingan Village Culture Festival is an annual routine agenda of the Karangasem Regency Tourism Office.

**Threats**

1. The tourists' interest to buy souvenirs from Tenganan Village is still low.
2. Cooperation between Tenganan Village and Local Government has not yet been established.
3. The influx of modernization and globalization.
4. Environmental pollution and damage.

**Table 1. Average Weight Score of Internal Strategy Factors**

|  |  |
| --- | --- |
| Internal Strategy Factors | Average of  Weight x Ratting |
| Strenght | |
| Strength Number 1 | 0,469 |
| Strength Number 2 | 0,451 |
| Strength Number 3 | 0,444 |
| Strength Number 4 | 0,430 |
| Weakness | |
| Weakness Number 1 | 0,143 |
| Weakness Number 2 | 0,147 |
| Weakness Number 3 | 0,142 |
| Weakness Number 4 | 0,136 |
| Weakness Number 5 | 0,162 |
| Weakness Number 6 | 0,136 |
| TOTAL | 2,66 |

*Source: Rangkuti (processed by researcher, 2020)*

**Table 2. Average Weight Score of External Strategy Factors**

|  |  |
| --- | --- |
| External Strategy Factors | Average of  Bobot x Ratting |
| Opportunity | |
| Opportunity Number 1 | 0,401 |
| Opportunity Number 1 | 0,366 |
| Opportunity Number 1 | 0,383 |
| Opportunity Number 1 | 0,383 |
| Opportunity Number 1 | 0,376 |
| Threat | |
| Threat Number 1 | 0,136 |
| Threat Number 2 | 0,115 |
| Threat Number 3 | 0,123 |
| Threat Number 4 | 0,112 |
| TOTAL | 2,395 |

*Source: Rangkuti (processed by researcher, 2020)*

1. **Strategic Issues for Cultural Tourism Development in Tenganan Pegringsingan Village**

From the calculation of the score above, the average total number of internal factor weight scores is 2.66. For internal factors, the weight score can pass 2.50 points, it shows that the cultural tourism of Tenganan Pegringsingan Village has a high internal condition in the development of culture-based tourism in Karangasem Regency. As for external factors, the total weight score is 2,395. The score was less than 2,50 which indicates that the Karangasem Regency Tourism Office and the Tenganan Pegringsingan Village Government have not been able to take advantage of the opportunities available and have also not been able to avoid the threats that will emerge. This needs to be improved because it is seen from internal factors, namely strengths and weaknesses that have been increased and the opportunities are quite large

**Strategy Formulation**

In this strategy, the analysis will interact with strength and weakness factors with opportunity and threat factors so that there will be 4 (four) alternative types of strategies. Here are the results of the formulation.

**Table 3. SWOT Matrix Analysis of Cultural Tourism Development Strategy in Tenganan**

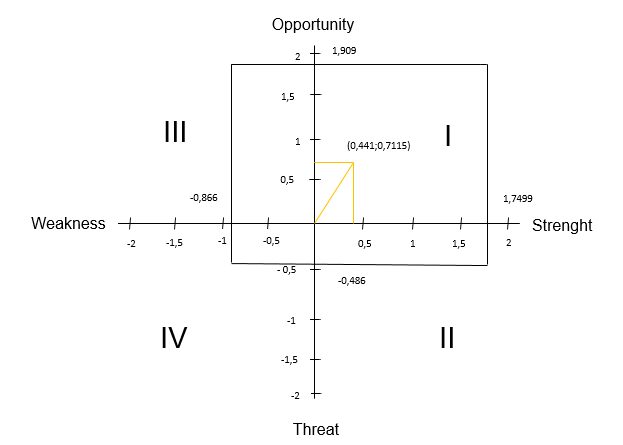
**Pegringsingan Village**

|  |  |  |
| --- | --- | --- |
| INTERNAL  EXTERNAL | Strength (S)  1. Tenganan Village has different traditions and customs from the Balinese people in general.  2. Tenganan Village has a unique ritual that is held every year.  3. Gringsing fabric is a woven fabric that only exists in Tenganan Village.  4. The availability of tourism facilities in Tenganan Village is quite adequate. | Weakness (W)  1. High selling price of Gringsing fabric.  2. Lack of expertise and creativity of Gringsing fabric craftsmen in Tenganan Village.  3. Tourism management has not been run professionally.  4. The lack of village income due to unclear tariffs for incoming visits to the village.  5. Parking management services for tourists in Tenganan Pegringsingan Village have not been maximized.  6. Lack of knowledge of Gringsing fabric sellers in the process of marketing and promoting Grinsing fabrics. |
| Opportunity (O)  1. Culture-based tourism such as Tenganan Pegringsingan Village is in high demand by tourists during the modern era.  2. Tenganan Village Cultural Tourism if properly developed can prosper the village community.  3. Tenganan Village is one of the three tourism destinations that is declared to be the leading tourism destination in Karangasem Regency.  4. The seriousness of the Karangasem Regency government to develop tourism in Karangasem with the issuance of Regent Regulation Number 52 of 2017 concerning Management of Tourism Attraction.  5. The annual routine agenda of the Karangasem Regency Tourism Office in the form of the Tenganan Pegringsingan Village Cultural Festival. | SO STRATEGY  1. Developing the potential for cultural tourism and promotion efforts in the Tenganan village by more regularly holding and participating in exhibitions or festivals facilitated by the tourism office. (S1, S2, S3 vs O4, O5)  2. Setting the event calendar for Tenganan Pegringsingan Village that can be easily accessed by tourists (S2 vs O1, O4) | WO STRATEGY  1. Provide training and knowledge to craftsmen and sellers of Gringsing fabrics related to the promotion and marketing (W1, W6 vs O2, O3, O4)  2. Arranging the addition of parking services to increase local user fees (W5 vs O2, O4)  3. Develop Gringsing fabric products into new products that are more creative and innovative (W1, W2 vs O1, O4)  4. Set the entrance fee to the Tenganan Pegringsingan Village tourist attraction for tourists (W3, W4 vs O1, O2)  5. Conduct regular training, workshops, comparative studies, and exhibitions (W5, W6 vs O1, O4, O5) |
| THREAT (T)  1. Interest in tourists buying souvenirs from Tenganan Village is still low.  2. Cooperation between Tenganan Village and Local Government has not yet been established.  3. The entry of the effects of modernization and globalization.  4. Environmental pollution and damage. | ST STRATEGY  1. Increasing tourist attraction by maintaining and preserving culture, customs, and the beauty of the village environment. (S1, S2, S3 vs T3, T4)  2. Strive to assist in tourism infrastructure facilities by the tourism office. (S4 vs T2) | WT STRATEGY  1. Forming cooperation between the tourism department and the village government. (W3 vs T2)  2. Increasing public knowledge and awareness of the environment and cultural preservation through coaching and outreach. (W3 vs T3, T4) |

*Source: Rangkuti (processed by researcher, 2020)*

**SFAS Quadrant (Strategic Factor Analysis Summary)**

Based on the results of the scoring carried out on internal and external factors, the results were obtained as set out in the following figure.



*Source: Rangkuti (processed by researcher, 2020)*

**Figure 1. SFAS Quadrant**

From the SFAS quadrant mapping results, it can be seen that the meeting point of contact between IFAS and EFAS is in quadrant I. This shows that the cultural tourism development of Tenganan Pegringsingan Village has a very favorable situation. Tenganan Pegringsingan Village has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (growth-oriented strategy).

**CONCLUSION**

Based on the formulation of the problem, the data, the results of research and discussion can be concluded the Cultural Tourism Development Strategy Tenganan Pegringsingan Village in Karangasem Regency are as follows:

1. Internal factors in the development of cultural tourism in the Tenganan Pegringsingan village which has the greatest weight are Tenganan Village has different traditions and customs from the Balinese people in general as a strength, and also parking management services for tourists in Tenganan Pegringsingan Village have not been maximized as a weakness.
2. External factors in the development of cultural tourism in the Tenganan Pegringsingan village which has the greatest weight are culture-based tourism such as Tenganan Pegringsingan is in high demand by tourists during the modern era as an opportunity, and also the tourists' interest to buy souvenirs from Tenganan Pegringsinagn Village is still low, as a threat.
3. The appropriate strategy implemented in the development of cultural tourism in the Tenganan Pegringsingan village is in quadrant 1, namely the SO strategy or using strength to take advantage of opportunities. Priority strategies to be implemented are:
4. Developing the potential for cultural tourism and promotion efforts in the Tenganan Pegringsingan village by more regularly holding and participating in exhibitions or festivals facilitated by the tourism office.
5. Setting the event calendar for Tenganan Pegringsingan Village that can be easily accessed by tourists

**REFERENCES**

Anak Agung Gede Wijaya. 2014. Strategi Pengembangan Objek Wisata Desa Tenganan Pegringsingan Kabupaten Karangasem. Jurnal Ilmiah Vol. 4 No. 2

Aryandari, Citra. 2010. “Gringsing” Jalinan Estetika-Mitos Ritus Perang Pandan. Jurnal Resital, Vol. 11 No. 2

Bali Provincial Regulation Number 2 Year 2012 Concerning Bali Cultural Tourism

Dyah R. S. S., dkk., “Masyarakat Desa Adat Tenganan Pegringsingan”, Jurnal Penelitian Humaniora, Vol. 22, No. 2, Oktober 2017.

Effendy, Khasan. 2014. Memadukan metode kuantitatif kualitatif. Bandung: Indra Prahasta

Fred R. David dan Forest R. Pride. 2016. Manajemen Strategis Konsep. Jakarta: Salemba Empat.

Hadiwijoyo, Suryo Sakti. 2012. Perencanaan Pariwisata Berbasis Masyarakat (Sebuah Pendekatan Konsep). Yogyakarta: Graha Ilmu.

https://travel.kompas.com/read/2019/03/23/084500627/bi--industri-pariwisata-jadi-sektor-paling-hasilkan-devisa accessed on October 26th, 2019

https://baliexpress.jawapos.com/read/2018/01/13/40031/karangasem-lirik-pendapatan-dari-tenganan-pegringsingan accessed on October 9th, 2019

https://fajarbali.com/bali-timur/karangasem/4894-geret-pandan-diprediksi-naikkan-kunjungan-wisatawan accessed on October 9th, 2019

Karangasem Regent Regulation Number 52 Year 2017 Concerning Management of Tourism Attractions

Law Number 10 Year 2009 Concerning Tourism

Pitana, I Gde dan Diarta, I Ketut Surya. 2009. Pengantar Ilmu Pariwisata. Yogyakarta: Andi Offset.

Prasiasa, Putu Oka. 2011. Destinasi Pariwisata Berbasis Masyarakat. Selemba Empat. Jakarta.

Rangkuti, Freddy. 2016. Analisis SWOT-Teknik Membedah Kasus Bisnis. PT Gramedia Pustaka Utama. Jakarta.

Republic of Indonesia Government Regulation Number 50 Year 2011 concerning the National Tourism Master Plan for 2010-2025

Sedarmayanti. 2014. Manajemen Strategi. Bandung: PT Refika Aditama.

Soekadijo. 2000. Anatomi Pariwisata. Gramedia. Jakarta.

Soemarno. (2010). Desa Wisata. Piagam Pariwisata Berkelanjutan.

Wheleen, Thomas L. dan J. David Hunger. 2012. “Manajemen Strategis”. Jakarta: Salemba Empat.

Widiatedja, IGN Parikesit. 2011. Kebijakan Liberalisasi Pariwisata, Udayana University Press, Denpasar.

Yoeti, H. Oka A. 1996. Anatomi Pariwisata Indonesia. Bandung: Penerbit Angkasa

Santoso, dkk. 2012. Desa Adat Tenganan Pengringsiangan dalam Pengelolaan Hutan di Desa Tenganan, Kecamatan Manggis, Karangasem, Bali. Jurnal Resital Vol. 11 No.2

Supriyani, Ni Kadek Nita. 2018. Strategi Dinas Perindustrian dan Perdagangan Dalam Pengembangan Industri Kain Endek Sidemen di Kabupaten Karangasem Provinsi Bali.