

## **Post-Covid-19 Pandemic Tourism Development Strategy Model in the Lake Toba Region**

**By**

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### **Abstract**

This research aims to find strategies for developing tourism, especially in 7 regencies around Lake Toba after the Covid-19 pandemic. This study uses the theory of the basic components of tourism which consist of tourist objects and attractions, accommodation, tourist transportation, tourist facilities and infrastructure, and tourism infrastructure (promotion, marketing and policies). This study uses IFAS EFAS analysis and SWOT analysis in analyzing existing internal factors and external factors. Researchers used data collection techniques in the form of interviews, documentation and observation. The results of the study indicate that a strategy that can be implemented for tourism development in the Lake Toba Region is a growth strategy. The study through SWOT analysis shows the right strategy to advance tourism in the Lake Toba area after the Covid-19 pandemic, taking into account internal and external environmental conditions.

**Keywords** Lake Toba, Tourism, Development, Strategy.

### **Introduction**

One of the sectors that many autonomous regions rely on to become a source of local revenue is the tourism sector. Therefore it is only natural that regions try to revive various tourist destinations in their regions as part of the regional source of income. The existence of various tourism destinations in the districts around Lake Toba is an attraction for both domestic and international tourists to visit North Sumatra. What's more, Lake Toba has been made by the government as a National Tourism Strategic Area (KSPN) which is expected to invite tourists to make tourist visits to North Sumatra. Tourism activities that are visited by many tourists certainly make a major contribution to the economy of the people around these tourist destinations and of course also regional income. The Covid-19 pandemic that has hit many countries in the world since the beginning of 2020 has changed the behavior of many people in the world in various life activities. Various activities have experienced an extraordinary impact due to the existence of this pandemic. The movement of people who are very limited causes the paralysis of most community activities, including one of the tourism sector. Regencies around Lake Toba, which have been tourist destinations, have experienced a sharp decline in the level of tourist arrivals due to this pandemic.

<b>2010</b>	<b>191.466</b>
2011	223.126
2012	241.833
2013	259.299
2014	270.837
2015	229.288
2016	270.792
2017	233.643
2018	236.276
2019	258.822
2020	44.400
2021	230

Data: BPS 2010-2019 (processed)

Based on the data above, it can be clearly seen that the problem is the decrease in the number of tourists visiting the Lake Toba area in the last 2 years. Even though almost all countries in the world are experiencing the same thing, of course this is a problem in tourism development programs, especially in the 7 districts around Lake Toba. The government has made the Lake Toba area a National Tourism Strategic Area with the aim of increasing the number of tourist visits to Lake Toba as part of an effort to increase state revenue from the tourism sector. The decline in the number of tourists visiting the Lake Toba area will certainly be a threat to the government program and also the people's economy, especially in the 7 districts around Lake Toba whose income comes from tourism activities. At the beginning of 2022, the pandemic gradually decreased in status to become endemic. Community activities that have been restricted so far have begun to be permitted again accompanied by the implementation of health protocols, including tourism. This is certainly an opportunity for districts around Lake Toba to revive tourism activities. However, the right strategy is needed to be able to re-grow the tourism industry because people are still selective, except on religious holidays, to carry out tourism activities. Prior to the pandemic, the level of tourist visits to the Lake Toba area itself had not shown a satisfactory amount when compared to the large amount of money that had been spent by the government to develop the Lake Toba area as a National Tourism Strategic Area. Therefore, after the pandemic ends, the challenge of increasing the number of visits to the Lake Toba area remains large. The decline in income during the pandemic also made the community not yet make tourism an activity that must be carried out as soon as possible. Regencies around Lake Toba must be able to find a strategy to be able to revive the tourism sector in North Sumatra after the Covid-19 pandemic, as part of efforts to follow up tourism development in the Lake Toba area as a National Tourism Strategic Area, improve the community's economy and also local revenue. .

### ***Research purposes***

The purpose of this research is to obtain a strategy for developing tourism in the area around Lake Toba after the Covid-19 Pandemic. Through this research, it will be possible to see the strengths, weaknesses, opportunities and challenges in efforts to redevelop tourism in the districts around Lake Toba after the Covid-19 pandemic has ended. Next, a strategy will be developed to revive tourism activities in the area around Lake Toba, the indicators of which can be seen from the increasing number of tourists conducting tourism activities in the area around Lake Toba.

## **Methodology**

The research locations are 7 (seven) districts around Lake Toba, namely Simalungun, Karo, Toba, Samosir, Dairi, Humbang Hasundutan, and North Tapanuli. Using internal and external environmental analysis models using IFAS-EFAS matrix analysis and SWOT matrix analysis. Data collection techniques used interview techniques, Participatory Observation and Literary Studies.

### ***Research Model***

This study uses internal and external environmental analysis models using IFAS-EFAS matrix analysis and SWOT matrix analysis

### ***Research Design***

This study was designed by collecting data both from observations, interviews and filling out questionnaires at tourist destinations in 7 districts around Lake Toba. The number of respondents is 50 people, consisting of the government, business actors in the tourism sector, community leaders, and academics. Questionnaires will be distributed to visiting tourists. The data collected is processed first through the IFAS and EFAS matrices. Weighting is done based on the results of interviews and will be rated based on the level of importance, namely based on the possibility that will occur within the next 1 year. Furthermore, the data will be processed again through a SWOT matrix analysis to get results in the form of what strategy is most appropriate for developing tourism in each district around Lake Toba after the Covid 19 Pandemic

### ***Data Collection and Analysis Techniques***

#### ***In data collection techniques, several data collection techniques are used, namely***

1. Interview techniques, namely to obtain data by conducting in-depth interviews or questions and answers directly between researchers and informants.

2. Participatory Observation, namely observation that simultaneously involves oneself as an 'insider' in a social situation. This is intended so that the researcher does not only stand as an outsider in the social situation being observed but also simultaneously involves himself as an insider.

#### ***3. Literature Study, namely to obtain data by using the existing literature in the library***

The data collected comes from observations, interviews with informants, namely government agencies, community leaders, tourism business actors, and academics as well as filling out questionnaires by tourists visiting the districts around Lake Toba which contain 10 variables as tourism development strategies. Questionnaire data was processed using a Likert Scale. Furthermore, all primary data is given weight based on the results of interviews and a rating based on the level of importance, which is based on the possibility that will occur in the next 1 year. In the next stage, the data obtained is identified to find out which factors are the internal strategy, to then be processed using the IFAS matrix. In this process, it is identified which factors are the strengths and weaknesses.

Furthermore, after identifying external factors, the results are processed using the EFAS matrix. In this process factors that become opportunities and threats are identified.

The SWOT matrix analysis stage is the continuation of the internal-external situation analysis, where internal factors are in the form of strengths and weaknesses factors combined

with external factors in the form of opportunities and threats factors, this combination will produce several alternative strategies for developing tourism areas in each districts around Lake Toba, namely:

**a. SO Strategy (Strength Opportunities)**

This strategy was made based on the government's mindset, namely by utilizing all the power to seize and take advantage of opportunities as much as possible. In this case all the strengths of the tourism area in the regency around Lake Tobaa are used to seize all the opportunities it has.

**b. ST Strategy (Strength Threats)**

Strategy in using the power possessed by the government in this case the tourism area in the Regency around Lake Toba to overcome the threats it faces.

**c. WO Strategy (Weaknesses Opportunities)**

This strategy is implemented based on exploiting existing opportunities by minimizing the weaknesses that exist in tourist areas in the districts around Lake Toba

**d. WT Strategy (Weaknesses Threats)**

***This strategy is based on activities that are defensive and try to avoid threats.***

From the results of qualitative descriptive analysis, IFAS – EFAS analysis and SWOT matrix analysis, it was found

1. The potential to be developed as a tourist destination competitiveness
2. Internal and external environmental conditions as the competitiveness of tourist destinations
3. Appropriate strategies for developing the competitiveness of tourism destinations

## Results, Discussion And Conclusion

### Research Result

Based on the R table for the value of r with an N of 50 and a 5 percent accuracy level of 0.279.

Based on the results of interviews with respondents with the aim of weighting each indicator of internal and external variables, namely:

#### ***Internal environment analysis***

Internal environment analysis is carried out by determining the elements included in the internal environment, which are the elements of Strengths and Weaknesses. Furthermore, because the answers given by the respondents were different, it is necessary to make an average of all the answers given

The strength rating factor is in the range of 2.51 to 4.00 and the weakness rating factor is in the range of 1.00 to 2.50.

#### ***External environment analysis***

External environment analysis is carried out by determining the elements that belong to the external environment, which are the elements of Opportunity and Threats. Furthermore,

based on the weights obtained from the results of the interviews and the ratings that have been determined, calculations are carried out to make the average of all answers

### ***Information***

Opportunity rating factors are in the range of 2.51 to 4.00 and threat rating factors are in the range of 1.00 to 2.50

From the results of the table analysis of internal and external factors, it shows that the score of each factor can be broken down as follows:

- Strength factor (strengths): 1.393
- Factors weaknesses (weaknesses): 1.3
- Opportunities factor : 2.137
- Factor of threats (threats): 0.701

### ***SWOT analysis***

From the calculation above, it can be seen that the strength value is higher than the weakness value with a difference of (+) 0.093 and the opportunity value is above the threat value with a difference of (+) 1.436. From the results of the identification of these factors, it can be described in the SWOT diagram as follows:

## **Discussion**

It can be seen that the strategy that must be implemented in the Lake Toba Region for post-pandemic tourism development is the one located in quadrant 1, namely the growth strategy.

SWOT Analysis of Increasing the Competitiveness of Tourist Destinations in the Lake Toba Region

### ***Internal Strengths Factor (S)***

1. Interesting natural attractions in the Lake Toba Region
2. Diversity of Destinations  
Tourism in the Lake Toba Region
3. Close to several airports namely Sibisa and Silangit
4. Quality of roads to tourist destinations, especially the construction of a toll road from the capital of North Sumatra Province, Medan, to the Lake Toba Region
5. The position of tourist objects in the Lake Toba Region is strategic, easily accessible by road
6. The quality of tourism HR services is getting better
7. Clear rules in managing tourism in the Lake Toba Area

### ***Weaknesses (W)***

1. Lack of environmental hygiene, especially in the Parapat and Tomok areas
2. Environmental sustainability is not well maintained, especially those close to residential areas such as in Parapat and Balige
3. The lack of availability of tourist transportation to tourist destinations, such as in Samosir and Muara
4. Lack of tourism facilities
5. Lack of available parking space, including for tourism buses such as in Parapat and Tomok
6. Lack of public toilet facilities in tourist spots
7. The existence of stalls and street vendors is not organized

8. Management of tourist destinations is not optimal
9. Promotional efforts have not been optimal
10. Tourist Information Center has not been optimized

***External Factors***

***Opportunities (O)***

1. Global economic conditions are starting to recover after the Covid-19 pandemic
2. National economic conditions are starting to recover after the Covid-19 pandemic
3. The development of tourist destinations in the Lake Toba Region
4. Community participation in the Lake Toba Region in managing tourist destinations
5. Regional security
6. Advances in technology
7. Power information

***competitiveness with similar tourist attractions. SO strategy***

***Product development strategy :***

1. Regional Arrangement and improvement of tourism facilities, especially in Parapat and Samosir
2. Creation of cultural and historical museums other than those already in the Balige Strategy  
WO

***Promotion development strategy***

1. Promotion by the Tourism Office of 7 districts around Lake Toba
2. Cooperation with the Bureau

Tourism trips, especially those in Medan City 3. Procurement of Tourist Information Centers to help tourists get the information they need

***Threats (T)***

1. The world economic recession is expected to start in early 2023
2. World economic conditions were negatively affected by the Russian-Ukrainian war
3. Indonesia's national political conditions are warming towards the 2024 Presidential Election
4. Global warming is threatening the environment, including in the Lake Toba Region
5. People and tourists in the Lake Toba area lack awareness in preserving the environment

Government policies in tourism development sometimes get resistance from the community, especially related to forest utilization

Transportation to tourist destinations in the Lake Toba Region which is still lacking has caused visitors to choose tourist destinations other than Lake Toba ST Strategy  
Sustainable tourism development strategy:

1. Improving the quality of the environment, especially in coastal areas near residential areas such as in Parapat and Balige
2. Improving the quality of social and cultural life of the local community, especially the Toba Batak culture

Improving the community's economy in the Lake Toba Region WT Strategy

HR development strategy: Improving Human Resources in the Lake Toba Region through tourism training

From the table above it can be seen that the natural, cultural and historical potentials contained in the Lake Toba Region have the potential to be developed as a tourist destination attraction.

- a. Nature tourism: Tongging, Bakkara Valley, Parapat, Situmurun Waterfall, Binanga Bolon Waterfall, Mount Pusuk Buhit, Holbung Hill, Simarjarunjung, Batu Hoda Beach, Tanjung Camel Beach, Paropo Beach, Aek Rangat Pangururan, Mount Sibuatan
- b. Cultural Tourism: Siadong Tuktuk, Stone Session, Batak King Museum, Batak Museum

By implementing a strategy based on the results of the SWOT analysis above, it is believed that tourism in the Lake Toba Region will develop rapidly and provide benefits to the community's economy as well as an increase in Regional Original Income (PAD) in the 7 Regencies around Lake Toba.

## Conclusion

*The conclusions obtained are as follows:*

1. The Lake Toba area needs an appropriate tourism development strategy to be able to revive tourism activities after the Covid-19 pandemic occurred
2. The results of the IFAS and EFAS analysis as well as the SWOT analysis show that the right tourism development strategy for the Lake Toba Region is in quadrant 1, namely a strategy that supports growth
3. From the results of the SWOT analysis of internal factors and external factors, there are 9 detailed strategies for developing tourism in the Lake Toba Region after the Covid-19 pandemic
4. The development of tourism in the Lake Toba Region is emphasized on the development of natural tourism and cultural tourism

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