TOURISM DEVELOPMENT STRATEGY AS A DRIVE ECONOMIC POTENTIAL OF BALIKPAPAN CITY

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Abstract: Balikpapan City as the gateway to the IKN region, has the potential to showcase its coastal richness in the development of maritime tourism. This research aims to identify the potential for maritime tourism development in Balikpapan and the strategies for developing maritime tourism in the city. The study employs a mixed-methods approach, specifically an explanatory design. The research focuses on three areas: Susur Teluk Beach, Manggar Segararsari Tourist Beach, and the Graha Indah Mangrove Forest. The variables in this study include attraction elements, accessibility elements, amenity elements, as well as supporting infrastructure and facilities. Data collection techniques involve observation, interviews, and questionnaires. The data analysis technique employed is SWOT analysis. The results indicate that the potential for maritime tourism in Balikpapan can be divided into two categories: event-based and conservation-based. Event-based destinations can be implemented at Manggar Beach, while conservation-based tourism can be applied at the Graha Indah Mangrove Center. The development strategy for maritime tourism in Balikpapan should involve a legal foundation to ensure integrated policies, coordination among stakeholders, community involvement, and the enhancement of the quality of human resources managing maritime tourism.

Keywords: Marine Tourism, Coastal Communities, Development Strategy

INTRODUCTION

Areas with marine tourism potential are tourist destinations that are a priority for tourism development. In line with the maritime wealth that Indonesia has as an archipelagic country, and with tourism as a sector prioritized by the government, efforts are now being made to develop marine tourism in Indonesia so that it can become a superior product that competes globally. The reality of the potential for marine tourism can also be seen in Balikpapan City, which is the first city before entering IKN (Capital City of the Archipelago) with the potential of coastal areas owned by Balikpapan City, so it does not rule out the possibility that this area could become the center of marine tourism in East Kalimantan through the tourism concept. maritime affairs which can increase the income of coastal communities, as stated by Dewi et al. (2022) that marine and coastal tourism is a tourism activity that can improve the economy, for example through several marine tourism attractions offered in the form of scuba diving, snorkeling, canoeing, wind surfing and tours to marine parks.

The potential of Balikpapan City as a marine tourism destination is also supported by the fact that the Balikpapan Bay waters are in the three administrative regions of IKN, Kukar, PPU and Balikpapan. The area of mangrove forest ecosystem cover reaches 17,967 Ha and the city of Balikpapan covers an area of 2,603. The waters of Balikpapan Bay are a habitat for rare animals, proboscis monkeys, porpoises, estuarine crocodiles, coral reefs. Several
other marine tourism destinations that are quite popular in Balikpapan include Monpera Beach, Sepinggan Beach, Graha Indah Mangrove Center, Damba Enggang Tourism Beach, Manggar Beach, Benua Patra Beach, Kemala Beach and Melawai Beach. The potential of Balikpapan City as a tourist destination is also reflected in the following data on tourist visits to Balikpapan City in 2021.

![Graph showing tourist visits to Balikpapan City in 2021](image)

**Figure 1. Data on tourist visits to Balikpapan City in 2021**

Source: Data Balikpapan (2022)

In the graph, it can be seen that Balikpapan City has fluctuating figures regarding the number of tourist visits, as in October 2021 it reached a peak of 174,710 people, which is a combination of domestic and foreign tourists, but in December there was another decline to reach the number of visits, only 145,483 people. There are several problems that have caused a decrease in the number of tourist visits, firstly there is an increase in airplane ticket prices which of course has an impact on decreasing passenger occupancy, secondly, namely less than optimal management of tourist destinations, from planning to management integration, including promotional strategies that have not been maximized, causing tourism growth The city is not developing quickly compared to the development of other sectors. Third, there is no involvement of the community or the private sector, either directly or indirectly, in terms of tourism planning and management (Bnajarnahor et al., 2020). Some of these problems are future challenges for the development of marine tourism in Balikpapan City. In order to answer these challenges, knowledge is needed about the potential of marine tourism in Balikpapan City to develop a strategy for developing marine tourism in Balikpapan City.

**METHODS**

The research is descriptive in nature with a mixed method approach, explanatory design type which uses a two-phase mixed method which aims to clarify quantitative data and produce qualitative results. The objects in this research are focused on three marine tourism destination locations, namely Susur Teluk Beach, Manggar Segarasari Beach and Graha Indah Mangrove Forest, Manggar Segarasari Beach as an event-based tourism destination and the Graha Indah Mangrove Forest as an educational conservation-based nature tourism. The variables in this research are attraction elements, accessibility elements, amenity elements and supporting facilities and infrastructure elements. The data collection technique in this
Research uses three techniques, namely interviews, observation and questionnaires to visitors. The data analysis technique uses SWOT analysis which consists of 4 main pillars, namely: strengths, weaknesses, opportunities and threats (Rangkuti, 2006).

RESULT AND DISCUSSION
Potential for Marine Tourism in Balikpapan City
An assessment of the potential for marine tourism in Balikpapan City can be seen from the aspect of the feasibility of marine tourism destinations as well as mapping Balikpapan City Beach Tourism Attractions. The attractions in Balikpapan Bay are included in 2 regions, namely, Balikpapan City and North Penajam Paser Regency. Balikpapan Bay attractions which are included in the Balikpapan City administration consist of mangroves, proboscis monkeys, wooden boat building and fishing spots. Meanwhile, the attractions of Balikpapan Bay which are included in the administration of North Penajam Paser Regency are the golden (yellow) mangrove, Tong-tong Stork, fireflies, Pesut, Balang Island and Gusung Island. An overview of the distribution of marine tourism destinations in Balikpapan City can be seen in the following image.

Figure 2. Mapping of Balikpapan City Beach Tourist Attractions
Beach tourist attractions in Balikpapan City offer stunning natural charm and an unforgettable holiday experience for visitors. One of the main attractions is the ideal conditions for a variety of water activities, including swimming, snorkeling and surfing. The diversity of marine ecosystems around the coast also attracts the attention of divers who want to explore the rich underwater life. Visitors can also enjoy the stunning sunset on the beach, creating romantic or relaxing moments with family. Even though Balikpapan City's beach tourism potential is large, there needs to be optimal planning, integrated management and effective promotional strategies to ensure rapid and sustainable growth of the tourism sector. Apart from that, the potential of tourist destinations must also be supported by several aspects, namely through assessments of accessibility, amenities and supporting facilities and infrastructure. The results of the assessment are described in the following table.
Table 1. Assessment of Maritime Tourism in Balikpapan City

<table>
<thead>
<tr>
<th>No.</th>
<th>Elements of Assessment</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tourist attraction</td>
<td>1,110</td>
</tr>
<tr>
<td>2</td>
<td>Accessibility</td>
<td>875</td>
</tr>
<tr>
<td>3</td>
<td>Amenities</td>
<td>213</td>
</tr>
<tr>
<td>4</td>
<td>Supporting Facilities and Infrastructure</td>
<td>438</td>
</tr>
</tbody>
</table>

The attraction of marine tourism in Balikpapan City is supported by several aspects, including the condition of the beaches which are still clean and the existence of fishing spots spread across the Susur Teluk Beach area, the existence of small islands in the deep waters of Balikpapan Bay, and the existence of mangrove vegetation with great biodiversity, especially rich along Benawa Besar Island and Benawa Kecil Island, all of which are mangrove areas. The second assessment element is the accessibility of tourist destinations in Balikpapan City which are equipped with complete infrastructure facilities, land, air and ports and docks. These facilities include Batu Ampar terminal, Sultan Muhammad Aji Sulaiman Sepinggan International Airport, Semayang port and Kampung Baru and Kariangau docks. Other equipment is the availability of road infrastructure networks, telecommunications, clean water throughout all tourist attractions. Including the availability of online transportation facilities (Gojek, Grab and Maxim) to make it easier for tourists to visit all tourist attractions and amenities. Furthermore, the amenity element which is the supporting facilities needed by tourists in Balikpapan City is in the form of hotels with various classifications of 1 to 5 stars, providing options for tourists to stay longer at affordable rates. Apart from that, there are also jasmine scale hotels and guest houses with cheaper rates. Other tourism support facilities are restaurants or eateries, the number of which reaches 186. The final element is the tourism support facilities and infrastructure in Balikpapan City which already has 15 hospitals with 24 hour service and supports the services of 27 community health centers spread across six sub-districts in Balikpapan.

Marine Tourism Development Strategy in Balikpapan City

The development of marine tourism in Balikpapan City requires a mature strategy, and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis can be a solid basis for formulating effective steps. The results regarding the strategy for developing marine tourism in Balikpapan Bay are presented as follows.

1. Strength (S)
   a. The existence of Balikpapan Bay has biodiversity such as marine biota and rare animals.
   b. The existence of the Paser and Bugis tribes around Balikpapan Bay provides potential for rural and indigenous experiences in marine tourism.
   c. Balikpapan as a service and business city center with complete international standard facilities as a marine tourism hub towards the waters and Balikpapan Bay.
   d. Balikpapan as a service and business city center with complete international standard facilities as a marine tourism hub towards the waters and Balikpapan Bay.
   e. Balikpapan as an educational center in producing professional personnel (HR) in the tourism sector with the existence of the Balikpapan State Polytechnic Hospitality department
Balikpapan is an icon of the city of Kalimantan which has received national and international awards.

2. Weakness (W)
   a. There is no infrastructure that supports marine tourism.
   b. There is no availability of professional human resources for marine tourism as proven by BNSP certification for marine tourism workers (motorists, marine tourism guides, etc.).
   c. There is no marine tourism development policy in the Balikpapan City RIPPDA 2016-2026/ The master plan for marine tourism development is not yet available.
   d. There are no marine tourism routes (such as special marine piers) and marine tourism attractions.

3. Opportunity (O)
   a. East Kalimantan residents, most of whom are employees or industrial workers, have a large market potential for visiting tourist attractions, including marine tourism.
   b. The tourist market share & interest in visiting environmentally based tourism is very large.
   c. The existence of the Archipelago Capital (IKN) where Balikpapan Bay is also part of the IKN administrative area apart from Balikpapan, Kutai Kartanegara and North Penajam Paser

4. Threats (T)
   a. The activities of companies (industries) that have permits along Balikpapan Bay can have an impact on the degradation of Balikpapan Bay.
   b. High sedimentation and marine pollution around Balikpapan waters due to uncontrolled waste disposal, residents and industry which can damage marine biota.

5. SO Strategy
   a. Collaboration with all parties, community, government, private sector, NGOs, professional organizations in realizing sustainable marine tourism.
   b. Coordination and cooperation with the three stakeholders as owners of the administrative area (Balikpapan, PPU, and Kukar and IKN) is needed in determining the policy for Balikpapan Bay as a conservation area.

6. ST Strategy
   a. All proboscis monkey habitats (mangrove forests and forest buffer zones on land) including the southern part of Balang Island are essential ecosystem areas.
   b. All seagrass beds and coral reefs are marine conservation areas (KKP) which must not be disturbed or polluted.

7. WO Strategy
   a. The entire Balang Bay to the north (from the Balang Island Bridge towards Sepaku) is proposed to become a National Park, including all the waters, all the mangroves, and a fairly wide coastal forest buffer zone along the edge of the mangroves.
   b. Increasing human resources in the maritime tourism sector through a certification program from BNSP

8. WT Strategy
   a. Preparation of a master plan for the development of marine tourism in Balikpapan City
   b. It is necessary to limit boat access to the north of the island and percussive piling activities should be strictly prohibited with the aim of avoiding underwater noise disturbing marine mammals (porpoises and dugongs)
The collaboration carried out by the Balikpapan City Government through the Tourism Office with private investors (PT. Tiga Satugara), seeks to introduce tourism along Balikpapan Bay using medium-sized pinisi boats (Mahligai Pinisi). The beautiful view of Balikpapan Bay lined with oil refineries and many large and medium-sized ships anchored in the middle of the ocean is a special attraction. From the boat with a capacity of 50 people, passengers can see when the sun starts to set using the Pinisi boat. Morning pinisi ship operations start from 08.00 to 11.00 WITA, starting from Semayang Harbor, while in the afternoon from 16.00 to 19.00 WITA. It is a separate spot for taking photos directly under the bridge that connects Balikpapan City and North Penajam Paser Regency (PPU) and the route to IKN. The usual day fare for sailing in the morning and afternoon is IDR 199 thousand per person on weekdays. Meanwhile, for weekends on Saturday and Sunday IDR 249 thousand, including the route to the Balang Island Bridge. For passengers who want to enjoy the rooms on the ship, there is an additional fee of IDR 100 thousand per person. The average pinisi ship makes 35 trips/month with an average number of passengers of 55 people/trip. Furthermore, the strategy through SWOT analysis in Manggar Beach Tourism is presented in the following points:

1. Strength (S)
   a. Beach characteristics suitable for holiday use (not big waves, beautiful views, soft white sand, clear sea water).
   b. Wide area coverage, making it possible for various types of activities
   c. Tourist facilities are quite adequate, including banana boats, jet skis and boats
   d. The many trees around the beach provide shade in the area
   e. There are various kinds of culinary delights and tourism support facilities available
   f. Easy access from the center of Balikpapan City
   g. The best sunset view
   h. The involvement of Pokdarwis and traders in conducting clean Fridays, however, is only carried out twice a month.

2. Weakness (W)
   a. Management based on government regulations (Department of Youth, Sports and Tourism), does not yet use the principle of public private partnership (P3)
   b. Limited management human resources
   c. There are several abandoned buildings

3. Opportunity (O)
   a. Technology is improving very rapidly
   b. There is a maritime festival which is held periodically every year and is attended by leaders of other regions and islands.

4. Threats (T)
   a. Beach abrasion
   b. Land pollution, from waste produced by humans, coal waste or oil waste originating from ship traffic.

5. SO Strategy
   a. Income should be managed jointly, by the regional government and UPTD Manggar Beach
   b. Increasing the types of tourist facilities offered
   c. Increasing the types of city/province sports and arts events on Manggar Beach
d. Utilization of technology to promote Manggar Beach through various types of social media with the concept of integrated digital marketing, namely by involving the role of Pokdarwis as starter HR, apart from increasing publicity it also increases attention through social media.
e. Utilization of abandoned buildings for seminar rooms, or other generating activities.
f. Additional tourist facilities, for example tent rental complete with camping equipment and supplies.
g. Extended visit schedule to enjoy the sunset at Manggar Beach.

6. ST Strategy
   a. Increase clean Friday activities every week.
   b. Add vegetation to prevent abrasion, for example prawn pine trees and Rhizophora mucronate.

7. WO Strategy
   a. There is an exchange of tickets for drinks (mineral water/coffee/tea) or Manggar beach souvenirs.
   b. Improving the cleanliness and comfort of the beach area by increasing the number of cleaning staff by increasing the number of cleaning staff can use staff from Pokdarwis and provisions for traders to clean their respective stand areas and clean the beach every month 3-4 times.
   c. Establishing collaboration with the private sector for the development of Manggar Beach tourism through a public private partnership (P3) scheme.

8. WT Strategy
   a. Changes in the institutional system of Manggar Beach from UPTD to BLUD.

Manggar Beach has an area of 13,000 m², located on the Makassar Strait. Visitors can relax on this beach every day from 06.00-18.00 WITA. Manggar is not only visited by residents in the city of Balikpapan, but also by people from surrounding districts and cities. Data from the Department of Technical Implementation Unit (UPTD) of the Manggar Beach Tourism Service recorded an average number of visits of 3,000 to 5,000 people per week. Manggar Beach is managed by Disporapar through the Manggar Beach Technical Management Unit (UPT). Furthermore, the SWOT analysis of Mangrove Tourism is explained in the following description:

1. Strength (S)
   a. Many mangroves have been planted
   b. There are boat facilities to get around to see the mangrove center area
   c. Facilities for seeing typical Kalimantan animals (Proboscis monkeys)
   d. There are several SMEs that make products from mangroves

2. Weakness (W)
   a. Lack of synergy between institutions and legitimacy of mangrove forests as conservation areas
   b. Lack of public understanding and concern for environmental conservation

3. Opportunity (O)
   a. Many visitors both from within and outside the country
   b. Lots of coverage regarding the Balikpapan mangrove center
   c. Many companies channel CSR for environmental conservation

4. Threats (T)
   a. Global Warming
b. Deforestation

5. SO Strategy
   a. Community involvement in marketing MSME products from fruit to processed syrup and Padada candy (mangrove fruit/padada) through funding can come from the company’s CSR
   b. Increase cooperation with companies for environmental conservation
   c. Increasing mangrove nurseries and planting by involving visitors through free packages. The free mangrove planting package will improve the visitor experience
   d. Strengthening Pokdarwis and Pokmaswas institutions through the CBT approach

6. ST Strategy
   a. Increasing the planting of shade trees or reforestation movements that can involve groups of people or individuals around the community in the forest area
   b. Conservation and rehabilitation as well as the release of agricultural cultivation rights from farmer groups.

7. WO Strategy
   a. Re-strengthening coordination between relevant stakeholders, namely the Environmental Agency (BLH, Agriculture Service, Forestry Service, Maritime Affairs and Fisheries Service to minimize the potential for sectoral ego conflicts
   b. Stricter law enforcement and clear legal instruments so that the legitimacy of mangrove forests as conservation areas and the implementation of Law no. 32 of 2009 concerning the environment, 27 of 2007 concerning the management of coastal areas and small islands are implemented in full, not just discourse
   c. Increasing public education regarding the importance of environmental conservation through social media or directly

8. WT Strategy
   a. There is a need for socialization in the form of community groups around mangrove forest areas to provide an understanding of environmentally sound management of potential resources
   b. There is a need to improve supporting infrastructure and develop comfortable infrastructure to attract people (tourists) to come to visit.

Tourism development in Balikpapan Bay is an ambitious initiative that requires a comprehensive strategy and close collaboration with various related parties. In order to achieve this goal, cooperation between government, the private sector, local communities and other related parties is the main key. This tourism development strategy that involves all parties aims to create sustainable destinations, attract tourists, and have a positive impact on the economy and environment (Wungo et al., 2020). As a first step, collaboration with the private sector is important in developing tourism infrastructure in Balikpapan Bay. Private investors can make significant financial contributions to the development of resorts, restaurants and other tourist facilities (Fitria et al., 2020). Through this partnership, not only can tourism potential be increased, but it can also provide long-term economic benefits for local communities.

Local community participation is also a crucial element in this development strategy. Involving them in the decision-making process regarding tourism development will create a greater sense of ownership and responsibility for their destination. Community involvement can involve cultural activities, development of local crafts, and management of natural resources in a sustainable way (Widayanti, 2012). Close collaboration with local governments
is the basis for organized development and in accordance with the regional development vision. According to Karim et al. (2017), the government can provide support in regulations, infrastructure planning and tourism promotion, by synergizing with each other, tourism development in Balikpapan Bay can become an integral part of the city's larger development plan.

In the digital era, tourism promotion has also become a strategic element. Through the use of digital platforms and social media, promotion of Balikpapan Bay can reach a wider audience. Collaboration with local influencers or popular social media users can be an effective strategy to increase visibility and attract the interest of potential tourists. Tourism events are another aspect that can be strengthened in this development strategy (Siregar et al., 2022). Cultural festivals, water sports activities and performing arts can be a strong attraction for tourists. By designing and implementing these events, Balikpapan Bay can create a diverse and interesting tourism experience.

Furthermore, the development of Manggar Beach tourism requires an innovative approach, and one of the key strategies that can be implemented is the use of technology to maximize the promotion and attractiveness of this beach. In facing the digital era, technology has become an effective means of reaching a wider audience, strengthening the image of a destination, and increasing tourist visits. One strategic step is to utilize social media as the main platform to promote Manggar Beach. Involving local influencers and popular content creators can create a positive buzz among social media users (Saputro et al., 2020). Attractive photos and videos can show the natural beauty, exciting activities and unique charm of Manggar Beach, attracting the attention of potential tourists from all walks of life.

In addition, the development of the official Manggar Beach website is an important step in providing complete information to potential tourists. This website can function as a virtual guide covering the facilities, attractions, activities and tour packages available at Manggar Beach. The use of machine learning technology can also be embedded to provide personalized recommendations based on visitor preferences (Rosa et al., 2019). Utilizing mobile applications can also be an effective strategy, by developing a special application for Manggar Beach, tourists can easily access the latest information, location maps, and enjoy interactive experiences before and during their visit. The app can also offer exclusive promotions or loyalty programs to encourage repeat visits.

The application of sustainability technologies can become an integral part of development strategies. Digital waste management systems, the use of renewable energy, and real-time environmental monitoring can create an image of an environmentally friendly destination, attractive to tourists who are increasingly concerned about preserving nature. In the context of development strategies, involving local communities through technology can also make a big contribution (Anggarini, 2021). Special online platforms for local communities, discussion forums, or local information sharing applications can strengthen a sense of togetherness and support their participation in maintaining the beauty and sustainability of Manggar Beach.

The development of Mangrove Tourism in Balikpapan City requires a holistic and sustainable strategy, with the main focus on outreach to communities around the mangrove forest area. This effort aims to provide an in-depth understanding of the potential of environmentally sound natural resources, while encouraging active community participation in sustainable management. An intensive outreach program for community groups around mangrove forests needs to involve outreach from environmental experts, biologists or
sustainability practitioners who can provide accurate and up-to-date information regarding
the natural riches of mangrove forests. This outreach aims to create awareness of the
importance of protecting mangrove ecosystems as valuable assets for the environment and
local communities (Armen et al., 2022).

The importance of involving local community groups as main partners in the
development of mangrove tourism is not only as recipients of information, but also as agents
of change. Therefore, it is necessary to form working groups or communities that have an
active role in managing and preserving mangrove forests. The community can be involved in
environmental monitoring activities, mangrove planting, or educational programs for visitors.
A collaborative approach with the private sector is also an important part of this strategy.
Local or national companies can collaborate with mangrove communities to support tourism
development, both in terms of infrastructure and promotion (Dewi et al., 2022). This
partnership can create economic opportunities for local communities and at the same time
ensure the sustainability of mangrove forests.

The use of information technology can also be an effective instrument in socializing
and developing mangrove tourism. Building an online platform, such as a website or mobile
application, that provides up-to-date information, directions and activity programs in
mangrove forests can help reach a wider audience. Apart from that, social media can be used
as a tool to disseminate information, hold campaigns, and describe the beauty and benefits of
the mangrove ecosystem to a larger audience. Through this strategy, it is hoped that
communities around mangrove forests will have a deeper understanding of the importance of
protecting this ecosystem. Isaac et al. (2022) stated that community empowerment through
working groups can increase participation in conservation efforts and sustainable
management of mangrove tourism. Targeted outreach and cross-sector collaboration can
create a conducive environment for the growth of mangrove tourism, provide economic
benefits to local communities, and preserve the natural wealth and environment in the region.
So that the development of mangrove tourism in Balikpapan City can become a sustainable
model that has a positive impact on all parties involved.

CONCLUSION
The potential for marine tourism in Balikpapan City can be divided into two, namely
event-based and conservation-based tourism. In event-based tourism destinations it can be
done at Manggar Beach and other in-line beaches which can be used for national events,
sports, spending time and family recreation. This beach provides play facilities and sports
facilities that visitors can use. As well as various types of MSME products supporting marine
tourism ranging from food to souvenirs. Furthermore, conservation-based beach tourism can
be used as a vehicle for environmental conservation-based education. Meanwhile,
conservation-based marine tourism means visitors can enjoy the beauty of the mangroves and
see proboscis monkeys by boat. Apart from that, conservation-based marine tourism can also
be supported by education on processing mangrove products. The strategy for developing
marine tourism in the city of Balikpapan can be carried out by creating a legal basis for
implementers so that policies are integrated between the stakeholders involved and
coordinated, involving stakeholders, as well as improving human resources for marine
tourism managers.
REFERENCES


