

Original Research

## Taman Ayun Tourism Attraction Development Strategy in Badung Regency

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### Abstract

This study aims to determine the development strategy of swing park attraction in Badung regency. This research uses SWOT analysis techniques involving 5 informants and 5 respondents, then for data collection is done by observation, interview, documentation and questionnaire techniques. There are two types of questionnaires, namely a weight questionnaire for informants and a rating questionnaire for respondents. The internal variable questionnaire has 4A namely Attraction, Accessibility, Amenities, Ancillary. There are 12 internal indicators, 10 indicators as strengths and 2 indicators as weaknesses. As for the external variables, there are 6 variables, namely Government, Government cooperation, Competitors, Social and economic, Cultural, Security and Threats. There are 13 external indicators, with 9 indicators of opportunities and 4 indicators of threats. Through the IFAS and EFAS matrix analysis, the score for IFAS is 3.38 and EFAS is 3.73, which means that Taman Ayub Tourism Attraction is in quadrant I, namely the Growth position. So that the SO strategy is obtained, among others, keep maintaining the attractiveness of (1) Beauty; (2) Lush; and (3) Environmental comfort owned by Taman Ayun Tourism in order to continue to grow. ST strategies include increasing competitiveness by exploiting the attractiveness of (1) Beautiful reliefs; (2) Nature that is still beautiful and neatly arranged; (3) Clean tourist areas; and (4) A comfortable atmosphere. WO strategies include submitting applications to the government or related parties regarding the provision of dining facilities. And WT strategies include collaborating with other tourist attractions to create joint tour packages.

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## INTRODUCTIONS

Tourism is an activity that involves the community and the surrounding environment and tourism is a temporary travel activity carried out from one place to another. Tourism is taken from Sanskrit, namely "Pari" which means many times and "Wisata" means traveling (Suwana and Widyatmaja, 2017; 19). Indonesia has a lot of nature and culture and has 16,056 islands. Junaedi, et al (2022; 29) is one of the important things for Indonesia to build and develop tourism on each island.

The tourism sector is a national economic potential that needs to be developed in order to increase public peace and welfare. The existence of a tourist destination greatly influences the community's economy and influences the regional economy and provides employment for the surrounding community. In terms of investment and employment, the tourism industry contributes to the country's foreign exchange so that the tourism industry becomes one of the important sectors in Indonesia's national development.

Utama (2014; 147) stated that the success of tourism can be seen from government revenue from the tourism sector which can encourage other sectors to develop. The success that is easy to see is the increase in tourist visits to tourist destinations if visiting tourists are satisfied with the destinations with the various facilities

and uniqueness offered by the manager. Tourism is one of the engines driving the economy and the largest foreign exchange for the State of Indonesia, Bali is the largest foreign exchange earner for the tourism of the Republic of Indonesia (Uno, 2021). Badung Regency is famous for having many beach tourism, but Badung also combines its territory with cultural destinations, one example is Taman Ayun which is located in Mengwi District, Badung Regency.

Taman Ayun is a heritage tourism object located in Badung Regency which has a low level of visits so it needs to be developed because it has many natural, cultural, historical, and cultural attractions to increase tourist visits so that it can improve the community's economy. In the Law of the Republic of Indonesia Number 10 of 2009 concerning tourism. Taman Ayun has various facilities and services provided by the community, businessmen, government, local government for the development of Taman Ayun tourism (Pratiwi, 2023).

Taman Ayun is located at Jalan Ayodya No.10, Mengwi, Badung. This tourist spot has an area of 4 hectares or 40,000 m<sup>2</sup>. This Taman Ayun tourist destination can be reached with a distance of 19 km from downtown Denpasar. There are 4 aspects that are considered in the Taman Ayun tourist attraction offer, including:

- a. *The attraction* of Taman Ayun is that tourists will see the Bentar temple and the connecting bridge. Tourists

will also see a building called *wantilan* with a panoramic view of people doing cockfights or commonly known in Bali as *metajen*. Then tourists can see a small temple with the name Pura Luhuring Purnama, and tourists can enjoy the *Pengubeng building* with reliefs of *Dewata Nawa Sanga*, namely reliefs of 9 wind gods and tourists can also see *bale kulkul* in the middle of the courtyard. And there is a kitchen which is usually called *paweregan*. Tourists can also enjoy views of multi-storey buildings or commonly called *meru* which are on the inside of the temple by following the footpath. At the Taman Ayun temple there are four *meru* with 11 floors, two *meru* with 9 floors, and one *meru* with floors 2, 3, 5 and 7. So tourists can only explore the contents of the temple to the central courtyard or *middle mandala* because the main part or *the main mandala* is a sacred part and is only intended to carry out prayers.

- b. *Accessibility* or access to Taman Ayun can be said to be easy via Jalan Raya I Gusti Ngurah Rai Mengwi, Badung then turn right past the Mengwi traditional market, Badung then enter Jalan Ayodya Mengwi, Badung where the road has been hotmixed and *paved*.
- c. *Amenities* or facilities at Taman Ayun have provided adequate facilities such as toilets, parking lots, food stalls and accommodation.

- d. *Ancillary* or institutional, which manages and regulates Taman Ayun is I Made Suandi, SE.

Taman Ayun is a Panti or Paibon temple to worship the ancestral spirits who are sacred to the Mengwi kingdom and the community also performs prayers to ask for prosperity. Taman Ayun was inaugurated by UNESCO in 2012 as part of a world cultural heritage site. *The history* of Taman Ayun can certainly attract visitors to visit, both domestic and foreign tourists. Taman Ayun has and saves a unique charm and deserves to be used as a destination or historical tourist attraction. So it is hoped that Taman Ayun can become a source of regional economic development, open up job opportunities for communities around tourist attractions in order to improve welfare in order to create an even and better economic gap in the future and revitalize local local culture. So an appropriate development strategy is needed so that it can influence tourists to make visits to Taman Ayun Tourism Objects.

Efforts from the government to develop tourism in Badung Regency, namely the first is infrastructure development. One example is that road access to tourist destinations is good so that it can further support the development of tourism in Badung Regency, as well as areas that have untapped potential and need to be developed in order to achieve an even

distribution of tourist areas in every corner of Badung Regency.

**Table 1.** List of Tourist Visits to Park Tourism Destinations in the Year (2022)

No	Month	Domestic	Overseas
1	January	4,880	18,494
2	February	4,528	20,383
3	March	3,788	20.155
4	April	4,866	25,075
5	May	2,131	25.164
6	June	11,096	30,280
7	July	5,705	21,618
8	August	3,361	37,267
9	September	3,769	32,090
10	October	4,898	28,234
11	November	4,027	20,660
12	December	8.127	21,381
	Total	61,176	300,801

Source: Management of Mengwi Ayun Park, (2022)

## METHODS

Ayodya, Mengwi, Badung with the research object being the Strategy for Developing Taman Ayun Tourist Attraction in Badung Regency. The type of data used is qualitative data such as the history of the Taman Ayun tourist attraction, its geographical location and the topography of the Mengwi District and the design of the object development strategy and also Quantitative Data, namely the number of tourist visits both domestic and foreign who come to visit the Taman Ayun Tourism Object. The data sources in this study are primary data sources, namely direct evidence, circumstances, impressions and responses, guarantees, and empathy at tourist objects and also secondary data regarding the number of

visits made by tourists to Badung Regency, Bali and to the Taman Ayun Tourism Object.

Determination of the sample used in this study using a purposive sampling technique, namely the technique of determining informants based on the character of a person who has a relationship with the problem being studied (Waruwu, 2017; 17). Samples taken deliberately are community leaders who can provide responses to questions posed by researchers, this research sample is definitely people who are experienced in the tourism sector, namely the Taman Ayun Management

Data collection was carried out using several methods by researchers, namely observation, questionnaire interviews and technical analysis

documentation The method used is SWOT analysis. This study uses the level of strategy, so that a framework is formed which consists of three stages, including: the data collection stage, the analysis stage, and the decision-making stage. SWOT analysis systematically identifies the elements to develop a company's strategy.

## RESULTS

### Internal and External Matrix

In this study there are two types of questionnaires namely weighting and *rating* (assessment) . The results of distributing questionnaires to 5 respondents, namely 5 people from tourism actors, while the weighting questionnaire was given to 5 informants ( *experts* ), namely the head of the Taman Ayun Tourism management and his staff. Scores are obtained for each internal

strategic decisions is always associated with making decisions on the mission, strategic goals, and making policies of a company. Therefore, under certain conditions, strategic planning needs to analyze strategic factors for the Development of Taman Ayun Tourist Attraction

indicator to determine strengths and weaknesses, as well as external indicators to determine opportunities and threats.

### Giving Weight to Internal Factors

The giving of weight was filled by informants related to the strategy for developing the Taman Ayun Tourist Attraction. For more details can be seen in table 2 below.

**Table 2.** Internal Factor Weighting on Taman Ayun Tourist Attraction

No	Internal Indicators	Weight
1	Beautiful reliefs	9.86%
2	The natural atmosphere is still beautiful and neat	9.96%
3	Clean tourist area	9.76%
4	Good atmosphere	9.65%
5	Easy location access	9.45%
6	Transportation facilities	9.45%
7	Clean restrooms	9.35%
8	Adequate parking space	5.03%
9	There is a food stall nearby	2.52%
10	There is a traditional market near the tourist attraction	5.03%
11	Information Center	9.96%
12	Guide Staff	9.96%
<b>Total</b>		<b>100%</b>

Source: Processed data, (2023)

## Giving External Factor Weight

The full weighting for each external indicator on Taman Ayun

Tourism Attraction can be seen in table 3 below.

**Table 3.** Weighting of External Factors on Taman Ayun Tourist Attraction

No	External Indicators	Weight
1	Government regulations	4.67%
2	Increase in regional income	4.67%
3	Cooperation with external parties	9.33%
4	Increase in investment	0.74%
5	Another tourist attraction around the tourist attraction	0.00%
6	A similar historical tourist attraction	0.55%
7	Job opportunities for local residents	10.23%
8	Friendliness of the local people	14.00%
9	Identification of other tourist attractions and existing regional culture	18.67%
10	End comfort	18.30%
11	Security	18.48%
12	Potential for natural disasters	0.36%
13	Covid-19 disease outbreak	0.00%
<b>Total</b>		<b>100%</b>

Source: Processed data, (2023)

## Strengths and Weaknesses in Taman Ayun Tourism Attraction

**Table 4.** Internal Indicators as Strengths and Weaknesses of Taman Ayun Tourism

No	Internal Indicators	Means Ratings	Category
1	Beautiful reliefs	4.00	Strength
2	The natural atmosphere is still beautiful and neat	3.60	Strength
3	Clean tourist area	3.80	Strength
4	Good atmosphere	3.00	Strength
5	Easy location access	3.60	Strength
6	Transportation facilities	3.60	Strength
7	Clean restrooms	2.80	Strength
8	Adequate parking space	2.40	Weakness
9	There is a food stall nearby	1.60	Weakness
10	There is a traditional market near the tourist attraction	3.60	Strength

No	Internal Indicators	Means Ratings	Category
11	Information Center	3,40	Strength
12	Guide Staff	3,40	Strength

Source: Processed data, (2023)

In Table 4 there are internal indicators, namely the strengths and weaknesses obtained from the 12 indicators. There are 10 indicators categorized as strengths and 2 indicators categorized as weaknesses. The dominant strength in Taman Ayun Tourism is that there is a special attraction such as a beautiful atmosphere because there is a river that surrounds Taman Ayun Tourism and the neatly arranged botanical gardens and circular walkways give a neat, clean and beautiful impression. The next strength is access to tourism which is very good because the location access has been paved and hotmixed, accessible to two-wheeled, four-wheeled and six-wheeled vehicles . Then there are clean toilet facilities and the Mengwi traditional market which is

close to the Taman Ayun Tourist Attraction for tourists who want to try traditional Balinese food . There is an information center ( *tourism information center* ) related to tourist objects located at the entrance (*gate*) of Taman Ayun Tourism, then tour guides are also provided to make it easier for tourists to explore tourist attractions and inform visiting tourists about the prohibitions of tourist attractions.

Taman Ayun tourism has 2 weaknesses , namely that there are facilities indicators such as inadequate parking and there are no places for food and drinks because the management has not focused on adding to the culinary sector but has focused on providing services to tourists just to visit.

## Opportunities and Threats in the Taman Ayun Tourist Attraction

**Table 5.** External Indicators as Opportunities and Threats for Taman Ayun Tourism

No	External Indicators	Means Ratings	Category
1	Government regulations	3,20	Opportunity
2	Increase in regional income	3,20	Opportunity
3	Cooperation with external parties	3,20	Opportunity
4	Increase in investment	2,20	Threat
5	Other tourist attractions around the tourist attraction	2.40	Threat
6	A similar historical tourist attraction	3,20	Opportunity



No	External Indicators	Means Ratings	Category
7	Job opportunities for local residents	3,40	Opportunity
8	Friendliness of the local people	4.00	Opportunity
9	Identification of other tourist attractions and existing regional culture	3.80	Opportunity
10	End comfort	4.00	Opportunity
11	Security	4.00	Opportunity
12	Potential for natural disasters	1.80	Threat
13	Covid-19 disease outbreak	1.80	Threat

Source: Processed data, (2023)

In Table 5 there are 4 indicators of threats, namely government cooperation in increasing and investing, the second threat is competition between other tourist attractions. The third threat is the comfort and safety of tourists who are guaranteed both from natural disasters and the fourth threat, namely the Covid-19 disease outbreak, while there are 9 indicators of opportunity, namely Taman Ayun has implemented government regulations that have been established, cooperates with local governments in ticketing to

be able to increase local revenue . External support from related private companies such as travel agents to bring in tourists. Then the next opportunity is that there are no similar tourist attractions around Taman Ayun Tourism. Availability of jobs for the local community, hospitality of the community, and recognition of tourist attractions and other regional cultures around tourist attractions.

## IFAS and EFAS on Taman Ayun Tourist Attraction

The IFAS calculations contained in table 6 are as follows.

**Table 6.** Internal Factor Analysis Summary of Taman Ayun Tourism

No	Internal Indicators	Weight (%)	Ratings	Score	Comment
1	Beautiful reliefs	9.86%	4.00	0.39	Strength
2	The natural atmosphere is still beautiful and neat	9.96%	3.60	0.36	Strength
3	Clean tourist area	9.76%	3.80	0.37	Strength
4	Good atmosphere	9.65%	3.00	0.29	Strength
5	Easy location access	9.45%	3.60	0.34	Strength
6	Transportation facilities	9.45%	3.60	0.34	Strength
7	Clean restrooms	9.35%	2.80	0.26	Strength
8	Adequate parking space	5.03%	2.40	0.12	Weakness



No	Internal Indicators	Weight (%)	Ratings	Score	Comment
9	There is a food stall nearby	2.52%	1.60	0.04	Weakness
10	There is a traditional market near the tourist attraction	5.03%	3.60	0.18	Strength
11	Information Center	9.96%	3,40	0.34	Strength
12	Guide Staff	9.96%	3,40	0.34	Strength
<b>Total</b>		<b>100%</b>		<b>3.38</b>	

Source: Processed data, (2023)

Based on the calculation of the IFAS ( *Internal Factor Analysis Summary* ) value above, the result is 3.38. This score shows that Taman Ayun Tourism is in a strong position and can

increase its attractiveness so that many tourists come to visit.

The results of the EFAS ( *External Factor Analysis Summary* ) calculations can be seen in Table 7 as follows.

**Table 7.** External Factor Analysis Summary of Taman Ayun Tourism

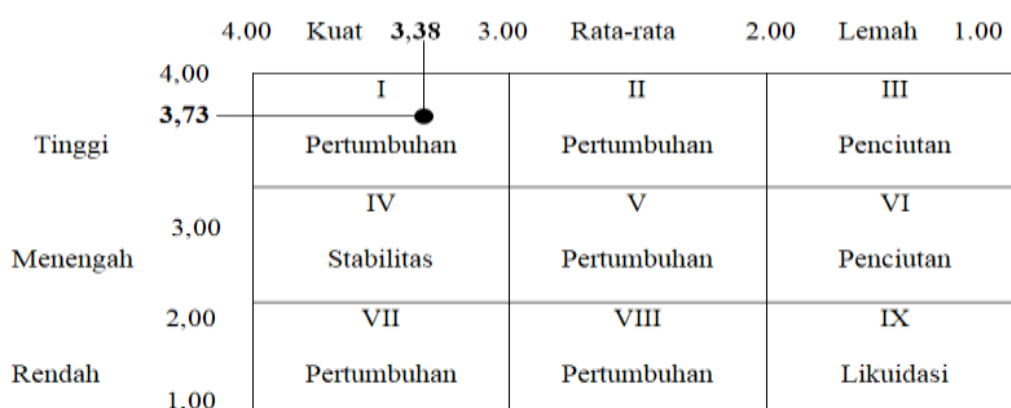
No	Internal Indicators	Weight (%)	Ratings	Score	Comment
1	Government regulations	4.67%	3,20	0.15	Opportunity
2	Increase in regional income	4.67%	3,20	0.15	Opportunity
3	Cooperation with external parties	9.33%	3,20	0.30	Opportunity
4	Increase in investment	0.74%	2,20	0.02	Threat
5	Another tourist attraction around the tourist attraction	0.00%	2.40	0.00	Threat
6	A similar historical tourist attraction	0.55%	3,20	0.02	Opportunity
7	Job opportunities for local residents	10.23%	3,40	0.35	Opportunity
8	Friendliness of the local people	14.00%	4.00	0.56	Opportunity
9	Identification of other tourist attractions and existing regional culture	18.67%	3.80	0.71	Opportunity
10	End comfort	18.30%	4.00	0.73	Opportunity

No	Internal Indicators	Weight (%)	Ratings	Score	Comment
11	Security	18.48%	4.00	0.74	Opportunity
12	Potential for natural disasters	0.36%	1.80	0.01	Threat
13	Covid-19 disease outbreak	0.00%	1.80	0.00	Threat
<b>Total</b>		<b>100%</b>		<b>3.73</b>	

Source: Processed data, (2023)

Based on the calculation of the EFAS ( *External Factor Analysis Summary* ) value above, the result is 3.73. This figure shows that the position of Taman Ayun Tourism Attraction has a high chance of increasing competitiveness.

Based on the total IFAS and EFAS scores obtained from Taman Ayun Tourism which were analyzed and calculated for internal and external factors, it can be seen that the position of Taman Ayun tourism in the IE matrix. The position of IFAS and EFAS is shown in the following figure.



**Figure 1.** Internal External (IE) Total Score Factor Internal Strategy

Source: Processed data (2023)

Based on Figure 1 it can be seen that the position of the Taman Ayun tourist attraction is in quadrant I, namely growth. In this quadrant, the strategy implemented is a growth strategy ,

namely growth itself which includes market penetration, market development, product development, backward and forward integration, and horizontal integration.

## DISCUSSION

Based on the results of the SO, WO, ST, WT strategy analysis, it can be obtained in the development of Taman Ayun Tourism, namely

### 1. SO strategy

- a. Still maintaining attractiveness  
(1) Beauty; (2) beauty; and (3) the comfort of the environment owned by Taman Ayun Tourism so that it can continue to develop.
- b. Utilizing technological developments in *digital marketing* so that the Taman Ayun Tourist Attraction can be known more widely.
- c. Conduct in-depth training for managers to form human resources who are better able to manage Taman Ayun Tourism.
- d. Innovate to create new facilities that tourists need.
- e. Utilizing the role of the surrounding community in conservation efforts and strategies in increasing love for cultural heritage.
- f. Conduct training for guides to comply with the standards set in guiding tourists.
- g. Conduct in-depth training and counseling for managers and employees to deal with natural disasters.

### 2. ST Strategy

- a. Increasing competitiveness by exploiting the attractiveness of

(1) beautiful beautiful reliefs; (2 ) Nature that is still beautiful and neatly arranged ; (3) Clean tourist area; and (4) a comfortable atmosphere .

- b. Develop existing facilities such as (1) access to tourist sites; (2) Transportation Facilities; (3) Toilets, hand washing areas and other facilities that will be used by tourists during their visit; (4) Traditional markets near Taman Ayun Tourism.
- c. Implement all digital-based information so that tourism can keep up with technological developments.
- d. Provide written information to tourists in the form of rules regarding what may or may not be done because Taman Ayun Tourism is in a sacred area.

### 3. WO strategy

- a. Submit an application to the government or related parties regarding the procurement of dining facilities.
- b. Utilizing local revenue funds from existing tickets for facility development.
- c. Conduct comparative studies with similar historical tourist attractions.
- d. Collaborating with related external parties such as academia, the media, and the private sector.

- e. Expanding the parking lot to accommodate more tourist vehicles.
- f. Opening employment opportunities for the community around Taman Ayun Tourism in search of superior human resources.
- g. Using hospitality to attract visitors to Taman Ayun Tourism.

#### 4. WT Strategy

Based on the problem, namely how is the strategy for developing the tourist attraction of Taman Ayun in Badung Regency, from the results of the research that has been done, conclusions can be drawn to answer these problems, namely: position through the IFAS and EFAS matrices, an IFAS score of 3.38 is obtained and for an EFAS score of 3.73 where it can be seen that the position of Taman Ayun Tourism is in quadrant I which means the position of Growth.

Based on the results of the SWOT analysis conducted on Taman Ayun Tourism, there are several strategies that can be proposed to optimize potential and overcome challenges. The SO strategy includes efforts to maintain and increase tourist attractiveness by maintaining the beauty, beauty and comfort of the environment. In addition, the use of technology in digital marketing is expected to further broaden understanding of this appeal. In-depth training is needed for managers and guides to be able to

- a. Collaborating with other tourist attractions to create joint tour packages.
- b. Collaborate with food and beverage providers around Taman Ayun Tourism.
- c. Cooperate by utilizing the government's role regarding the increase in investment.

#### CONCLUSION

manage and guide properly. The ST strategy focuses on exploiting existing attractions and developing facilities that can enhance competitiveness. Improving access, transportation and sanitation facilities is a priority, as well as implementing health protocols to address the threat of disease outbreaks. The WO strategy aims at submitting applications to the government, cooperating with relevant external parties, and expanding parking lots. This will assist in overcoming constraints to food access and services as well as expanding employment opportunities. WT's strategy focuses on cooperating with other tourist attractions to form joint tour packages and working with local food and beverage providers. Collaboration with related parties in increasing capital will also help face challenges in development. In the overall proposed strategy, collaboration, use of technology, and improvement of facilities are at the heart of optimizing the tourism potential of Taman Ayun.

## CONFLICT OF INTEREST

Authors disclose no conflicts of interest  
Related to the work in this manuscript.

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