

# Strategy of Pioneering the Way of Local Wisdom Dalihan Natolu Tourism with SWOT Analysis

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## ABSTRACT

This paper employs combination of SWOT analysis and Analytic hierarchy process, in strategic planning for tourism of small simangambat village dalihan natolu Batak Culture, which is located in the north sumatera Indonesia. SWOT analysis identifies internal and external factors which are prioritized by expert in tourism domain by means of Analytic hierarchy process. The prioritized SWOT factors are used in strategies formulation using TOWS matrix. Results indicate that proactive communication strategy and isolation strategy with effective marketing promotional strategy were the best.

**Keywords:** SWOT analysis; Dalihan natolu; Batak culture; Tourism; Marketing promotional strategy

## ABOUT THE STUDY

Strategy of Pioneering the Way of Local Wisdom Dalihan Natolu Tourism "Mangaraja Purehet" Sutan Humula Sontang Monument with SWOT Analysis is faced with a variety of internal and external forces which, on the one hand, can be a stimulus, or on the other hand, can be potential threat regarding the performance of the organization or the goals that the organization wants to achieve. As a first step in strategic planning managers need to identify and evaluate these strategic factors that either help or make difficulties to the organization on the way to realize their full potential [1]. Because each organization operates in a dynamic environment, the relative importance of each strategic factor is exposed to constant change.

Defined strategic factors can be used as a starting point for creating a strategic plan. Their biggest advantage is helping decision makers explore different areas of management, give an insight into the importance of individual components within the enterprise, and allowing them to initiate appropriate action. For a successful business in this regard, the organization must concentrate for future goals on their strengths and turn tendencies associated with weakness. Response to the internal strengths and weaknesses is therefore an essential component of strategic management [2].

Strategic management can be defined as a set of decisions and actions taken by management, in collaboration with all levels within the organization in order to establish long-term activities of the organization [3]. In this study shows that many approaches and techniques can be used to analyze the strategic cases in the strategic management process. One of them is the SWOT analysis.

This article explains the SWOT analysis, provides the theoretical background and an overview of the application of the SWOT analysis. As some authors have identified weaknesses of the SWOT, analysis is combined with a method for multi-criteria decision Analytic hierarchy process, in order to avoid these disadvantages. Therefore, in the second part of the paper Analytic hierarchy process, method and SWOT Analytic hierarchy process, hybrid methods are described. Following the basic steps method, SWOT Analytic hierarchy process, is applied to the example of the dalihan natolu of Batak Culture strategic marketing plan definition.

## SWOT analysis

SWOT is an acronym of strength, weakness, opportunities and threats. The first two factors (strengths and weaknesses) are related to internal organizational factors, while opportunities and threats cover a wider context or environment in which the entity operates [4]. The first are likely to be under control of the

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organization but the latter one, although they are no less important when looking at the impact on the enterprise, are not.

### Strategic planning of tourism in a small town

In this chapter the use of SWOT Analytic Hierarchy Process, is demonstrated in the field of tourism. Development of a strategic plan for a small town in the northwest of the Croatian, Batak Culture is presented. Batak Culture is a dalihan natolu with less than 50000 inhabitants, the capital dalihan natolu of Batak Culture County and the economic center of the North-West of Croatia.

Systematic approach to strategic planning of Batak Culture tourism development is implemented by using SWOT analysis integrated with Analytic Hierarchy Process, method. Hybrid method follows the steps of development of described earlier in the paper. The first step is the SWOT analysis. SWOT matrix was developed by consulting an expert in the field of tourism: a person who graduated from the Faculty of Tourism Management. Identified strengths, weaknesses, opportunities and threats are found in the appendix of this paper. The following strengths were identified: characteristics of destination, geographical position and historical value, standard of living, cultural dalihan natolu events. Expert has recognized the weaknesses of Batak Culture relating to the following characteristics: limited availability, underdeveloped tourism, inadequate marketing promotion, poor coordination between tourism authorities and unstructured tourism management.

Expert has noted the following opportunities that can be exploited: geographical features of the destination recognized the potential for the development of tourism and international reputation. As threats to be aware of are identified: regional rival destinations, economic instability and the absence of controlling authority for active tourism.

## CONCLUSION

This paper described two methods used to strategy development, SWOT and SWOT Analytic Hierarchy Process. SWOT is one of the most widespread methods for developing strategies. It creates qualitative and subjective models based on which strategic decisions are made. This method is often combined with Analytic Hierarchy Process method, which creates a SWOT Analytic Hierarchy Process, subjective quantitative model. This paper explains implementation of both methods and emphasizes their advantages and disadvantages. Following the basic steps of the SWOT Analytic Hierarchy Process, development, presented in the paper employs this hybrid method in the domain of tourism and presents a case study of defining the strategy for the development of the marketing plan for one tourist destination Batak Culture. The study results have the potential for large application in defining the strategy for the development of tourism in the dalihan natolu.

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