

Analysis of Internal and External Factors to Design a Tabuik Festival Development Strategy in Pariaman City, West Sumatera

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Abstract

The Tabuik Festival is a unique cultural tourism attraction to commemorate the death of Hussein Bin Ali, the grandson of the Prophet Muhammad SAW that died in Karbala, and his body placed in a wooden coffin which in Arabic is called Tabut. However, with tourism growth in West Sumatra, the Tabuik Festival is getting left behind. The purpose of this study is to find a development strategy, so it is necessary to analyze Strengths, Weaknesses, Opportunities, and Threats (SWOT) on internal and external factors (IE) as a tool to formulate strategies. The resulting IE matrix helps evaluate, make decisions, and create development strategies at the Tabuik Festival. This study uses mix method with an unbalanced mixed model (concurrent embedded) with a quantitative approach as the primary method. Qualitative data collection techniques were carried out through interviews, observations, and literature studies, while quantitative data were collected using questionnaires. The research was conducted in Pariaman City from 2019 to 2020, involving eight informants and 100 respondents, consisting of the local governments, local communities, anak nagari, and tourists participating in the Tabuik Festival. The study results obtained a score with a reasonably good category. However, some analyses of internal and external indicators contradict the lowest score so that it can be a threat and weakness. From the results of this analysis, it is concluded that the Tabuik Festival requires a development strategy to maximize its potential to become one of the leading cultural tourism in West Sumatra.

Keywords: Cultural Tourism, Tourist Attractions, Calendar of Event, Tabuik Festival

A. Introduction

West Sumatera is one of the provinces in Indonesia that have beautiful nature and cultural wealth. This province has great potential to develop as a tourist destination. The Calendar of Events (CoE), launched by the Ministry of Culture and Tourism on August 14, 2019, states that West Sumatera has 3 (three) flagship events, namely Pasa Harau Arts and Culture Festival, Tour de Singkarak, and Enchantment of the Minangkabau Culture Festival (Kementerian Pariwisata, 2019). Data from the Central Statistics Agency of West Sumatera Province in 2019 shows that tourist visits have increased over the last two years. Table 1 below shows the data on tourist arrivals.

Table 1. International Tourist Arrivals to West Sumatera 2018-2019

No	Month	Year	
		2018	2019
1	January	3246	4052
2	February	4459	5155
3	March	5057	6220
4	April	4286	5471
5	May	2995	3582
6	June	4549	5237
7	July	5099	5197
8	August	5602	5985
9	September	5094	4435
10	October	4055	5276
11	November	5118	5021
12	December	4801	5180
	Total	54361	60811

Source: (Badan Pusat Statistik Provinsi Sumatera Barat, 2019)

Table 1 shows the data on the visit of foreign tourists has increased, but there is still fluctuation every month because tourism potential has not been managing professionally. The management of natural and cultural wealth is the responsibility of the local government as the central controller. The complex social structure also results in unpreparedness in the community, and tourism is still considered taboo because they believe this activity hurts a religious norm, resulting in rejection. Of course, it also hinders the commitment of local governments in carrying out strategic roles. Limited funds for tourism development are also a significant issue, while efforts to invite investors are often hampered by bureaucratic problems and the difficulty of acquiring customary land.

Pariaman City is quite strategic because it is not far from Minangkabau International Airport, which is 25 kilometers, and from Padang City, it can be reached within 1.5 hours or approximately 56 kilometers. Geographically,

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Pariaman city has a sloping coastline along 12 kilometers, a land area of 73.36 square kilometers, and an ocean area of 282.69 square kilometers bordering the Indonesian Ocean (BAPPEDA, 2019). So it can be seen that Pariaman City has a strategic and potential landscape as a tourism destination. Several tourist objects in Pariaman City are described in table 2 below :

Table 2. Tourist Attractions In Pariaman City

Natural tourism	Special Interest Tourism	Historical Tourism	Cultural Tourism
Sunur Beach	Surfing	Kurai Taji Old Mosque	Tabuik Festival
Kata Beach	Turtle Conservation Center, Turtle Beach	Long Grave	Rumah Gadang Moh. Shaleh
Ujung Beach		Ancient Cannon	
Gondariah Beach		Badano Urn	
Cermin Beach		Santok Japanese Castle	
Teluk Belibis Beach			
Angso Duo Island			
Tengah Island			
Kasiak Island			

Source: (Dinas Pariwisata dan Kebudayaan Kota Pariaman, 2019)

Based on table 2, it can be seen that Pariaman has complete tourist attractions. This potential tourism in Pariaman City is what underlies the author to conduct further research. To see how much the interest of tourists on tourism in Pariaman, the data in Table 3 is below:

Tabel 3. Tourist Visit in Pariaman 2015-2019

No	Year	Number of Tourists		Total
		Domestic	Foreign	
1	2015	2.674.523	1.146	2.675.669
2	2016	2.907.194	628	2.907.822
3	2017	3.099.310	690	3.100.000
4	2018	3.320.825	1.735	3.322.560
5	2019	3 925 086	258	3 925 344

Source: (Badan Pusat Statistik Kota Pariaman, 2019)

Table 3 shows the data on the level of foreign tourists visiting is low and unstable compared to the total number of foreign tourists who enter West Sumatera

each year. It could be used to illustrate that there are still obstacles in the management of tourism in Pariaman.

Tabuik Festival was thought to have been brought to Pariaman in 1826-1828 by an Indian descent, a former British soldier who was the leader of Sipahi, namely the Shi'ah Muslim Tamil Army named Kadar Ali. In 1910 local society agreed to adopt the Tabuik ritual to Minangkabau culture, and it became part of the tourism calendar in Pariaman in 1982. This ritual is annually held on the 10th of Muharram according to the Islamic calendar. It has existed since the 19th century to commemorate the death of Hussein Bin Ali, the grandson of the Prophet Muhammad SAW. In Islamic history, Hussein and his family died in the war in Padang Karbala, and the pieces of his body placed in a wooden chest, in Arabic is called 'Tabut'. The Tabut containing the corpse was then flown into the sky by Buraq, a creature in Islamic legend in the form of a horse with wings and a human head. In 1910 local society agreed to adopt the Tabuik ritual to Minangkabau culture, and it became part of the tourism calendar in Pariaman in 1982.

The research conduct by Octarina (2015) found that The Department of Culture and Tourism of Pariaman has carried Tabuik cultural tourism programs effectively. It increased the number of foreign and domestic tourists, mainly at the Tabuik Festival, increased the community's economy and tourist visit rate to other tourist attractions in Pariaman. Razak (2017) also found that the Tabuik Festival as an icon of cultural tourism in Pariaman has contributed to income for the region.

Based on these studies, it can be concluded that the Tabuik Festival is a potential cultural tourism event to developed to attract tourists, improve the economy, and preserve regional culture. Because of that, it can be selected as 100 Wonderful Events that are included in the Indonesian Calendar of Events (CoE) list. According to Maulana (2018), The Minister of Tourism Arif Yahya also conveyed this at the close of the Tour de Singkarak in 2018, which stated that the Tabuik Cultural Festival had the opportunity to be included in the national calendar. Therefore, the local government needed more arduous efforts to meet the assessment criteria and requirements and prepare better. Arif Yahya also emphasized that the Ministry of Tourism will continue to encourage Pariaman to fight for and preserve Tabuik until it is eligible to be included as one of the programs in the CoE.

However, her study's preliminary observations found that the Tabuik Festival's schedules that follow the Islamic calendar cause a shift in the date every year in the Gregorian calendar. Consequently, the schedules of these events also change every year. The government has not yet carried out the socialization and promotion of the festival schedule to foreign tourists to its full potential, so the Tabuik festival is not popular in international tourism. Besides, experts still lack consistent research on internal and external factors (IE) that affect the Pariaman

tourism market as the government's reference in reformulating tourism development strategies every year.

From the problems found, further research is needed to analyze the internal and external factors (IE) regarding the process of organizing the Tabuik Festival. The ability to attract the Tabuik Festival to become leading cultural tourism in West Sumatra CoE, the dominant factors that can determine the strengths, weaknesses, opportunities, and threats, as well as how to formulate a suitable and well-planned development strategy for the Tabuik Festival based on the position obtained through the analysis of IE factors.

Based on the previous study and secondary data, there were several problems in organizing the Tabuik Festival: (1) How is the ability of the Tabuik Festival attractiveness as a cultural attraction in Pariaman West Sumatra?; (2) What internal and external factors (IE) can determine the strengths, weaknesses, opportunities, and threats in organizing the Tabuik Festival?; (3) What is the position and strategy of developing the Tabuik Festival in the IE analysis to be leading cultural tourism in West Sumatra CoE?.

B. Literature Review

For decades ritual Tabuik history became the cultural attraction in Pariaman. According to Hadiwijoyo (as cited in Wilopo, K. Khotimah., Hakim, 2017), it is a form of regional tourism attraction with supporting interconnected facilities, so it can be the reason for tourists interested in visiting the area.

Cultural tourism is a visit of someone who comes from outside the area or destination, who is interested in tourist objects such as historical relics, art attractions, cultural sciences, and the lifestyle of the community or area (Damanik, 2013). Thus be concluded that the unique culture in the region may become the object of tourist attraction.

According to Allen et al. (2006), "special events are defined as specific rituals, presentations, performances, or celebrations that are consciously planned and created to mark special occasions or achieve particular social, cultural, or corporate goals and objectives". Getz and Page (2015) categorize four tourism events that tourists can do: business tourism (traveling), sports tourism, cultural festivals and celebrations, and entertainment tourism. Previously, that a festival is a celebration that contains values, ideology, identity, and sustainability carried out by people in an area. The festival has classic themes in the form of myths, rituals, symbolism, celebratory ceremonies, big shows, communities, host interactions with visitors, traditions, carnivals, and other things related to particular communities.

Based on some of the opinions above, it can conclude that the Tabuik Festival is a special event ritual categorized, a folk party to commemorate historical events that can be objects of cultural tourism attraction. Suwanto (as cited in Mustikawati et al. 2017) argues that tourist attractions must be designed and built

or managed professionally to attract tourists to come. In line with that, Soebagyo (2012) states that well-managed tourism is judged by increasing visiting tourists. The assessment is also whether the development of tourism can be a force to drive the economy at large. Therefore, a strategy is needed to develop tourism professionally by building a national spirit and appreciating cultural wealth.

Attractions are the main component in the framework of developing the tourist destination. The tourism object such as ecotourism, cultural tourism, and artificial tourism can support the availability of transportation facilities, accessibilities, and amenities: tourism facilities and infrastructures such as lodging, restaurants, ancillary services, travel agents, and information centers—furthermore, institution, namely the agency responsible for controlling tourism activities (Cooper, as cited in Sunaryo, 2013).

In line with Cooper, according to Maryani (as cited in Wilopo, K. Khotimah., Hakim, 2017), in addition to the potential for tourism attraction, five requirements must be met, namely: (1) What to see, namely the differentiation of tourism attraction is unique and different from other regions; (2) What to do, namely tourist facilities in the form of attractions, so that tourists carry out recreational activities to prolong the periods of stay; (3) What to buy, a place for shopping with varieties of items that tourists can buy, mainly local handicraft souvenirs made by the local community; (4) How to arrive, namely accessibility and transportation; (5) How to stay, the availability of decent lodging.

To lift Tabuik Festival in the category of CoE tourism of West Sumatra will require identifying internal and external factors to analyze the strategic capabilities of Pariaman that can support tourism activities. According to the Law Of The Republic Of Indonesia Number 10 Of 2009 Concerning Tourism, strategic tourism area is the area that has a primary function for tourism and the potential to develop. This area has enormous impacts in many aspects such as economic, social, cultural growth, empowerment of natural resources, environmental carrying capacity, and defense and security. Besides that, the institutional role is a significant need in developing tourism in the area. These institutions include all government institutions, central and local governments, private sector and public, human resources, operational mechanisms, and regulations related to tourism activities.

SWOT quadrant matrix used to assess the strategic position of the Tabuik Festival, whether this event can fall into the West Sumatra CoE category. This matrix is made based on the numbers obtained through the results of the analysis of weights, ratings, and IE factor scores, the quadrants used are:

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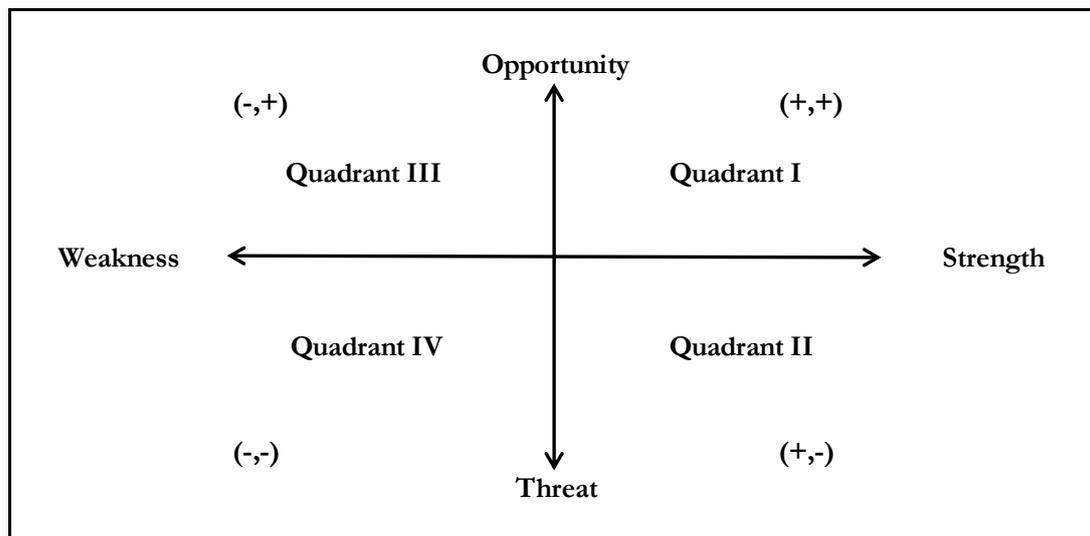


Figure 1 SWOT Quadrant Matrix
Source: Rangkuti (2014)

In Figure 1, there are 4 (four) quadrants that have different types of strategies, namely Progressive Strategy (I), Diversification Strategy (II), Change Strategy (III), and Defensive Strategy (IV). Meanwhile, the strategy used in the Tabuik Festival depends on its position in the quadrant. If the position is in quadrant I (positive, positive), it indicates that event is strong and has a chance. The recommended strategy is Progressive, meaning that it is possible to continue expanding, increasing growth, and achieving maximum progress. If the position is in quadrant II (positive, negative), it indicates the event is still strong but faces enormous challenges. The recommended strategy given is Strategy Diversification, meaning that there are several tough challenges and will experience difficulties. Therefore, organizations are advised to increase their variety of tactical strategies immediately. If the position is in quadrant III (negative, positive), it indicates this event is weak but very likely. Recommendations The strategy given is to change the previous strategy. If the position is in quadrant IV (negative, negative), it indicates this event is weak and faces enormous challenges. The recommended strategy given is the Defensive Strategy, meaning that internal conditions are in a dilemma choice. It is better to maintain this strategy while continuing to fix the problem.

According to Rangkuti (2014), internal factor analysis (IFA) is a study of the strengths and weaknesses of a company. Strengths are resources that make the company superior to its competitors, and weaknesses are the limitations or shortcomings of the company that become obstacles. Then external factor analysis (EFA) is a study of factors that include opportunities and threats that come from the environment of a company. Opportunities are primary favorable situations, and threats are primary unfavorable situations.

At the Tabuik Festival, external factors were analyzed to determine the situation of Pariaman City as the venue for this event, so an analysis of Accessibility, tourist Facilities and Infrastructure, Tourist Attraction, and Featured Tourism is needed. Then the Internal factor analysis was carried out on Event Resources that support the Tabuik Festival and the understanding of the community and tourists to the meaning of the Tabuik Festival as cultural tourism objects.

C. Research Methodology

This research uses Creswell and Clark (2018) theory, namely the qualitative and quantitative combination method (Mix Method) through the unbalanced mixed model (Concurrent Embedded) with the quantitative approach as the primary method. Based on the theory of Creswell and Clark, the primary method is to write in capital letters, which means that method has a greater weight, and the secondary or complementary methods are written in lower case. It intending for inadequate data can be strengthened by more complete data (Almeida, 2018). Another advantage of combined research is that it can generate theories and test theories (Almalki, 2016). Then, IE SWOT analysis is used to strengthen the theory and as the basis for strategy formulation.

The mix method and SWOT IE were combined to describe the strengths, weaknesses, opportunities, and threats that occurred to the Tabuik Festival so that all the internal and external facts that influenced it were obtained. The internal and external factors are given weight based on the SWOT theory of Rangkuti. This analysis helps evaluate and formulate a better strategy for the Tabuik Festival.

Mix Method Concurrent Embedded in this study uses 30% qualitative methods and 70% quantitative methods (Qual-QUANT). Qualitative data in the form of facilitators, organizers, and tourists' opinions are quantified in numbers in the form of measurable scores. Then in the quantitative approach, the research data in the form of numbers are analyzed using statistics.

D. Result And Discussion

Some of the characteristics of respondents in this study include gender, age, and occupation. The following shows the respondent's data based on their grouping.

Table 5. Respondent's Gender

Gender	Number of people	Percentage
Man	21	21%
Woman	79	79%

Source: (Primary Data, 2020)

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Table 6. Respondent Age

Range	Frequency (F)	Percentage
<15	-	-
21-30	29	29%
31-40	10	10%
41-50	55	55%
>50	4	4%

Source: (Primary Data, 2020)

Table 7. Respondent's Type of Work

Profession	F	Percentage
Government employees	32	32%
Employee	35	35%
entrepreneur	16	16%
Housewife	17	17%

Source: (Primary Data, 2020)

Internal Factors Analysis Summary (IFAS)

Table 8 below describes the internal factors (I) found at the Tabuik Festival venue:

Tabel 8. Internal Factors Analysis Summary (IFAS)

		Tourist Attraction			
No	Event Resource	Score	No	Cultural Tourism Objects	Score
I1	Role of Government	0.27	I10	The uniqueness of the shape and structure of the artifacts	0.31
I2	Communication	0.11	I11	Differentiation of shape and structure of artifacts	0.3
I3	Promotion	0.1	I12	Cultural attractions	0.24
I4	Event management	0.3	I13	Performing arts attractions	0.26
I5	Festival schedule information	0.05	I14	The meaning of ritual	0.16
I6	The process of getting funds	0.09	I15	Performances of cultural attractions	0.27
I7	Festival socialization	0.04	I16	Performing arts performances	0.23
I8	Understanding the meaning of artifacts	0.06	I17	Contains religious elements	0.28
I9	Understanding of the history of Tabuik	0.08	I18	Understanding of the meaning of ritual	0.09
Total Score					3.02

Source: (IFAS data, 2020)

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From the analysis of internal factors in table 9, the IFAS weighted value is 3.02. It indicates that the operational management of Tabuik Festival has strengths that are the excellent category.

External Factors Analysis Summary (EFAS)

The external factor (E) found at the venue of the Tabuik Festival be explained in table 9 below:

Table 9. External Factors Analysis Summary (EFAS)

Tourist attraction					
No	Accessibility	Score	No	Natural Tourist Attraction	Score
E1	Transportation	0.21	E10	Cleanliness of Natural Tourism Objects	0.03
E2	Access roads and bridges	0.22	E11	The beauty of marine tourist attraction	0.3
E3	Train station condition	0.19	E12	The beauty of the island's tourist attraction	0.29
E4	Parking area conditions	0.06	E13	The existence of marine tourism objects	0.34
Facilities and Infrastructure			E14	The existence of an island tourist attraction	0.3
E5	The condition of the hotel or lodging	0.13	Featured Tourism Event		
E6	Ease of finding lodging	0.11	E15	Improve the community's economy	0.23
E7	Ease of finding a place to eat	0.28	E16	Increase tourist visits	0.28
E8	Ease of looking for souvenirs	0.24	E17	Could be the leading tourist event	0.27
E9	Tabuik Festival tour package	0.03	E18	Influence on people's income	0.23
			E19	Influence on tourist visit rates	0.27
Total Score					3.72

Source: (EFAS data, 2020)

Based on the analysis of external factors in table 9, can be seen in the multiplication of weight and rating with a result weighted value is 3.72 for the EFAS Matrix. So can be concluded that the Tabuik Festival has been in a good position that can develop the event into one of the leading tourism events that can

be accepted in the tourism CoE in West Sumatra. However, it is expected to remain vigilant against threats.

Based on the findings, the indicators that support (the main opportunities) for the Tabuik Festival, namely access to airport transportation, stations, roads, and bridges. Then, judging from the facilities and infrastructures, there are several opportunities because of many places to eat, souvenir shops, various natural tourist objects, and the ability to become a leading tourism event in West Sumatra. Indicators that can be a threat are the condition of the narrow parking area facilities, no travel agency that packs the Tabuik Festival tour packages, the cleanliness of the Natural Tourism Objects that are not feasible, the conditions of hotels or inns are inadequate. The number of lodgings is not sufficient.

Data triangulation was carried out with interviews to strengthen the quantitative findings. The questions asked related to the role of the government, schedule of events, information dissemination, understanding of the organizers of the history of the Tabuik Festival. In the Tabuik Festival, the local government acts as a facilitator and provider of funds. Meanwhile, the implementation is carried out by the Pariaman Anak Nagari so that there are no obstacles.

According to history, the Tabuik ritual was brought to Pariaman by a former British soldier of Indian descent named Kadar Ali in 1826. He is a Shia Muslim, who performed the Tabuik ceremony to commemorate the death of Husain, the grandson of the prophet Muhammad SAW. The history of Tabuik, where it came from, what year, and why it was in Pariaman. I know this event is to commemorate the death of Husain Bin Abi Talib in the war in the field of Karbala. Some of the activities in this event were traveling around the village to parading Husain's dismembered body. However, I do not understand the meaning of each ritual. The Tabuik Festival schedule follows the Islamic calendar, which is every 1 Muharram and held for 10 to 15 days. To disseminate information to stakeholders and the public, the government makes an annual calendar. Nevertheless, there is a difference between the Islamic and Gregorian calendars, leading to the event's date changed every year.

The Tabuik Festival has a positive effect on the community's economy. The number of tourists increased during this event to create jobs for the people of Pariaman City. Many new businesses have sprung up, such as lodging, places to eat and culinary centers, places for souvenirs, souvenirs. Other tourist objects in Pariaman have also become crowded

Determination of the Strengths, Weaknesses, Opportunities, and Threats of the Tabuik Festival

Based on the results of the analysis of Table 9 and Table 10, it found that the strengths, weaknesses, opportunities, and threats needed to determine the strategic position of the Tabuik Festival through the total score that will be used to create the SWOT Cartesian matrix.

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Table 10. The Strengths and Weaknesses of the Tabuik Festival

Strengths			Weaknesses		
No	Score	Analysis	No	Score	Analysis
Resources			Resources		
I1	0.27	Medium Strength	I2	0.11	Small weaknesses
I4	0.3	Medium Strength	I3	0.1	Small weaknesses
Specification			I5	0.05	The Main Weakness
I10	0.31	Medium Strength	I6	0.09	Small weaknesses
I11	0.3	Medium Strength	I7	0.04	The Main Weakness
Cultural Tourism Objects			Specification		
I12	0.24	Medium Strength	I8	0.06	The Main Weakness
I13	0.26	The Main Strength	I9	0.08	Small weaknesses
I14	0.16	Medium Strength	Cultural Tourism Objects		
I15	0.27	The Main Strength	I18	0.09	Small weaknesses
I16	0.23	The Main Strength	Total	0.62	
I17	0.28	The Main Strength			
				Total	2.62

Source: Processed data, 2020

Table 11. Opportunities and Threats of the Tabuik Festival

Opportunities			Threats		
No	Score	Analysis	No	Score	Analysis
Accessibility			Accessibility		
E1	0.21	Small Opportunities	E4	0.06	Small Threat
E2	0.22	Small Opportunities	Facilities and Infrastructure		
E3	0.19	Small Opportunities	E5	0.14	Medium Threat
Facilities and Infrastructure			E6	0.11	Medium Threat
E7	0.28	The Main Opportunities	E9	0.03	The Main Threat
E8	0.24	Small Opportunities	Featured Tourism Event		
Natural Tourist Attraction			E10	0.03	The Main Threat
E11	0.3	The Main Opportunities	Total	0.37	
E12	0.29	The Main Opportunities			
E13	0.34	The Main Opportunities			
E14	0.3	The Main Opportunities			
Featured Tourism Event					
E15	0.23	Small Opportunities			
E16	0.28	The Main Opportunities			
E17	0.27	The Main Opportunities			
E18	0.23	Small Opportunities			
E19	0.27	The Main Opportunities			
Total	3.65				

Source: (Processed data, 2020)

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In table 10 above, the strength factor on IFAS obtained a total score of 2.62 and weakness with a total score of 0.62. The EFAS analysis in table 11 produces Opportunity factors with a score of 3.65 and a Threat factor of 0.37.

Based on the findings, the scores of the strengths, weaknesses, opportunities, and threats obtained will be re-analyzed to obtain the position of the vertical and horizontal axes in the Cartesian diagram to determine the strategic position of the Tabuik Festival.

Tabuik Festival Strategic Position

From the results of the IFAS and EFAS table analysis, the vertical and horizontal axes obtained as follows:

Table 12. Vertical and Horizontal Axes Total IFAS EFAS Score

Vertical Axis		Horizontal Axis			
Opportunity	Threat	O - T	Strength	Weakness	S - W
3.65	0.37	3.28	2.62	0.62	2

Source: (Results of processed EFAS IFAS data, 2020)

Based on the identification of these factors, described in the SWOT Cartesian diagram in diagram 1 below:

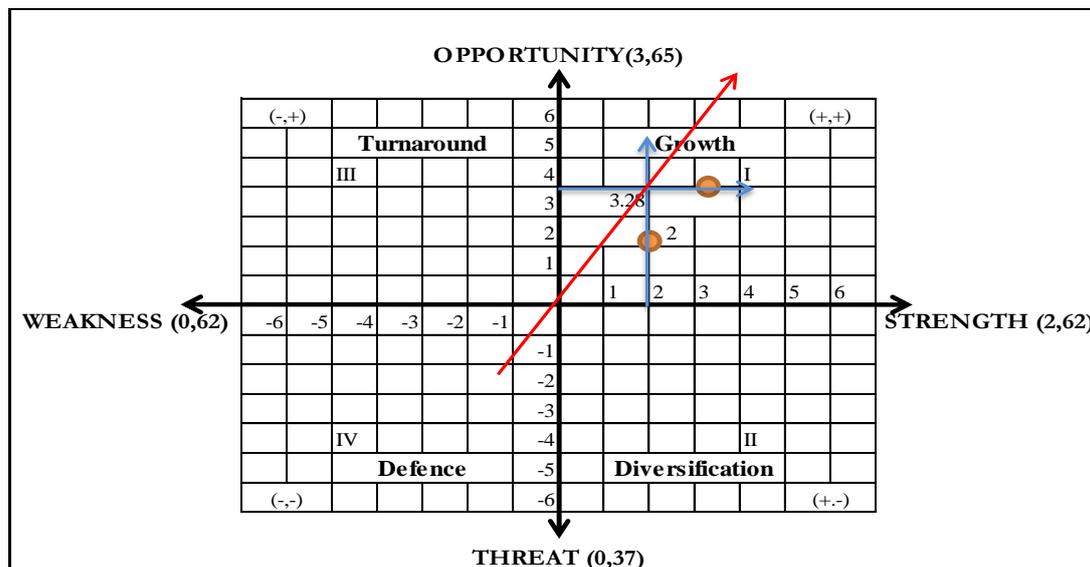


Figure 2 SWOT Cartesian Diagram

Source: IIFAS and EFAS Data Processing Results, 2020)

Based on the analysis results of vertical and horizontal axes Cartesian Diagram, founded the positions Tabuik Festival Pariaman is in quadrant I (positive, positive). It means the Tabuik Festival is a strong event, has good opportunities, and is on the right path to continue implementing development

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strategies (growth-oriented strategy), so it can be accepted in the Indonesian Tourism CoE to improve the regional economy. Rangkuti (2014) states that if the axis leads to quadrant 1 (Growth), the company or object being analyzed is profitable because it has opportunities and strengths. This condition strongly supports an aggressive growth strategy (growth-oriented strategy). A growth strategy is a company development design to achieve sustainable growth by expanding and diversifying products to expand market share.

Then obtained the appropriate model of management strategy and the proper implementation for Tabuik Festival, namely the application of the Progressive Strategy (growth and development), such as an intensive strategy by conducting market penetration, market development, and product development, or an integrative strategy with backward integration and forward integration. This strategy can reduce existing threats, thus enabling the Tabuik Festival to continue to expand, increase growth, and progress to the maximum to become one of the leading events in West Sumatra.

Selection of Tabuik Festival Strategy Development through the SWOT Matrix

From all the analysis in this study, various plans can be set for the development and alternative strategies that are useful in helping the Tabuik Festival compete and be accepted in the CoE 100 Wonderful Event Indonesia. The following are strategies that can do:

Table 13. SWOT Strategy Development Matrix

Internal Factors	<p>STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. Resources The role of government and event management is good (I1, I4) 2. Specifications The uniqueness and differentiation of artifacts used are good (I10, I11) 3. Cultural Tourism Objects Attractions of cultural arts, performing arts, the meaning of rituals, as well as performances of cultural and performing arts attractions that contain 	<p>WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. Resources Communication, promotion, festival schedule information, the process of obtaining funds, and festival socialization to tourists are still lacking (I2, I3, I5, I6, I7) 2. Specifications Tourists' understanding of the meaning of Tabuik artifacts and history is still lacking (I8, I9)
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<p>External Factors</p>	<p>elements of the Islamic religion are good (I12-I16)</p>	<p>3. Cultural Tourism Objects Tourists' understanding of the meaning of the Tabuik ritual is still lacking (I18)</p>
<p>OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Accessibility Transportation, access roads and bridges, and train station conditions are good (E1-E3) 2. Facilities/Infrastructure The ease of finding a place to eat and souvenirs are good (E7, E8) 3. Natural Tourism Objects There is a maritime tourist attraction (sea, beach) and a beautiful island in the venue Tabuik (E11-E14) 4. Featured Tourism Events Communities and the economy can increase tourist visits so that the effect on tourist traffic and earnings is positive, and then it could be the leading tourist event. (E15-E19) 	<p>STRATEGI SO Develop events and expand to increase growth by implementing a Progressive Strategy through government support. Expose the uniqueness of the Tabuik Festival through ongoing promotions and publications online and offline. Improve human resources, facilities, and infrastructure, improve accessibility, and natural tourist objects.</p>	<p>STRATEGI WO Take advantage of opportunities by overcoming various weaknesses that owned, improving coordination with related parties, conducting continuous socialization and publication of the meaning of Tabuik as a cultural tourism object, and elevating the advantages of DTW in Pariaman as an area for organizing the Tabuik Festival.</p>
<p>THREATS (I)</p> <ol style="list-style-type: none"> 1. Accessibility 	<p>STRATEGI ST Develop strategies through the power of the Tabuik</p>	<p>STRATEGI WT This strategy is done through defensive</p>

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<p>The condition of the parking area at the venue where the Tabuik Festival was held was inadequate (E4)</p> <p>2. Facilities/Infrastructure Lodging facilities around the venue of the Tabuik Festival are inadequate, and visitors are still having trouble finding lodging, and not many travel agents have Tabuik Festival tour packages (E5, E6, E9)</p> <p>3. Natural Tourism Objects The cleanliness of natural tourist objects in the venue of the Tabuik Festival has not been good (E10)</p>	<p>Festival by avoiding threats. It is done through professional collaboration between the Regional Government and the private sector to add accommodation and parking facilities. Encourage tourism object managers to pay attention to cleanliness and encourage travel agents to make Tabuik Festival tour packages and marketed globally.</p>	<p>activities to minimize weaknesses and avoid threats. Increasing government funds to add and fix tourist attractions, providing training to improve the quality human resources of tourism as the medium that conduct socialization to the public and business actors, and promote Pariaman tourism through the Tabuik Festival.</p>
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Source: SWOT IFAS EFAS of Tabuik Festival Data Processing Results, 2020

The results of an analysis of the SWOT matrix diagram get a few strategies that can be applied in the development of Tabuik, namely SO Strategy, ST Strategy, WO Strategy, and WT Strategy. Then it can be recommended to the relevant parties to increase the strength of Tabuik with Growth-Oriented Strategy, which in Rangkuti's (2014) is also known as Grow and Develop Strategy, with a progressive approach. To expand or enlarge tourism growth by lifting Tabuik in CoE leading tourism in West Sumatra to reach maximum tourist visits and improve the community's economy.

There are some strategic recommendations

Synergize the functions of the government, entrepreneurs, practitioners, academics, the tourism community, mass media, and regulations to manage and improve tourism resources. Local governments and the central government act as developers of accessibility, facilities, and infrastructure, facilitators who coordinate tourism actors and stakeholders, make legal regulations, assist promotions to international markets, and others. To do this requires professional personnel and a very high cost. Therefore, the government can cooperate with various parties such as investors, private companies, practitioners, academics, the tourism community, and other stakeholders.

Develop accessibility, facilities, and infrastructure, based on the study results, it is known that Pariaman City has much potential for marine tourism and cultural tourism, but this potential has not been managed optimally. Weaknesses and threats that need to be addressed include accessibility, facilities, and infrastructure, including increasing the number of hotels and inns, travel agents, souvenir shops, toilets, parking areas, and tourist information centers.

Developing the quality of human resources in the tourism sector Aggressive marketing strategy through promotion. One of the primary keys to sustainable tourism is the knowledge possessed by tourism actors. Improving the quality of human resources must be carried out within the Pariaman Tourism and Culture Office, the community, and tourism business actors by providing training, counseling, seminars, discussions, workshops, and mentoring. Improvements that can be made include services, foreign languages, the quality of art and culture at the Tabuik Festival, environmentally friendly tourism, knowledge of the importance of traditional arts and culture as national identity, environmental conservation, and sustainable development to achieve mutual prosperity.

Developing natural and cultural potential in organizing the Tabuik Festival, Pariaman has various music, dance, culinary, *Pencak silat*, and various other arts displayed at cultural arts performances in the Tabuik Festival. These attractions must be elaborated by giving a modern stage concept without leaving the sacredness and authenticity of its culture, for example, by using computer technology, lighting, sound effects, choreography, and others, to arouse the attention of young people participate in and promote the Festival. The government and organizers can cooperate with communities, universities, and students who have the ability in the required field. Then a Travel Agent is also needed to package the Tabuik Festival in attractive tour packages by integrating natural, cultural, festival, culinary, transportation, and accommodation attractions at attractive prices so that all tourism actors involved can promote each other. This method can also be one media to introduce West Sumatra to the national and international.

Develop investment, creating sustainable tourism requires a high cost, so the government needs investment assistance to accelerate tourism development. Therefore, the government should invite private investors to participate.

Develop a sustainable and consistent marketing strategy, the main problem in marketing the Tabuik Festival is the lack of promotion, socialization, and schedule information. The ever-changing event dates must be overcome by establishing a consistent schedule each year without shifting too far from the sacred date of Muharram. This event can be included in the local and national tourism calendar without shifting the date every year. This strategy will promote, socialize, information, and coordinate with stakeholders, tourism actors, and tourists easier. Promotional activities can be carried out by involving online mass media such as Youtube, Instagram, Twitter, Facebook, websites, and others, and

conventional media such as Booklets, Company Magazines, Flyers, News Papers, and others.

To maintain the order and safety of tourist objects, all tourism actors must be equipped with knowledge about the importance of sustainable tourism to improve the community's economy, so it is hoped that tourists will visit again in the future. Therefore, criminal acts must be avoided, and the standard of prices for tourist facilities and products must be disciplined.

E. Conclusion

Pariaman City has many tourist objects that can be developing into attractive tourist destinations. One of the cultural attractions in Pariaman is the Tabuik Festival. This festival can attract as a medium for tourist visits if managed and developed more professional manner. To be accepted in the Indonesian Tourism Activity Calendar, it is necessary to conduct the SWOT IE analysis to obtain a development strategy that follows these conditions.

The main obstacles to the Tabuik Festival include the weak budget allocated by the government for organizing the festival and the lack of understanding of tourists about the calculation of Hijri dates that are different from the Gregorian calendar so that every year there will be a shift in the ritual date. Also, the tourism infrastructure and facilities are not adequate, and they lack understanding of the community on the positive impact of tourism.

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