



# Strategy for Developing Rafting as A Special Interest Tourism at Belaban Resort

**Kiara Ayu Listiani<sup>1\*</sup>, Slamet Rifanjani<sup>1</sup>, Muflihati<sup>1</sup>, and Helmy Adhi Kusuma<sup>2</sup>**

<sup>1</sup>Forestry Faculty, Tanjungpura University, Jl. Prof. Dr. H. Hadari Nawawi, Pontianak 78124, Indonesia

<sup>2</sup>Bukit Baka Bukit Raya National Park, Jl. Dr. Wahidin Sudirohusodo, Sintang, 78613, Indonesia

**Abstract.** Bukit Baka Bukit Raya National Park in Indonesia has vast natural tourism potential, and one of its highlights is white water rafting at Belaban Resort. This study aimed to devise a strategy for developing rafting tourism at the Belaban Tana Kaya Resort. The research began in November 2021 and involved distributing questionnaires to respondents chosen through accidental sampling and conducting a Focus Group Discussion with the rafting tour manager at Resort Belaban. The data was analyzed using SWOT analysis, which helped identify the resort's strengths, weaknesses, opportunities, and threats. The results showed that the rafting tour at the Belaban Resort had a promising future, as it was in the first quadrant of the SWOT analysis, which supports aggressive growth policies while still adhering to the guidelines for sustainable tourism development based on national parks. The study's findings could guide the resort's management in devising a plan for developing rafting tourism sustainably, enhancing the resort's attractiveness to tourists, and boosting the local economy.

**Keyword:** Aggressive Growth, Rafting Tourism Strategy, Sustainable Tourism Development, SWOT Analysis, Tana Kaya National Park

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## 1 Introduction

Efficient management is crucial in addressing the challenges of implementing ecotourism initiatives to promote the potential of national parks. To achieve this, managers must adopt a practical management approach that meets the needs of society and development priorities, which includes controlling national park areas, preserving biodiversity, and establishing a balance between conservation and economic development. As a result, managers are under constant pressure to cater to the growing number of visitors and provide essential facilities to meet their

\*Corresponding author at: Forestry Faculty, Tanjungpura University, Jl. Prof. Dr. H. Hadari Nawawi, Pontianak 78124, Indonesia

E-mail address: ayulistiani17@gmail.com

diverse needs. However, the surge in tourism within national parks has raised concerns about preserving natural habitats and ecosystems [1].

Bukit Baka Bukit Raya National Park (Tana Kaya) is one of the National Parks in West Kalimantan. Tana Kaya is managed with a zoning system that is utilized for tourist purposes. Belaban Resort is one of the resorts under SPTN Region I, Nanga Pinoh Tana Kaya, which is part of a mountainous tropical rainforest area that has flora and fauna biodiversity and potential for environmental services. The natural tourism potential of this resort includes waterfalls, cultural sites, a diversity of flora and fauna, and whitewater rafting.

Whitewater rafting is the activity of rafting part of a rafting or cascade river channel using rubber boats, kayaks, canoes, and paddles [2]. The purpose of rafting can be seen in sports, recreation, and expeditions. Thus, rafting can be defined as the sport of river rafting using inflatable boats, kayaks, canoes, and rowing for recreational or expedition purposes [3].

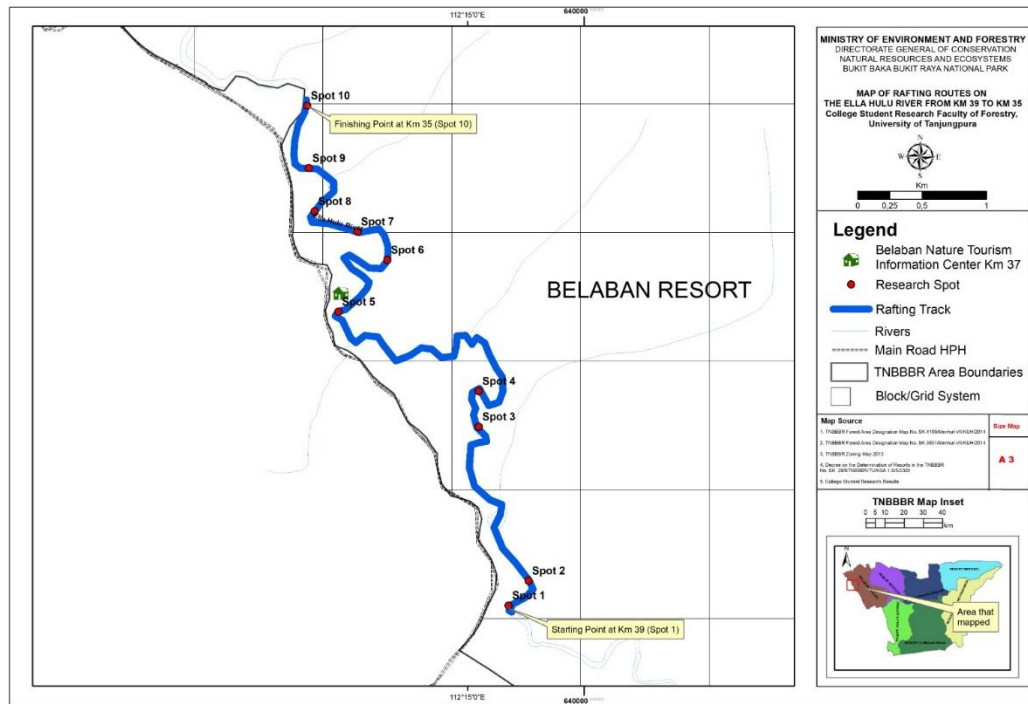
Rafting Resort Belaban is precisely located on the Ella River, with a 7.78 km-long rafting path. Apart from river rafting, visitors can do other things along the whitewater rafting trail to enjoy the beauty of its natural scenery. The beauty of the scenery is one of the selling points of whitewater rafting tours and the main reason why visitors choose to do rafting tours at the Belaban Resort. The beauty of the scenery is one of the main selling points given by the manager of the rafting tour at the Belaban Resort and is one of the reasons visitors go rafting at the Belaban Resort. Along with the growing existence of rafting tours at Belaban Resort, the number of visitors also increases, especially on weekends.

The utilization of space and natural resources that is not carried out based on the carrying capacity and capacity of the environment will have a negative impact on the environment, especially on the area [4]. In an effort to prevent environmental damage, it is necessary to develop appropriate tourism area management. The commodification of nature and the economic importance of natural experiences have increased over the last few decades, as has the importance of nature tourism [5]. This was due to the local and global environmental consequences of a growth-oriented tourism industry, and it became clear that a shift toward a sustainable mode of ecotourism was needed [6].

## **2 Research Method**

### **2.1 Time and Location**

The research was carried out for about four months, from November 2021 to February 2022. The research was conducted at the White Water Rafting Tour in Belaban Resort Region I, Bukit Baka Bukit Raya National Park.



**Figure 1** Map of the area for the Rafting Route of the Resort Belaban Tana Kaya

## 2.2 Tools and Material

The material used in the study is a questionnaire distributed to respondents, including managers and tourists. The object studied in this study is the KM 39-35 Rafting Tour located on the Ella River in the Belaban Resort Area, SPTN Region I, Nanga Pinoh Tana Kaya.

## 2.3 Data Collection

Conducted FGD to determine IFAS and EFAS on whitewater rafting tours. IFAS and EFAS were determined through the collection of questionnaires that were distributed to 32 respondents using the incidental method, which were then discussed again in the forum until, finally, a voting system was carried out to determine the order of the IFAS and EFAS. The audience members who participated in the FGD activities were employees from Tana Kaya who contributed to the development of whitewater rafting at the Belaban Resort. The next step of the FGD is to use a SWOT analysis to design a rafting tourism development strategy in the Belaban Tana Kaya Resort Nature Tourism Area.

## 2.4 Data Analysis

SWOT analysis was based on four main factors: strengths, opportunities, weaknesses, and threats [7]. The analysis was carried out based on internal and external factors related to rafting tours in Tana Kaya. After that, an FGD was carried out with the manager in a group to weigh the identification results of each existing strength, weakness, opportunity, and threat. The results were entered into a matrix tabulation of internal and external factors using Microsoft Excel software.

Furthermore, the results of the IFAS and EFAS studies are entered into a SWOT matrix for strategic analysis.

The figures obtained from the calculations of IFAS and EFAS are then entered into the Grand Strategy Matrix to determine the position of the development of the rafting tourist area of Resort Belaban. The strategy generated from the program then becomes a recommendation for the development of rafting tourism in Balai Tana Kaya as the manager of the ecotourism area.

### **3 Result and Discussion**

#### **3.1 Analysis of Internal and External Factors**

SWOT analysis is a tool to identify systematized factors and formulate strategies. This approach is based on a logic that maximizes strengths and opportunities while finding weaknesses and threats [8]. The first step of the SWOT analysis is to identify the internal and external factors of the Belaban Resort whitewater rafting activity.

##### *A. Internal Factor*

The beauty of tourist sites. The waters of the Ella River, which is the rafting route, have good water quality. This is known through direct observation. With a high level of water brightness, visitors can see the situation in the water.

Various types of tourist activities. Through direct observation, it is known that there are 32 (thirty-two) rafting tourism potentials with 1 (one) interpretation, 1 (one) landmark, 2 (two) wildlife observation points, 2 (two) places for body rafting, 6 (six) bays, and 20 (twenty) cascades that can be found along the rafting trail.

Preparedness of the budget and the planning of the management. Tana Kaya, as the manager, has a budget that is specifically intended for the development of rafting tourism at the Belaban Resort. Readiness of HR managers. Effective HR management must be considered for the development of a tourist destination because it can support the business strategy that will be implemented. If the management practice supports it, it will contribute to creating a competitive advantage.

Area carrying capacity. Based on the analysis of the carrying capacity of the area (CCA), the rafting tour at the Belaban Resort has a value of 156 people per day, so the number of visitor arrivals on this tour has not been exceeded because, according to data from the Tana Kaya Conservation Area Entry Permit (SIMAKSI) for white water rafting tourism, The Belaban Resort, when the tour started, had been developed in 2018. Until now, the number of visitors who come is still below the carrying capacity of the Belaban Resort rafting tourist area.

Inadequate infrastructure. Facilities and infrastructure support tourism activities so that visitors can expect a satisfying and memorable experience. According to the standards of the whitewater rafting business, the condition of the facilities and infrastructure at the Belaban Resort rafting tour

at this time indicates that several things are not yet available. Both facilities at the starting point in the form of changing rooms and public toilets are not yet available, and there are no security posts and evacuation routes as well as special communication equipment for coordination and emergencies on the rafting route. A medical room equipped with oxygen, a bed, and First Aid Equipment, which mitigates accidents or disasters during rafting activities, is also not available on the rafting tour at Belaban Resort.

Facilities are still minimal. Tourist activities carried out by visitors need supporting facilities so that rafting activities can run well, safely, and comfortably. According to the FGD conducted, it can be seen that the condition of the facilities, both in terms of quantity and quality, on the rafting tour at the Belaban Resort is still not optimal.

Accessibility is quite tricky. The rafting tour at Belaban Resort has access, which is quite difficult because it is located within the PT. SBK has a distance of 445.2 km from the provincial capital, or a travel time of  $\pm 9$  hours by land. The distance is 77.5 km, with a travel time of  $\pm 2$  hours and 30 minutes if the journey starts from Nanga Pinoh to the Tana Kaya area. Entering the company area, use a dirt road with road conditions according to the weather and policies of the company. This affects the attractiveness of visitors choosing the Belaban Resort rafting tour as a tourist activity destination.

Insurance is not yet available. Accidents that can occur at tourist attractions can result in material and immaterial losses to both the manager and visitors. Risk management is one way to minimize losses that can occur at tourist attractions. Using the services of a third party, such as an insurance company that functions to accept the risk of tourist visitors for things that are not desirable to happen, is one of the efforts to manage the possible risk of accidents while traveling [9].

Uncertainty in weather or natural conditions. Readiness for rafting activities depends on weather conditions and the natural conditions of the Ella River and its surroundings. The amount of water discharge that is too large will endanger rafting, and if the water discharge is too tiny, it will hinder rafting activities. Weather conditions that can change suddenly can disrupt and even endanger rafting activities [10].

#### *B. External Factor*

It can be a source of income for the local community. The development of rafting tourism at the Belaban Resort can be a new source of livelihood for the community around the area. The increase in visitors to the tour automatically opens up new business opportunities for the community, either directly or indirectly.

The market share is still vast. Business competition in the tourism sector, predominantly whitewater rafting in West Kalimantan, is still meager. The loosening of competition in the tourism industry can attract more visitors.

Opportunities for collaboration with relevant stakeholders Tourism development needs to be held in collaboration with relevant stakeholders because it cannot only rely on the manager as an internal aspect. Collaboration with various stakeholders as an external side is needed by analyzing what opportunities can be potential supporters in the development of the tourism sector, especially in whitewater tourism destinations.

Capacity building in communities around Tana Kaya. Community capacity development is essentially an effort to improve the community's capacity [11]. The development of rafting tourism at the Belaban Resort will go hand in hand with the increasing capacity of the community around the tourist area. This is because the management will try to establish cooperation with the community around the area, either through outreach activities, providing rafting equipment assistance, or training certified rafting guides that the community can follow. Thus, the capacity of the community around the rafting area of the Belaban Resort will increase, especially in the field of rafting.

Changes in the quality of the Tana Kaya area. National parks are natural conservation areas that have native ecosystems and are managed with a zoning system that is used for research, scientific, and educational purposes to support cultivation, tourism, and recreation [12]. However, the increasing number of visitors to the Tana Kaya area, especially the rafting tourist area of Resort Belaban, which is not in accordance with the carrying capacity of the area, will reduce the quality of the tourist area.

Cause disturbance to the activities of PT. SBK. It is feared that the arrival of visitors will interfere with the activities of the company, or the presence of a transport vehicle with large dimensions can endanger visitors if you drive carelessly.

There was a pandemic. A pandemic is a threat that can come at any time without predicting the cause. One of the ongoing pandemics is the COVID-19 pandemic. COVID-19, commonly known as the Corona Virus, can spread quickly and be deadly in some cases. The virus can spread through direct or indirect physical contact [13]. There are several government efforts to break the chain of the spread of the virus, one of which is closing tourist destinations or opening them on a limited basis. This will hinder the development of various tours, including the rafting tour at the Belaban Resort.

Changes in behavior and influence on the socio-cultural community [14]. The community, in general, accepts and does not feel disturbed by rafting tourism activities that are located close to their settlements. After conducting a literature study, it was found that some residents thought that even if it were only temporary, the influx of visitors would slightly affect the behavior of the community [15].

### 3.2 Internal Factor Analysis Strategy

#### A. Strength Analysis

**Table 1** Rafting Tourism Strength Analysis

Category	Internal Factor Stratgies	Weigth	Rating	Score
1.	The beauty of tourist sites	0.10	2	0.20
2.	Various types of tourist activities	0.24	3	0.72
3.	Preparedness of the budget and planning of the management	0.23	3	0.69
4.	Readiness of HR managers	0.20	3	0.60
5.	Carrying capacity of area	0.23	3	0.65
Total		1.00		2.90

Based on Table 1, the highest strength category is the variety of types of tourism activities, with a score of 0.72. This shows that the main factor in the development of rafting tourism at Belaban Resort is having various types of tourism activities. The total score in the strength analysis is 2.90.

#### B. Weakness Analysis

**Table 2** Rafting Tourism Weakness Analysis

Category	Internal Factor Stratgies	Weigth	Rating	Score
1.	Inadequate infrastructure	0.14	2	0.28
2.	Facilities are still minimal	0.18	2	0.36
3.	Accessibility is quite tricky	0.23	2	0.46
4.	Insurance is not yet available	0.19	2	0.38
5.	Uncertainty in weather or natural conditions	0.26	4	1.04
Total		1.00		2.68

Based on Table 2, the highest category of weakness is uncertain weather or natural conditions, with a value of 1.04. This shows that the main weakness factor in the development of rafting tourism at Belaban Resort is the uncertainty of natural conditions or weather in the rafting area. The total score in the strength analysis was 2.68.

### 3.3 External Factor Analysis Strategy

#### A. Opportunity Analysis

**Table 3** Rafting Tourism Opportunity Analysis

Category	External Factor Stratgies	Weigth	Rating	Score
1.	Can be a source of income for the local community	0.20	2	0.40
2.	The market share is still vast	0.30	3	0.90
3.	Opportunities for collaboration with relevant stakeholders	0.27	2	0.54
4.	Capacity building of communities around Tana Kaya	0.23	2	0.46
Total		1.00		2.30

The market share, which is still vast, is the most significant opportunity for the rafting tour at Resort Belaban, with a value of 0.90. The small number of competitors compared to the high interest and enthusiasm of the community towards whitewater rafting tourism can be a good opportunity for rafting tourism at Belaban Resort.

#### B. Threats Analysis

**Table 4** Rafting Tourism Threats Analysis

Category	External Factor Stratgies	Weigth	Rating	Score
1.	Changes in the quality of the Tana Kaya area	0.16	1	0.16
2.	Cause disturbance to the activities of PT.SBK	0.33	2	0.66
3.	Pandemic	0.29	2	0.58
4.	Changes in behavior and influence on the socio-cultural community	0.23	1	0.23
Total		1.00		1.63

There is no other access to the area other than using the transportation route. PT. SBK is the biggest threat to the rafting tour at the Belaban Resort, with a value of 0.66. This can disrupt the company's activities and endanger the safety of visitors if they are not careful.



**Figure 2** SWOT Quadrant for Rafting Tourism

Based on the analysis results, the X value is 0.67, and the Y value is 0.38. Thus, it can be determined that the particular interest in tourism rafting at Resort Belaban is in the first quadrant of the SWOT analysis, namely the strategy to support an aggressive growth policy (growth-oriented strategy), as shown in Figure 2.



### 3.4 Analysis of Development Strategies with SWOT

Based on Table 5, there are 13 explanations regarding the strategic plan for developing rafting tourism at the Belaban Resort, which was prepared to consider the guidelines for developing sustainable tourism based on national parks [16].

**Table 5** SWOT matrix analysis of the rafting tour at Belaban Resort

	<i>Strengths (S)</i>	<i>Weakness (W)</i>
	1. The beauty of tourist sites. 2. Various types of tourist activities. 3. Preparedness of the budget and planning of the management. 4. Readiness of HR managers. 5. Area carrying capacity	1. Inadequate infrastructure. 2. Facilities are still minimal. 3. Accessibility is quite tricky. 4. Insurance is not yet available. 5. Uncertainty in weather or natural conditions.
<i>Internal / External</i>		
<i>Opportunities (O)</i>	<i>S – O Strategy</i>	<i>W – O Strategy</i>
1. It can be a source of income for the local community. 2. The market share is still vast. 3. Opportunities for collaboration with relevant stakeholders. 4. Capacity building of communities around Tana Kaya.	1. Optimizing the utilization of natural resource potential as a tourist attraction by providing facilities and services to support rafting tourism while still considering the limits of the carrying capacity of the tourist area (S1, S2, S5; O1). 2. Increase tourism promotion through social media networks and conventional mass media to accommodate the more comprehensive market opportunities for white water rafting by developing a marketing team of Tana Kaya employees and professionals (S3, S4; O2, O3). 3. Optimizing the allocation of budgetary resources and investment in tourism diversification (S2, S3; O2, O4). 4. Increasing the technical capacity and capacity of the community as a tourism service provider through training, standardization, and certification (S3; O3, O4).	1. Cooperating with local MSMEs as local champions providing rafting tourism supporting industries in business facilities, services, and the merchandise industry (W1, W2; O1, O2). 2. Strengthening cooperation with PT. Sari Bumi Kusuma is a strategic partner for rafting tourism development in providing transportation access to the area (W3; O3) 3. Providing safety insurance following risk coverage, providing shelter and evacuation routes, and implementing strict and clear standard SOPs in white water rafting activities (W4, W5; O2, O3)

<i>Threats (T)</i>	<i>S – T Strategy</i>	<i>W – T Strategy</i>
1. Changes in the quality of the Tana Kaya area.	1. Develop integrated ecotourism activities with white water rafting (S1, S5; T1).	1. Organizing annual events on specific dates and months that are adjusted to the ideal rafting conditions and adjusting the production activities schedule at PT.SBK (W3, W5; T2).
2. Cause disturbance to the activities of PT.SBK	2. Creating tourism activities that are adaptive to the issue of health threats and pandemics through the provision of supporting facilities for health protocols and the availability of medical personnel (S3, S4; T3).	2. Optimizing the use of available tourist facilities and developing rafting activities using equipment that is in accordance with the habits of the local community (tubing & body rafting) (W3, W5; T2).
3. Pandemic	3. Mainstreaming local wisdom values in rafting tourism development through the infiltration of cultural values and traditional wisdom as well as conservation values in rafting tourism development through rafting attraction scenario development (S5; T4)	
4. Changes in behavior and influence on the socio-cultural community.	4. Build a fair incentive scheme for PT Sari Bumi Kusuma to use access roads to the area (S5; T2).	

#### 4 Conclusions

The strategy for developing rafting tourism at the Belaban Resort is in Quadrant I (one) with an aggressive strategy, and there are thirteen development plans taking into account the guidelines for developing sustainable tourism based on national parks, which are generated through the SWOT matrix for rafting tours at the Belaban Resort.

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