


**CHARTING A STRATEGIC MODEL FOR POST-COVID-19 TOURISM DESTINATION DEVELOPMENT: INSIGHTS FROM RIAU ISLANDS' TOP FOREIGN-TOURIST CITIES, INDONESIA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b>  <b>Received:</b> December, 02<sup>nd</sup> 2023  <b>Accepted:</b> March, 04<sup>th</sup> 2024</p>	<p><b>Purpose:</b> The purpose of the research is to evaluate the impact of the COVID-19 pandemic on the tourism industry in the Riau Islands Province, Indonesia, and to reformulate a strategic model for developing tourist destinations, focusing on Batam City and Bintan Island.</p>
<p><b>Keywords:</b>            IFAS EFAS;            Loyalty;            Mixed Methods-Concurrent Triangulation;            Policy Implementation;            Tourist Attraction.</p>	<p><b>Theoretical framework:</b> This study examines the impact of the COVID-19 pandemic on the Riau Islands, Indonesia, focusing on revitalizing the tourism sector. It aims to formulate a strategic model for tourism development by considering market analysis, infrastructure, and government policies to attract more foreign tourists and boost post-pandemic economic recovery.</p> <p><b>Design/methodology/approach:</b> This study utilized a Mixed-Methods approach, Concurrent Triangulation Design, and the IFAS EFAS analysis. Data collection methods included questionnaires, interviews, focus group discussions, and observations. Quantitative data analysis involved percentage techniques, while qualitative data analysis followed Miles and Huberman's approach.</p>
	<p><b>Findings:</b> This study identified Asian tourists as the most promising market for tourism in the Riau Islands Province, then highlighted the need for infrastructure improvement, enhancements in government policies to support tourism development, and the formulation of an aggressive growth-focused strategic model.</p> <p><b>Research, Practical &amp; Social implications:</b> The research compared Batam City and Bintan Island to develop post-COVID-19 tourism strategies, offering practical insights for policymakers to guide sustainable tourism development, benefiting local communities economically and socially by identifying key market opportunities and strategic directions.</p> <p><b>Originality/value:</b> The study enhances existing literature by exploring challenges and opportunities in the tourism industry post-COVID-19 and offers a unique methodological approach, combining quantitative and qualitative methods to analyze the situation comprehensively.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2024.v9i3.4423">https://doi.org/10.26668/businessreview/2024.v9i3.4423</a></p>

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## TRAÇANDO UM MODELO ESTRATÉGICO PARA O DESENVOLVIMENTO DE DESTINOS TURÍSTICOS PÓS-COVID-19: PERCEPÇÕES DAS PRINCIPAIS CIDADES TURÍSTICAS ESTRANGEIRAS DAS ILHAS RIAU, INDONÉSIA

### RESUMO

**Objetivo:** O objetivo da pesquisa é avaliar o impacto da pandemia de COVID-19 no setor de turismo na província das Ilhas Riau, Indonésia, e reformular um modelo estratégico para o desenvolvimento de destinos turísticos, com foco na cidade de Batam e na Ilha de Bintan.

**Estrutura teórica:** Este estudo examina o impacto da pandemia de COVID-19 nas Ilhas Riau, Indonésia, com foco na revitalização do setor de turismo. O objetivo é formular um modelo estratégico para o desenvolvimento do turismo, considerando a análise de mercado, a infraestrutura e as políticas governamentais para atrair mais turistas estrangeiros e impulsionar a recuperação econômica pós-pandemia.

**Projeto/metodologia/abordagem:** Este estudo utilizou uma abordagem de métodos mistos, um projeto de triangulação simultânea e a análise IFAS EFAS. Os métodos de coleta de dados incluíram questionários, entrevistas, discussões em grupos de foco e observações. A análise de dados quantitativos envolveu técnicas de porcentagem, enquanto a análise de dados qualitativos seguiu a abordagem de Miles e Huberman.

**Resultados:** Este estudo identificou os turistas asiáticos como o mercado mais promissor para o turismo na província das Ilhas Riau e, em seguida, destacou a necessidade de melhorias na infraestrutura, aprimoramentos nas políticas governamentais para apoiar o desenvolvimento do turismo e a formulação de um modelo estratégico agressivo com foco no crescimento.

**Implicações sociais, práticas e de pesquisa:** A pesquisa comparou a cidade de Batam e a ilha de Bintan para desenvolver estratégias de turismo pós-COVID-19, oferecendo percepções práticas para que os formuladores de políticas orientem o desenvolvimento do turismo sustentável, beneficiando as comunidades locais econômica e socialmente por meio da identificação das principais oportunidades de mercado e direções estratégicas.

**Originalidade/valor:** O estudo aprimora a literatura existente ao explorar os desafios e as oportunidades no setor de turismo pós-COVID-19 e oferece uma abordagem metodológica exclusiva, combinando métodos quantitativos e qualitativos para analisar a situação de forma abrangente.

**Palavras-chave:** IFAS EFAS, Lealdade, Métodos Mistos - Triangulação Simultânea, Implementação de Políticas, Atração Turística.

## TRAZANDO UN MODELO ESTRATÉGICO PARA EL DESARROLLO DE DESTINOS TURÍSTICOS TRAS LA CRISIS DE 1948: LAS PRINCIPALES CIUDADES TURÍSTICAS EXTRANJERAS DE LAS ISLAS RIAU, INDONESIA

### RESUMEN

**Propósito:** El propósito de la investigación es evaluar el impacto de la pandemia de COVID-19 en la industria turística de la provincia de las islas Riau, Indonesia, y reformular un modelo estratégico para el desarrollo de destinos turísticos, centrándose en la ciudad de Batam y la isla de Bintan.

**Marco Teórico:** Este estudio examina el impacto de la pandemia de COVID-19 en las islas Riau, Indonesia, centrándose en la revitalización del sector turístico. Su objetivo es formular un modelo estratégico para el desarrollo del turismo teniendo en cuenta el análisis del mercado, las infraestructuras y las políticas gubernamentales para atraer más turistas extranjeros e impulsar la recuperación económica tras la pandemia.

**Diseño/ Metodología/ Enfoque:** Este estudio utilizó un enfoque de métodos mixtos, un diseño de triangulación concurrente y el análisis IFAS EFAS. Los métodos de recopilación de datos incluyeron cuestionarios, entrevistas, debates en grupos de discusión y observaciones. Para el análisis cuantitativo de los datos se utilizaron técnicas porcentuales, mientras que para el cualitativo se siguió el enfoque de Miles y Huberman.

**Resultados:** Este estudio identificó a los turistas asiáticos como el mercado más prometedor para el turismo en la provincia de las islas Riau y, a continuación, puso de relieve la necesidad de mejorar las infraestructuras, mejorar las políticas gubernamentales de apoyo al desarrollo turístico y formular un modelo estratégico agresivo centrado en el crecimiento.

**Investigación, Implicaciones Prácticas y Sociales:** La investigación comparó la ciudad de Batam y la isla de Bintan para desarrollar estrategias turísticas post-COVID-19, ofreciendo ideas prácticas para que los responsables políticos guíen el desarrollo sostenible del turismo, beneficiando económica y socialmente a las comunidades locales mediante la identificación de oportunidades clave de mercado y direcciones estratégicas.

**Originalidad/valor:** El estudio enriquece la literatura existente al explorar los retos y oportunidades de la industria turística tras la COVID-19 y ofrece un enfoque metodológico único, combinando métodos cuantitativos y cualitativos para analizar la situación de forma exhaustiva.

**Palabras clave:** IFAS EFAS, Fidelización, Métodos Mixtos-Triangulación Concurrente, Aplicación de Políticas, Atracción Turística.

## 1 INTRODUCTION

The Covid-19 pandemic has significantly impacted economies worldwide, including Indonesia. The Riau Islands, designated for national economic growth, witnessed fluctuations in economic growth. Before the COVID-19 pandemic, peaking at 8.2% in 2012 but declined to 2.00% in 2017. This downturn weakened purchasing power and led to the closure of many industries, particularly impacting Batam City, a key economic hub. Growth showed a slight improvement in 2018 at 4.56%, but signs of slowdown persisted in the first semester of 2019. The economic slowdown was attributed to the weakening performance of the processing industry sector, a significant employment provider.

Based on these conditions, the Riau Islands Provincial Government is urged to strategize for new economic sources amidst current challenges, with the tourism sector holding significant promise. Geographically supported by proximity to Singapore and Malaysia, the region presents substantial potential for tourism development. Effective management of this sector is forecasted to reverse the current trend of economic slowdown.

However, the COVID-19 pandemic in 2020 led to strict regulations restricting outdoor activities, resulting in a significant decline in tourist visits to the Riau Islands. Riau Islands Province's statistics indicate a sharp decrease in foreign tourist visits, plummeting from 2,864,795 people in 2019 to 411,248 people in 2020. Although there was a slight increase to 3,103 people in 2021 and 758,154 people in 2022, the figures remain considerably lower compared to pre-pandemic levels (*BPS, 2023*).

According to the Passenger Exit Survey (PES) in 2018, foreign tourists to the Riau Islands were primarily concentrated in Batam, followed by Bintan Regency and Tanjungpinang City. The survey also revealed that 37% of respondents visited the Riau Islands only once in three years, indicating a lower interest in returning in the short term (*BPS, 2023*). Additionally, the PES 2019 highlighted complaints from foreign tourists about various aspects of Riau Islands tourism, such as lack of attractions, dirty tourist sites, inadequate transportation, opaque pricing, and insufficient navigation aids. Business actors echoed these concerns, citing the need for more tourist activity and extended tourist stays. Riau Islands faces stiff competition from destinations like Singapore and Johor Bahru, which continually enhance their attractions to attract foreign

tourists. To address this competition, urgent measures are required to improve the tourism sector, positioning it as the primary gateway for foreign tourists to Indonesia. This includes evaluating destination attributes and devising strategies to achieve superior tourism goals.

The research was conducted in Batam and Bintan, which have the highest number of foreign tourists visiting the Riau Islands, Indonesia. Based on the problems found, research was carried out to examine 1) Tourist attractions that are still operating in Batam and Bintan post-pandemic; 2) Primary elements encompassing the strengths, weaknesses, opportunities, and threats (SWOT) of tourist attractions; 3) Tourism development policy in Batam and Bintan; 5) Specific recommendations and strategic model for the development of tourist destinations in Riau Islands.

## **2 LITERATURE REVIEW**

### **2.1 TOURIST ATTRACTION**

Tourist attractions are essential products to encourage tourism growth and draw tourists to visit, covering various elements such as natural features, landscapes, beaches and climate. Damanik and Weber (2006) as cited in Untari et al. (2023) assert that the appeal of these attractions is strongly linked to uniqueness, authenticity, originality, and diversity. These attractions are considered products that draw tourists to visit destinations. Middleton's model outlines three primary elements shaping tourism products: attractions and destinations, facilities in destination areas, and accessibility (Setyasih & Helmy, 2021; Rianty & Asty, 2021). Furthermore, Cooper stated that essential elements in tourist destinations include attractions, accessibility, amenities and additional services (Liew et al., 2021). In addition to potential tourist attractions, Maryani, as referenced in Rianty and Asty (2021), identifies five conditions that enhance tourist attractions, covering unique sights (What to see), recreational facilities (What to do), diverse shopping opportunities (What to buy), accessibility and transportation options (How to arrive), and suitable accommodation (How to stay). This study employs three relevant components: What to see, What to do, and What to buy.

## 2.2 LOYALTY

The various elements in tourism aim to achieve tourist satisfaction and foster loyalty for repeat visits. Satisfaction, defined as the degree of contentment or disappointment arising from comparing the performance or outcomes of a product or service with one's expectations, is intricately linked to customer satisfaction (Kotler & Keller, 2021). The focus on meeting or exceeding expectations is crucial, as satisfaction is a vital determinant of an individual's commitment to remain loyal to a specific destination. Customer loyalty, characterized by unwavering dedication to repeatedly making future purchases or consistently supporting a product or service, results from continuous satisfaction with performance (Kotler & Keller, 2018). This research adopts dimensions such as satisfaction (conformity to expectations), return intention (repeat purchases/frequency of visits), saying positively, recommending to others, and spending more (length of visit) to measure customer loyalty (Huang, 2017; Almokdad et al., 2022; Bui & Kiatkawsin, 2020).

## 2.3 POLICY IMPLEMENTATION

Policy implementation is executing government policies by officials responding to identified issues, aiming to address, reduce, and prevent negative occurrences (Tahir, 2020). These policies, often articulated in coercive laws and regulations, carry binding authority and are intended for universal societal compliance (Ramdhani & Ramdhani, cited in Qodriyatun, 2019). This phase involves enforcing decisions made during policy creation, encompassing legislative laws, executive regulations, court decisions, or regulatory standards, which impact various facets of daily life (Tahir, 2020). Grindle's policy implementation theory in 1980 characterizes this as an administrative process involving goal establishment, activity program organization, and fund allocation to achieve specific targets (Tahir, 2020). Adopting Edward III's Model, this research examines policy implementation by identifying prerequisites for successful public policy and investigating key obstacles that may hinder its success. Edward III identifies four crucial factors—resources, communication, implementers' mindset/attitude, and bureaucratic structure (Ermanovida et al., 2020; Said et al., 2020; Kania et al., 2019; Mubarak et al., 2020).

### 3 METHODOLOGY

This study utilizes a mixed methods approach with a concurrent triangulation model, combining quantitative and qualitative methods equally (50% each) to address similar problem formulations. The approach allows for comparisons between the two data sets, facilitating the drawing of conclusions on the data's mutual reinforcement, weakening, or contradiction (Creswell, 2013; Creswell & Clark, 2018; Sugiyono, 2020). This method enables researchers to gather both data types in a single data collection stage, enhancing the completeness and accuracy of the obtained data. The choice to blend qualitative and quantitative methods is contingent on the research object, aiming to complement or deepen the study by obtaining relevant data, particularly when exploring aspects of tourism that require varied approaches, such as geographical, economic, and sociological perspectives (Rianty & Asty, 2021; Rianty *et al.*, 2022).

This research also uses the SWOT Internal and External Factors Analysis Summary (IFAS EFAS) approach to develop a post-Covid-19 tourism development strategy for the Riau Islands, utilizing the General Electric model (Rangkuti, 2014; Rianty *et al.*, 2022). The research focused on tourist attractions in Batam and Bintan and included foreign tourists visiting for tourism purposes and related stakeholders. The quantitative data analysis involved 378 tourists, while qualitative data included 15 informants, consisting of MSMEs, entrepreneurs, local governments, and tourism organizations. Data collection methods included purposive sampling, triangulation techniques, and analysis using the Miles and Huberman model (reduction, display, and conclusion) for qualitative data, as well as the percentage of respondents' achievement level (*TCR*) and numerical analysis (weight, rating, score) for quantitative data.

### 4 RESULT AND DISCUSSION

#### 4.1 RESPONDENT CHARACTERISTICS

The demographic characteristics of Batam and Bintan respondents aged 17 to 79 years show differences. In Batam, the largest tourist population is dominated by those aged 20-29 years, totaling 95 respondents, followed by those aged 30-39 years, totaling 71 people. On the other hand, in Bintan, the largest number of respondents were 50-59 years old, totaling 21 people, followed by 16 people aged 40-49 years. These findings suggest that Batam

primarily attracts Gen Z and Millennial tourists, characterized by their active lifestyles. Meanwhile, Bintan is preferred by tourists in the Millennial to Gen X category, who are economically in a more established demographic group (BPS, 2023). In terms of nationality, both locations saw a dominance of Singaporean tourists, with Batam also drawing from China, South Korea, Malaysia, India, and emerging markets like the Philippines, Japan, England, Australia, and the United States. The occupational demographics revealed a similarity, with housewives, students, professionals, and business managers/executives comprising the majority in both Batam and Bintan.

Vacation was the primary motive for foreign tourists in Batam and Bintan, followed by shopping, education/training, business, MICE, sports/cultural missions, health and beauty, and visiting friends or family. Batam experienced more pronounced repeat visits, with respondents mentioning visiting three, seven, or six times, indicating a trend of structured and purposeful repeated visits. Conversely, Bintan tourists were more inclined to explore new tourist destinations. The length of stay (LOS) mirrored each other in both cities, with 2-4 days being the most common duration. Tourists in Batam, primarily repeat visitors from Singapore and Korea or those traveling via China-Singapore-Batam packages, shared similarities with Bintan tourists who utilized travel packages from their respective countries to Singapore and subsequently to Bintan.

#### 4.2 MIXED METHODS ANALYSIS OF BATAM TOURISM ATTRACTIONS

The results of data processing using mixed methods with the concurrent triangulation model can be presented in a matrix or table so that researchers can easily carry out analysis (Creswell & Clark, 2018; Sugiyono, 2020; Rianty *et al.*, 2022); therefore, researchers display Batam tourism data in Table 1 below.

**Table 1**

*Tourist Attractions Variable*

Indicators	Quantitative		Qualitative	
	Yes	No	69%	31%
Looking for tourist attraction information	69%	31%	Websites, travel agents, friends, and social media	Transit and business
<b>Indicators</b>		<b>Quan. (TCR)</b>	<b>Qual.</b>	<b>MIX Quan : Qual</b>
The beauty of tourist attractions		86,6%	Beautiful, but natural and cultural tourism needs improved management.	Contradicting
Interest in attractions		83%	Tourists have yet to discover unique and exciting attractions.	Contradicting
Location of tourist attractions		49,6%	Tourist attractions are distant from the city.	Reinforcing
Completeness of main facilities	Lodging	88,5%	The main tourist facilities are excellent, but public transportation could be better.	Reinforcing
	Public transport	49,4%		
	Online Transportation	49,7%		
	Places to eat	89,9%		
	Highway	71%		
	Shopping	88,8%		
Condition of tourist facilities	Management	60,1%	Not optimal yet	Reinforcing
	Neatness	80,6%		
	Cleanliness	67,2%		
Completeness of support facilities	Public toilet	50%	Supporting facilities already exist but still need to be completed.	Reinforcing
	Worship place	74,2%		
	Parking lot	55,7%		
	Bank/ATM/Money changer	78,2%		
	Hospital/drug store	40,4%		
	Tour Guide	70,9%		
<b>Something to do</b>				
Cultural Tourism		20%	Limited options.	Reinforcing
Culinary Tourism		60%	Delicious food with numerous options.	Reinforcing
Man-Made Tourism		35%	Limited tourist rides	Reinforcing
Marine Tourism		45%	Limited options.	Reinforcing
Nature tourism		40%	Limited options.	Reinforcing
<b>Something to buy</b>				
Food and beverage facilities	Variety of choices	90,4%	Food and beverage facilities are well-equipped	Reinforcing
	Clean	83,4%		
	Nice	88,1%		
	Price	90,8%		
Shopping Center	Variety of choices	70%	The products sold are of good quality, with numerous choices.	Reinforcing
	Quality	65%		
	Price	85%		
Souvenir	Variety of choices	41,7%	It is difficult to find quality and unique souvenirs.	Reinforcing
	Quality	49,3%		
	Price	81,6%		
	Regional characteristics	39,8%		

Source: Prepared by Authors, 2024

Based on quantitative and qualitative data in Table 1, the analysis reveals that a majority of tourists sought information about Batam before their visit. Specifically, 69% of respondents



who visited the city did so due to their interest in the information they had acquired. In contrast, the remaining 31% visited for business and transit purposes, lacking extensive prior knowledge about Batam.

Based on Tabel 1, quantitative data indicates that 86.6% of foreign tourists appreciate Batam's beautiful beaches, seas, and small islands. At the same time, qualitative analysis suggests that only a few attractions are well-managed, and none are considered unique or exceptionally beautiful in terms of regular cultural offerings. In contrast, 83% of respondents favor shopping and culinary tourism, but qualitative findings suggest a lack of uniqueness in natural and cultural attractions. Foreign tourists also assign a score of 49.6% to access these locations, emphasizing the challenge posed by the absence of public transportation in Batam. The conflicting data sets underscore the inconsistency in tourists' preferences and the challenges faced by the region in attracting and retaining visitors.

Quantitative data analysis indicates that Batam's accommodations, dining venues, shopping locations, and roads are generally in good condition. However, public transportation and online transportation services need improvement. Qualitative findings reveal a wide selection of hotels, quality shopping and dining options, and well-maintained city centre roads. Nonetheless, roads to specific destinations require enhancement, and limited public transportation leads to higher transportation costs. While tourist attractions are well-organized, cleanliness and management improvements are necessary. Supporting facilities exist but still need to be optimal, reflecting a disparity between integrated tourist attractions and overall tourism infrastructure, which requires enhancement.

Based on the Something to do dimension, quantitative data indicates that only the indicators for culinary and shopping tourism received satisfactory scores from respondents. In contrast, cultural, man-made tourism, marine, and nature tourism indicators received inadequate scores. This observation is corroborated by qualitative data, which identifies the same issue.

Based on Something to buy dimension, both quantitative and qualitative data support the conclusion that Batam offers a diverse selection of delicious and hygienic food and beverage options at reasonable prices. Additionally, the data indicates that Batam boasts an extensive array of shopping venues with relatively good-quality products available at very affordable prices. However, quantitative findings suggest that souvenirs in Batam lack variety and deficient quality and may not adequately reflect regional characteristics. Qualitative data further substantiates this observation.

**Table 2**

*Tourist Satisfaction And Loyalty Variable*

<b>Indicators</b>	<b>Quan. TCR</b>	<b>Qual.</b>	<b>MIX Quan : Qual</b>
Conformity with tourist expectations	53,5%	Not meeting expectations yet	Reinforcing
Repeat purchases	66,2%	Not interested to return	Contradicting
Convenience of tourist attractions	77,1%	Quite comfortable	Reinforcing
Destinations image	86,6%	Shopping Tourism	Reinforcing
Willingness to recommend	87,2%	Yes	Reinforcing
Positive comments	56%	There are not many favorable aspects to remark.	Reinforcing

Source: Prepared by Authors, 2024

Based on Table 2, both quantitative and qualitative data indicate that foreign tourists perceive tourism in Batam as falling short of their expectations, particularly in cultural, natural, and marine attractions. While quantitative data shows an intention to revisit Batam for business, shopping, and culinary tourism, qualitative findings reveal that tourists are reluctant to return due to limited choices of attractions and activities.

**Table 3**

*Implementation and Development Policy Variable*

<b>Indicators</b>	<b>Quan. TCR</b>	<b>Qual.</b>	<b>MIX Quan : Qual</b>
Communication/socialization	39,3%	It is still inadequate.	Reinforcing
Human Resources	55%	Not competent yet	Reinforcing
Bureaucratic structure	47%	That is good enough	Contradicting
Implementers attitude	60%	Excellent	Contradicting

Source: Prepared by Authors, 2024

Table 3 highlights a notable lack of awareness among tourism stakeholders regarding specific government tourism programs and policies, indicating shortcomings in government communication and socialization efforts. Moreover, there is a need for ongoing support to enhance the professional competencies of individuals within the Department of Culture and Tourism. Although the business licensing regulations are considered satisfactory, challenges persist due to overlapping regulations from different agencies. While the relationship between the regional government and business actors is generally positive, improvements in communication and coordination across sectors within regional agencies are warranted.

#### 4.3 MIXED METHODS ANALYSIS OF BINTAN TOURISM ATTRACTIONS

The results of data processing mixed methods with the concurrent triangulation model display Bintan tourism data in Table 4 below.

**Table 4**

*Tourist Destinations and Attractions Variable*

Indicators	Quantitative		Something to see	Qualitative
	Yes	No	Tourist Behavior	
Looking for tourist attraction information	58,6%	41,4%	58,5%	41,4%
			Websites, travel agents, friends, and social media	Foreign tourists frequently purchase travel packages from Singapore, Malaysia, and other countries.
Indicators	Quan. TCR		Qual.	MIX Quan : Qual
The beauty of tourist attractions	88,8%		Tourist attractions in the Lagoi area are fantastic, but those outside Lagoi are not as impressive.	Reinforcing
Interest in attractions	88,4%		Tourists highly appreciate the attractions in Lagoi.	Reinforcing
Location of tourist attractions	29,3%		The tourist location is quite distant.	Reinforcing
Completeness of main facilities	Lodging	91%	Lagoi has well-developed tourist facilities, while other areas still have gaps in their infrastructure.	Reinforcing
	Public transport	25%		
	Online Transportation	0%		
	Places to eat	85,4%		
	Highway	61,3%		
Condition of tourist facilities	Shopping	40,3%	Lagoi has well-developed tourist facilities, while other areas still have gaps in their infrastructure.	Reinforcing
	Management	84%		
	Neatness	86,3%		
Completeness of support facilities	Cleanliness	86,6%	Lagoi has well-developed tourist facilities, while other areas still have gaps in their infrastructure.	Reinforcing
	Public toilet	83,5%		
	Worship place	75,3%		
	Parking lot	74,7%		
	Bank/ATM/Money changer	71%		
	Hospital/drug store	35%		
	Tour Guide	84,5%		
Something to do				
Cultural Tourism	35%		Tourist attractions are excellent, but cultural tourism needs to be further developed.	Reinforcing
Culinary Tourism	76%			
Man-Made Tourism	75,4%			
Marine Tourism	83%			
Nature tourism	77,4%			
Something to buy				
Food and beverage facilities	Variety of choices	82%	Lagoi's tourist area boasts sufficient food and beverage options, but outside Lagoi, the offerings are notably insufficient.	Reinforcing
	Clean	83,5%		
	Nice	87%		
	Price	87%		
Shopping center	Variety of choices	30%	Shopping facilities in Lagoi and outside Lagoi are inadequate.	Reinforcing
	Quality	35%		
	Price	60%		
Souvenir	Variety of choices	38,1%		Reinforcing

Quality	39%	Souvenir facilities in the Lagoi tourist area and outside Lagoi are inadequate.
Price	56,1%	
Regional characteristics	39%	

Source: Prepared by Authors, 2024

Based on quantitative and qualitative data, it was observed that the majority of tourists sought information about Bintan before their visit. Consequently, 58.5% of respondents who visited this city did so due to their interest in various information sources such as websites, travel agents, friends, and social media. In contrast, 41.4% visited through travel packages arranged in their home country.

Both quantitative and qualitative data converge on the attractiveness of tourist attractions in the Lagoi area, with 88.8% of foreign tourists expressing satisfaction. However, attractions outside the Bintan Resort area were perceived as less appealing. Similarly, interest in attractions within the Bintan Resort area, such as Lagoi Bay and Treasure Bay, was high among tourists (88.4%), attributed to the natural beauty and diverse tourist options. Conversely, the indicator for the location of tourist attractions received a low score (29.3%) in quantitative data, supported by qualitative insights highlighting challenges accessing tourist locations due to their distance from public ports and limited air and sea transportation capacity, exacerbated by the absence of public or online transportation options.

Comprehensive accommodation and dining options in Bintan are indicated when assessing the primary facilities indicator. However, primary roads scored low, while public transportation, online transportation, and shopping places received dismal ratings. Similarly, the completeness of support facilities indicator showed favorable scores for public toilets and tour guides but poor scores for hospitals/drug stores. Qualitative data underscored the completeness of infrastructure and tourist facilities in the Lagoi area, emphasizing the need for further development outside Lagoi. Regarding the condition of tourist facilities, positive scores were observed for the management, cleanliness, and maintenance of attractions in Lagoi, contrasting with the less satisfactory state outside the area.

In the 'something to do' dimension, marine tourism in Bintan received positive assessments from respondents. Nature tourism, 'man-made' attractions, and culinary tourism garnered relatively high ratings, while cultural tourism received lower scores. Qualitative data corroborates these findings, revealing a lack of knowledge among respondents about the authentic culture of the people in Bintan. Regarding the Food and Beverage Facilities indicator, quantitative data recorded a high value, confirming the excellence and appropriateness of choices, cleanliness, taste, and prices. However, the Shopping Tourism and Souvenir indicator

received a poor rating. Qualitative data supported this observation, indicating that while dining establishments visited were well-regulated by travel agencies, ensuring the provision of suitable facilities, tourists expressed negative opinions about the cleanliness of eateries outside the Lagoi area. Foreign tourists also highlighted the significant challenge of finding shopping places and souvenir outlets at tourist locations in Bintan, noting that the available products and souvenirs needed improvement in terms of quality.

**Table 5**

*Tourist Satisfaction And Loyalty Variable*

Indicators	Quan TCR	Qual.	MIX Quan : Qual
Conformity with tourist expectations	88%	Lagoi's tourist attractions meet expectations, but those outside Lagoi generally fall short	Reinforcing
Repeat purchases	90%	Yes	Reinforcing
Convenience of tourist attractions	78%	Lagoi's tourist area is highly comfortable, while the general tourist area outside Lagoi lacks comfort	Reinforcing
Destinations image	87%	The Lagoi tourist area has a positive image, but the general tourist area outside Lagoi does not	Reinforcing
Willingness to recommend	91%	Respondents are willing to recommend the Lagoi tourist area but hesitant to recommend other general tourist areas outside of Lagoi.	Reinforcing
Positive comments	87%	Respondents spoke positively about the Lagoi tourist area rather than general tourist areas outside Lagoi.	Reinforcing

Source: Prepared by Authors, 2024

The Tourist Satisfaction and Loyalty Variable yielded favorable quantitative results across all indicators. Expressly, 88% of respondents indicated that the attractions in the Lagoi tourist area met their expectations, with 90% expressing their intention to return for future holidays. Additionally, 78% of foreign tourists found the Lagoi area quite comfortable, and 87% had a positive image of the area. Moreover, 91% of foreign tourists were willing to recommend the spot to others, and 87% provided positive comments. These findings are supported by qualitative insights, emphasizing the alignment with expectations of natural, marine, and artificial tourism destinations in Bintan, particularly in the Lagoi area. However, foreign tourists expressed a desire for more cultural tourism events. They attributed their willingness to return to Bintan to commendable tourism facilities, relatively low prices, and proximity to Batam, Singapore, and Malaysia.

Nonetheless, transportation challenges create dependency on travel agents, leading to hesitation in planning extended vacations. The prevailing tourist image of Bintan portrays it as a premium destination with exceptional natural and marine beauty, suitable for individuals

seeking privacy. However, limited transportation hinders the exploration of all existing destinations. Despite this, tourists are inclined to recommend Bintan as a well-maintained holiday destination that is not overly crowded, boasts beautiful nature, and is pollution-free.

**Table 6**

*Implementation and Development Policy Variable*

Indicators	Quan. TCR	Qual.	MIX Quan : Qual
Communication/socialization	69%	Good Enough	Contradicting
Human Resources	57%	Not competent yet	Reinforcing
Bureaucratic structure	50%	Good Enough	Contradicting
Implementers attitude	70%	Excellent	Contradicting

Source: Prepared by Authors, 2024

Batam and Bintan show comparable patterns in the Implementation and Development Policy Variable. Quantitative data indicates that 69% of tourism stakeholders perceive government communication and outreach as ineffective, contrasting with qualitative findings suggesting effectiveness. This discrepancy underscores uneven communication and socialization. Regarding Human Resources, respondents gave a 57% score, indicating deficiencies, supported by qualitative insights highlighting inadequate tourism competency among business actors and Bintan Disputpar employees, necessitating ongoing training. Bureaucratic structure and implementers' attitude indicators present contradictions, with uneven implementation among tourism business actors according to both data sets. While business licensing regulations are generally effective, numerous overlapping regulations persist. The relationship between regional government and business actors is positive, yet communication and coordination among regional agencies remain suboptimal.

#### 4.4 INTERNAL EXTERNAL SWOT ANALYSIS (IFAS & EFAS) OF BATAM TOURISM

The following process will be to carry out a SWOT Internal and External Factors Analysis Summary (IFAS & EFAS) analysis to confirm the previous analysis and scientifically determine tourism strategy and position. This stage determines the total weighted value of each indicator to obtain the weighted value, which can presented in the following Table.

**Table 7**

*IFAS and EFAS Results for Batam Tourism*

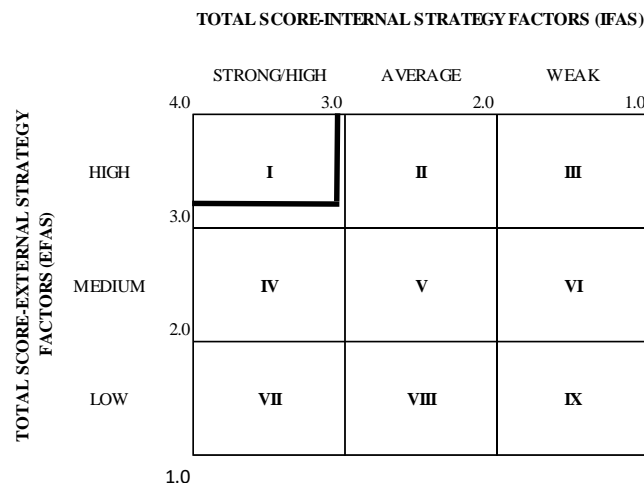
SWOT IE	Ratings	Weight	Score
Internal Factors Analysis Summary	91,32	1	3,02
Eksternal Factors Analysis Summary	48,89	1	3,21

Source: Prepared by Authors, 2024

Upon evaluating both the internal and external environments, the subsequent phase involves translating the scores into the IE matrix. With a total weighted score of 3.02 for IFAS and 3.21 for EFAS, the placement of tourism in the IFAS and EFAS strategy matrix is depicted in the accompanying figure.

**Figure 1**

*IE Strategy Matrix of Batam Tourism Position*



Source: Prepared by Authors, 2024

Figure 1 shows the strategic position of Batam tourism in cell I, namely, grow and develop or grow and build. Therefore, potential strategies that Batam Tourism can actively pursue in the future include market penetration, market development, and product development, as well as backward integration, forward integration, and horizontal integration.

Next, to sharpen the analysis, the Space Matrix and Grand Strategy Matrix determine the most appropriate strategy (aggressive, conservative, defensive, competitive) by exploiting a solid position or overcoming existing obstacles. To determine the vertical and horizontal axes in creating the Space and Grand Strategy Matrix, the total from each table is calculated. The weakness score value reduces the strength score value, and the opportunity value is minus the threat value and entered in the following table.

**Table 8**

*SWOT Score Matrix for Batam's Tourism on Vertical and Horizontal Axes*

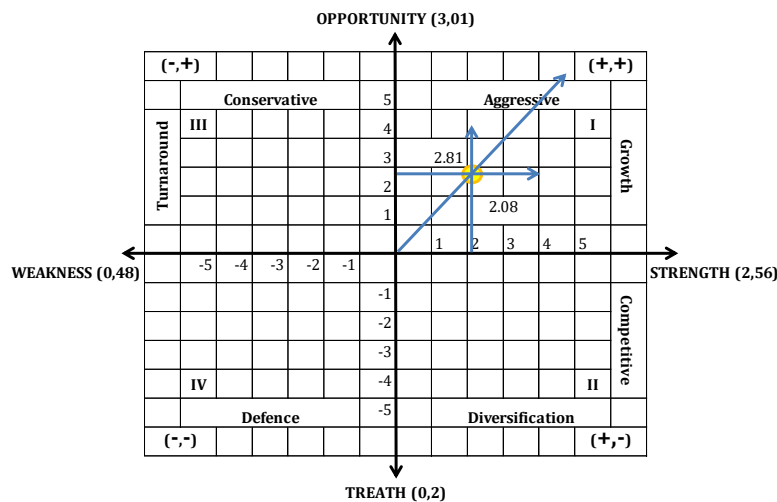
IFAS EFAS	Ratings	Weight	Score	Horizontal (S-W)	Vertical (O-T)
Strength	69,58	0,78	2,56		
Weakness	23,29	0,25	0,48	2,08	
Opportunity	43,46	0,89	3,01		
Threat	5,44	0,12	0,2		2,81

Source: Prepared by Authors, 2024

Based on the results of identifying these factors, Batam's tourism strategy's strategic position and determination can be illustrated through the Space Matrix and Grand Strategy Matrix, both presented in the following Cartesian diagram.

**Figure 2**

*SWOT Cartesian Diagram of Batam Tourism Development*



Source: Prepared by Authors, 2024

Based on the matrix above, it is evident that Batam's tourism is situated in quadrant I, signifying an aggressive and growth-oriented position. This alignment corroborates with the analysis from the IE Matrix. Strategies aligned with aggression and growth, such as backward, forward, and horizontal integration, along with market penetration, market development, product development, and diversification, can be effectively implemented (Rianty et al., 2022).

#### 4.4.1 SWOT Matrix

Following the establishment of the matrix, the subsequent stage involves formulating a strategy to explore alternative development approaches for Batam's tourism. It is achieved



through the analysis of the SWOT Matrix; four primary strategies, namely SO, WO, ST, and WT, will be developed as diverse alternatives for tourism development in Batam, as presented in the following matrix.

**Figure 3**

*SWOT Matrix for Batam Tourism Strategy Development*

<b>INTERNAL</b>	<b>STRENGTHS (S)</b> Attractions, amenities, and affordability attract repeat tourists, boosting its positive reputation.	<b>WEAKNESSES (W)</b> Tourism infrastructure lacks accessibility, public facilities, and safety measures, leading to a gap between visitor expectations and the actual experience.
<b>EXTERNAL</b>		
<b>OPPORTUNITIES (O)</b> Batam's attractions draw tourists, with opportunities for growth through better shopping and tourism projects.	<b>SO STRATEGY</b> Enhance current attractions, develop tourist destinations, maintain tourism image, expand market share, boost promotions, and establish retail or souvenir stores.	<b>WO STRATEGY</b> Improve accessibility to attractions, upgrade infrastructure, ensure security and maintenance, diversify souvenir options, and enhance tourism workforce.
<b>TREATHS (T)</b> Government underutilization of attractions, insufficient policy awareness, and inadequate infrastructure hinder tourism development.	<b>ST STRATEGY</b> Strengthen the branding image, enhance socialization efforts, expand networks and foster collaboration, enhance marketing strategy.	<b>WT STRATEGY</b> Strengthen coordination, collaborate across sectors, raise attraction standards to global levels, and enforce tourism laws.

Source: Prepared by Authors, 2024

Based on the SWOT matrix, strategies to boost Batam's tourism involve collaborative development of Community-Based Tourism (CBT), market expansion, and digital promotion (SO). Improving accessibility, health facilities, and diversifying souvenirs are key (WO). Strengthening branding, sustaining program socialization, and expanding networks are priorities (ST). Enhanced coordination among agencies, improving attractions, and refining legal regulations are vital (WT).

#### 4.5 INTERNAL AND EXTERNAL FACTORS ANALYSIS SUMMARY OF BINTAN TOURISM

This stage determines the total weighted value (score) of each indicator to obtain the weighted value, which can be presented in the following matrix table.

**Table 9**

*IFAS and EFAS Results for Bintan Tourism*

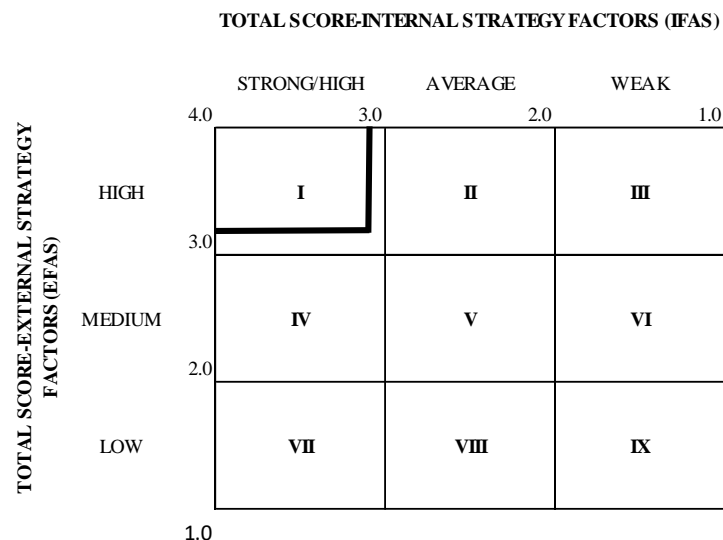
SWOT IE	Ratings	Weight	Score
Internal Factors Analysis Summary	90,3	1	3,15
Eksternal Factors Analysis Summary	49,8	1	3,18

Source: Prepared by Authors, 2024

After analyzing the internal and external environment, the next step is to transfer the score into the IE matrix. The total weighted score for IFAS is 3.15, while the EFAS score is 3.18, so the tourism position in the IE matrix is present in the following figure.

**Figure 4**

*IE Strategy Matrix of Bintan Tourism Position*



Source: Prepared by Authors, 2024

Figure 4 shows the strategic position of Bintan tourism in cell I, namely, grow and develop or grow and build. For this reason, alternative strategies that can be implemented intensively by Bintan Tourism in the future are market penetration, market development, and product development or integration strategies, namely backward integration, forward integration, and horizontal integration.

Next, to sharpen the analysis, the Space Matrix and Grand Strategy Matrix determine the most appropriate strategy (aggressive, conservative, defensive, competitive) by exploiting a solid position or overcoming existing obstacles. Calculate totals from each table for vertical and horizontal axes in the Space and Grand Strategy Matrix. Subtract weakness from strength and opportunity from threat for each entry in Table 10.

**Table 10**

*SWOT Score Matrix for Batam's Tourism on Vertical and Horizontal Axes*

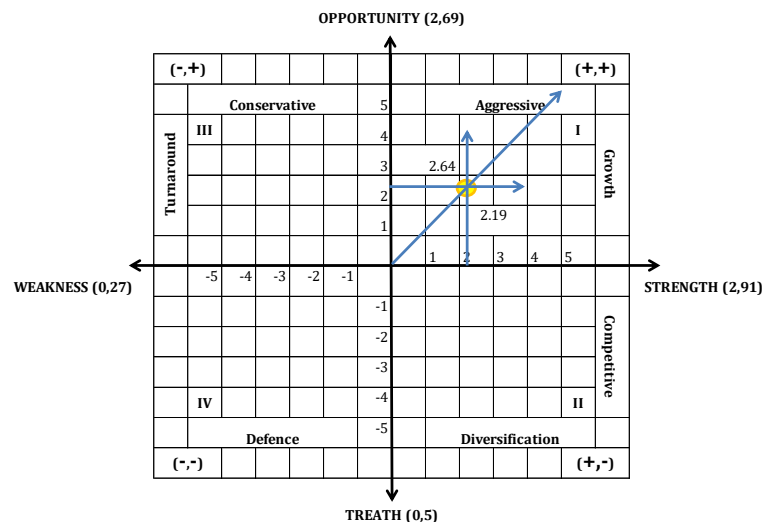
IFAS EFAS	Ratings	Weight	Score	Horizontal (S-W)	Vertical (O-T)
Strength	77,41	0,87	2,91		
Weakness	12,88	0,15	0,27	2,64	
Opportunity	40	0,8	2,69		
Threat	9,8	0,19	0,5		2,19

Source: Prepared by Authors, 2024

Based on the results of identifying these factors, the strategic position and formulation of Bintan's tourism strategy can be illustrated in the Space Matrix and Grand Strategy Matrix, presented in the subsequent Cartesian diagram.

**Figure 5**

*SWOT Cartesian Diagram of Bintan Tourism Development*



Source: Prepared by Authors, 2024

Based on the matrix above, it is evident that Bintan's tourism position aligns with Batam, both falling within quadrant I, denoting an aggressive and growth-oriented strategy. This correlation substantiates the findings of the IE Matrix analysis. The recommended aggressive and growth strategies encompass backward and forward integration, horizontal integration, market penetration, market development, product development, and diversification.

#### 4.5.1 SWOT Matrix

Based on the IE analysis, the Bintan tourism SWOT matrix can be identified as follows.

**Figure 6**

*SWOT Matrix for Bintan Tourism Strategy Development*

<b>INTERNAL</b>	<b>STRENGTHS (S)</b> Lagoi excels with attractive attractions, complete infrastructure, and satisfying dining options, earning high visitor satisfaction and recommendations.	<b>WEAKNESSES (W)</b> Improving accessibility and transportation, roads, essential facilities, and authentic souvenirs are crucial to enhancing the tourism experience.
<b>EXTERNAL</b>		
<b>OPPORTUNITIES (O)</b> Top tourist attractions with ample infrastructure are well-received by locals and foreigners. Authorities develop attractions positively viewed by tourists, with potential for further growth.	<b>SO STRATEGY</b> Enhance attraction appeal, develop destinations and villages, preserve Bintan's image, expand market share, and intensify promotions.	<b>WO STRATEGY</b> Enhance attraction accessibility, improve health infrastructure, establish diverse souvenir shops, conduct regular supervision, and bolster tourism workforce.
<b>TREATHS (T)</b> Lagoi's tourism faces threats from policy unawareness, lack of government support, and obstacles to new attraction development. Addressing these is vital for sustainable growth.	<b>ST STRATEGY</b> Enhance tourism program awareness, expand networks, maximize marketing strategies, and emphasize branding.	<b>WT STRATEGY</b> Improve coordination, collaborate across sectors, upgrade attraction quality to international standards, and strengthen tourism regulations.

Source: Prepared by Authors, 2024

Recommendations based on the Bintan tourism SWOT matrix aim to improve tourist attractions and the region's image. The SO strategy includes addressing unmet desires for Culinary and Cultural Tourism, empowering local communities, and expanding into new markets. The WO strategy involves improving transportation and health facilities, and enhancing coaching for tourism and MSMEs. The ST strategy focuses on socializing tourism programs, expanding international networks, and boosting brand image through promotion. The WT strategy entails better coordination among agencies, partnering with stakeholders, and simplifying regulations for government-business alignment.

## **5 CONCLUSION AND RECOMMENDATIONS**

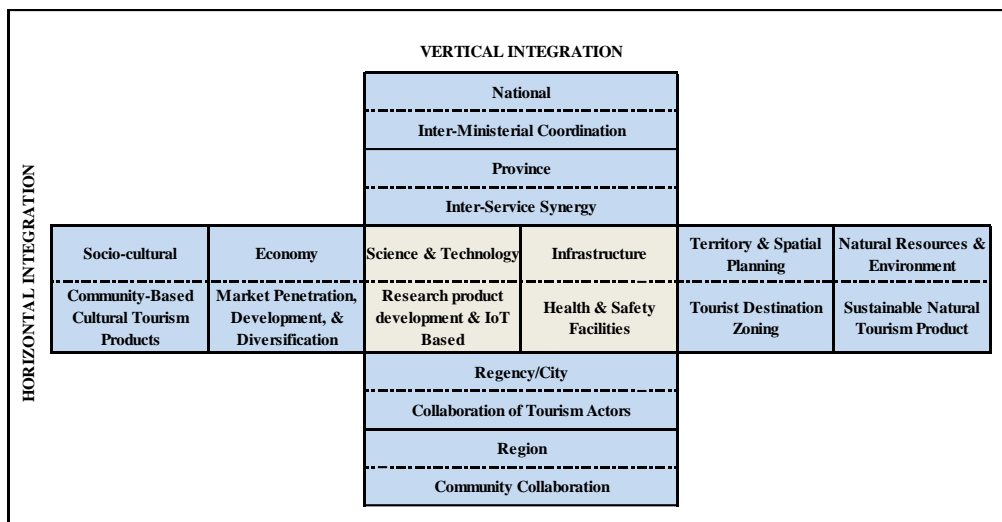
Post-COVID-19 tourism in the Riau Islands is still facing challenges, including unprepared facilities, limited accessibility, poor product quality, and low tourist loyalty. The government, with limited resources, needs to collaborate to accelerate tourism development. The Pentahelix model, involving academics, business people, communities, government, and media, can create development strategies to improve tourism responsibly and sustainably. The CBT is essential to involve the community and manage local resources optimally.

In the IE Strategy Matrix, Space Matrix, and Grand Strategy, Riau Island can employ various strategies for growth and development. Alternative strategies that can be applied intensively to develop tourism are backward and forward integration (vertical), horizontal integration, market penetration, market development, product development, and diversification. Tourism in Riau Island currently holds a strategic position with the current market focus on the Asian market, particularly Singapore, China, South Korea, Malaysia, India, Philippines, and Japan, with efforts to maximize the length of stay. Foreign tourists visiting Batam are mainly interested in shopping, while those visiting Bintan aim to vacation. In fostering growth, a diversification strategy is needed to add tourism products and develop new national and international markets, reducing the risks associated with narrow market lines.

Data analysis shows that Riau Island has adequate resources and a favorable geographical location, making integration strategies effective. Additionally, they have significant advantages in human and natural resources, and collaboration can be pursued to take advantage of external opportunities. The following images illustrate the vertical and horizontal integration aspects of these strategic models.

**Figure 7**

*Tourism Development Model for Riau Islands Province*



Source: Prepared by Authors, 2024

The strategic model encompasses various components crucial for tourism development. Horizontal integration focuses on the development of community-based cultural tourism products, while research on product development and IoT-based initiatives aims to enhance the tourist experience. Investments in health and safety facilities are vital for

ensuring visitor well-being, and proper zoning of tourist destinations is necessary for sustainable natural tourism product growth. The vertical strategic model involves inter-ministerial coordination at the national level to align policies across government agencies. At the province level, inter-service synergy fosters collaboration among provincial departments. Collaboration of tourism actors at the regency/city level involves local governments, businesses, and community stakeholders. Lastly, community collaboration at the regional level ensures the active engagement of local communities in tourism development, fostering their involvement and benefiting from industry growth.

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