



Developing Kenjeran as a Tourism Destination Based on Fisher Community Approach

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ABSTRACT

Kenjeran has strengths in the fisheries sector which has great potential to be developed as tourism with unique culinary delights, considering the abundant diversity of processed seafood. This research aims to explore opportunities for developing Kenjeran using Community-Based Tourism (CBT) theory and the 4A components, namely Attraction, Accessibility, Amenity, Ancillary. The method used in this research is a qualitative method with thematic analysis and SWOT analysis. The results of this research indicate that Kenjeran has implemented community-based tourism. However, it remains at the fifth level, namely approval, as the extent of citizen participation in decision-making is still not entirely clear. Meanwhile, the results of the SWOT analysis show that the location of the quadrant point is in a very profitable aggressive strategy (growth-oriented strategy) position. This strategy can focus on increasing local community participation, particularly through education in tourism management and governance, ensuring the fishermen's active involvement in decision-making processes. The active fishing community is positioned as a central element in managing tourism activities, such as culinary tourism and maritime festivals. In addition, external threats like competition from other destinations and environmental concerns are addressed by adopting sustainable tourism practices, including eco-tourism and infrastructure development aligned with environmental conservation principles.

Keywords: Kenjeran; Culinary Tourism; Community Participation.

1. Introduction

The tourism industry is one of the factors that supports economic growth in Indonesia. In 2023, optimism in the tourism sector will increase. Domestic tourism continues to increase, with the number of domestic tourist trips reaching 825.80 million trips throughout 2023, an increase of 12.37 percent compared to 2022 (Badan Pusat Statistik Indonesia, 2024). The data shows that the

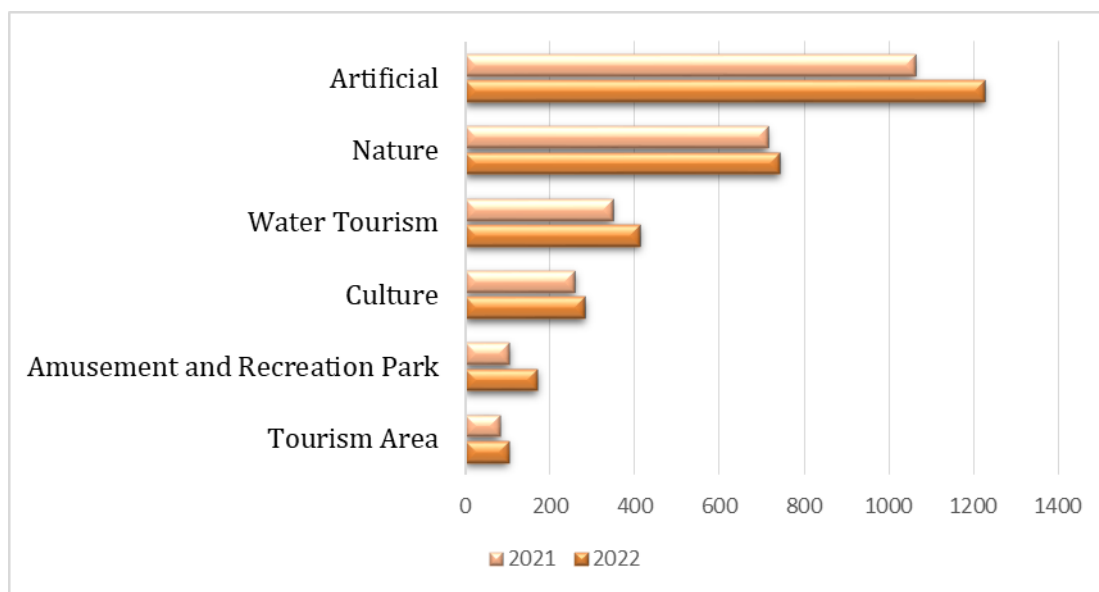
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number of tourist attraction objects (ODTW) is correlated with the number of trips made by domestic tourists. The more ODTW in a province, the higher the percentage of trips involving marine tourism, adventure tourism, cultural tourism, ecotourism, historical tourism, and related activities (Badan Pusat Statistik Indonesia, 2023). The commercial ODTW business itself is divided into six categories, namely Natural Tourism Attractions, Cultural Tourism, Artificial Tourism, Amusement and Recreation Parks, Tourism Areas, and Tirta Tourism.

Graph 1. Commercial ODTW Businesses by Business Type in Indonesia, 2021–2022



Source: Enterprise Survey/Tourism Attraction Business 2023, BPS

The existence of commercial tourist attraction business (ODTW) in 2022 will always exist in every province in Indonesia, one of which is East Java with Surabaya as the capital. Surabaya is geographically located on the edge of the Madura Strait with several interesting tourist attractions, such as Watu-watu Beach which is decorated with large black rocks on the edge, Suroboyo Park, Suroboyo Bridge, and various culinary centers. Kenjeran as a coastal area in Surabaya has a long history as a fishing village with residential characteristics around the coast, such as the fishing villages of Kejawan Lor, Tambak Deres, and Sukolilo (Khomenie & Umilia, 2013). The lives of fishers in Kenjeran are deeply steeped in maritime traditions and culture which are reflected in various daily activities and the typical marine culinary products they produce. According to data from the Surabaya City Food Security and Agriculture Service, there are 1,896 active fishers who are members of 61 Joint Business Groups (KUB). Kenjeran fishers not only catch fish, but also process the catch into various culinary products which have become an integral part of the life of the local community in Kenjeran (Dinas Ketahanan Pangan dan Pertanian Kota Surabaya, 2022).

Kenjeran's potential in the culinary sector is enormous considering the diversity of seafood and rich culinary traditions. The Kenjeran area itself offers culinary tourism with various types of processed seafood. Meanwhile, there are also cracker souvenir centers located around the beach, precisely on Jalan Sukolilo Sukorejo, Jalan Pantai Lama, and surrounding areas (Ernawati, 2024). However, even though it has great potential, the Kenjeran area has not been fully optimized as a major tourist destination. The fisheries data from The Departement of Agriculture in Surabaya in 2012 revealed that the welfare of fisher and access to human resource in coastal areas were low. This is reflected in the low income of fishers in the eastern coast of Surabaya, with 29,30% of them earning below the city's minimum wage (UMK) (Gai, 2020). Based on previous research by Sujinah et al. (2020) regarding the description of the Kenjeran fishing village in Surabaya, another issue is the limited access to job opportunities for the fishing community,

further exacerbated by the absence of community-based tourism (CBT) initiatives that could empower them to actively participate in the coastal tourism sector (Sujinah et al., 2019). Thus, the lack of effective promotion and branding, along with limited job opportunities and the absence of CBT initiatives, are significant challenge that need to be addressed.

In this context, the Community-Based Tourism (CBT) theory and the 4A components become very relevant. In tourism planning, Haywood (1988: 106) defines community-based tourism as a process that involves all stakeholders including local government, local residents, business people and planners, so that there is division in decision making (Haywood, 1988 in Okazaki, 2008). Community-Based Tourism theory states that tourism that empowers local communities can improve community welfare and preserve local culture. One of the appropriate sustainability steps to take in developing the Kenjeran area is through identifying the 4A main components in tourism which include Attraction, Amenity, Accessibility and Ancillary (Service Institutions) by utilizing existing social capital in that area (Pratiwi, 2023). According to Kemenparekraf, sustainable tourism is predicted to become one of the tourism trends in the future. This type of tourism offers options that consider environmental aspects (Kemenparekraf, 2021). However, research regarding the identification of 4A components in the Kenjeran area has never been carried out before. In other words, the identification of community-based tourism with the 4A components is a form of novelty in this research.

The results of this research which highlights the main components of the 4A (Attraction, Amenity, Accessibility, and Ancillary) can provide strategic insights to policy makers to increase collaboration and active involvement in implementing tourism sustainability strategies. Apart from that, this research also uses SWOT analysis which maps strengths, weaknesses, opportunities and threats to formulate appropriate strategic planning. It is hoped that these findings can provide practical guidance and open dialogue for managers and local governments to strengthen cooperation in developing tourist destinations. Therefore, this research aims to identify opportunities for developing the Kenjeran area as a center for culinary innovation and a fishing tourism destination through community-based tourism and the 4A components with SWOT analysis.

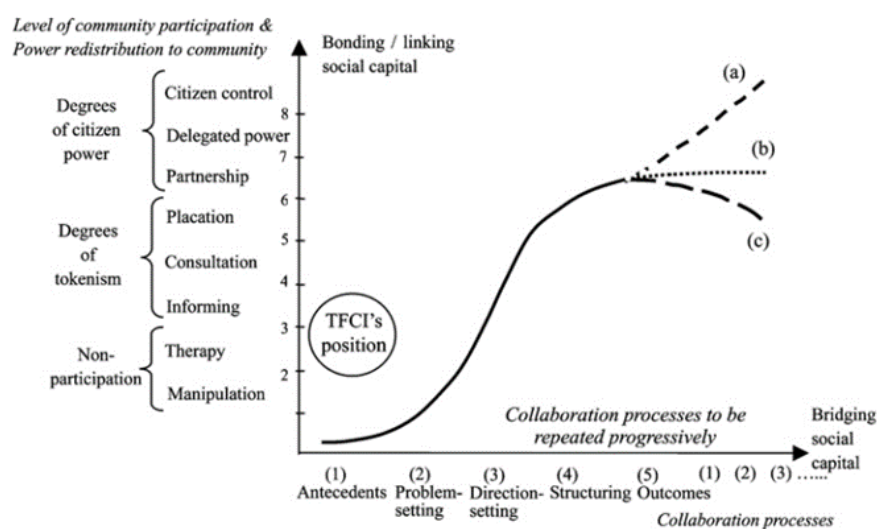
2. Literature Review

2.1. Community-Based Tourism (CBT)

Community-Based Tourism (CBT) is a tourism approach that involves and empowers local communities in managing tourist destinations. In the context of tourism planning, Haywood (1988:106) defines community-based tourism as a process that involves all stakeholders including local government, local residents, business people and planners, so that there is division in decision making (Haywood, 1988 in Okazaki, 2008). Arnstein (1969) emphasized the importance of redistribution of power in CBT (Arnstein, 1969; Okazaki, 2008). In this case, Arnstein introduced the concept of the 'ladder of citizen participation' which describes the steps that need to be taken by dividing them into three levels of gradual evolution, namely non-participation, degree of tokenism, and degree of citizen power (Figure 1). This ladder has eight more rungs, the first of which is manipulation, where the authorities use community involvement as a tool for deviant relations. Second, namely therapy, which means the attitude of local residents adapts to those in power. Third is information, namely local communities are given information about their choices, rights and responsibilities. Fourth, consultation, where citizens are encouraged to express opinions. Fifth, appeasement, which means public influence is starting to increase, but some are still tokenistic. The sixth is partnership, where negotiations occur between citizens and authorities, so that power is redistributed to plan and make decisions. Seventh, delegated power, where citizens have a major role in the decision-making process. Eighth, citizen control, which means full control over policy and management is given to citizens. Arnstein's participation

ladder is not only useful for identifying the current level of community participation, but also for determining steps to increase involvement (Arnstein, 1969; Okazaki, 2008).

Figure 1. Community Based Tourism Model



Source: Adaptation of the ladder of the citizen participation model by Arnstein (1969) and Selin & Chavez (1995) in Okazaki (2008)

2.2. Attraction, Accessibility, Amenity, and Ancillary (4A Components)

According Cooper et al., (2005), the 4A components, namely Attraction, Accessibility, Amenity and Ancillary, are key elements that are often used to analyze and develop tourism destinations based on four criteria, namely attractiveness, accessibility, facilities and institutions (Cooper et al., 2005; Andrianto & Sugiyama, 2016; Hanim et al., 2023). Component 4A in a destination includes several aspects. First, attractiveness is an important element to increase the number of tourist visits to a destination. This attraction can be in the form of natural beauty, cultural diversity, or human work. Second, accessibility refers to the availability of facilities and infrastructure, including transportation that makes it easier for tourists to visit the destination, such as roads, public transportation and other infrastructure. Third, supporting facilities or amenities include various services that support tourist comfort, such as accommodation, food provision, and tourist information centers to help tourists on their trip (Cooper et al., 2005; Prabawati, 2020). Fourth, ancillary which is an organizational institution that plays a role in supporting and accelerating the development and marketing of a tourism destination (Sunaryo, 2013; Pratiwi, 2023).

3. Method

In this research, the method used is a qualitative research method with the aim of understanding and communicating the development of the tourism potential of the Kenjeran region. The informants for this research were fishers and street vendors around Kenjeran beach, Surabaya, who were determined through accidental. That is, the researcher selects individuals who unexpectedly meet the criteria for the study as they appear in the field. This study involves 6 informants as primary data sources. Data collection was carried out in three stages, namely 1) Data collection by field observation; 2) Semi-structured interviews; 3) Secondary data was obtained through literature study relevant to the research topic (Marzali, 2016). Data analysis in this research was carried out through thematic analysis to identify themes in the data that describe the data collection minimally, but diversely (Braun & Clarke, 2006). This research also carries out a SWOT analysis that maps strengths, weaknesses, opportunities and threats. SWOT

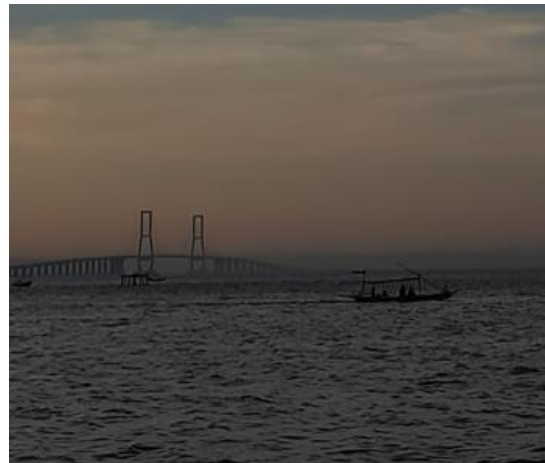
analysis is a systematic method for identifying factors and describing the situation of a tourist destination to formulate a strategic plan (Rangkuti, 2014).

4. Results

4.1. Potential for Development of Kenjeran as a Fishing Tourism

In the fisheries and marine sector, Surabaya has great potential as one of the coastal cities in Indonesia. According to Perwali Surabaya Number 78 of 2021, it is stated that one of the fields in the Surabaya City Food Security and Agriculture Service is the Fisheries Sector (Dinas Ketahanan Pangan dan Pertanian Kota Surabaya). Surabaya has a coastline of 47.8 km with nine sub-districts that have potential in the field of capture fisheries, namely Benowo, Asemrowo, Krembangan, Kenjeran, Bulak, Mulyorejo, Sukolilo, Rungkut, and Gununganyar. According to data from the Surabaya City Food Security and Agriculture Service, the number of fishermen in Surabaya has reached 1,896 fishers and they are members of 61 Joint Business Groups (KUB) with at least 1,129 boats. Fishers in Surabaya search for and catch fish through one day fishing, namely a system of leaving and returning on the same day. Data shows that capture fisheries production reached 7,905.7 tons in one year (Dinas Ketahanan Pangan dan Pertanian Kota Surabaya, 2022).

Figure 2. View of Watu-watu Beach Kenjeran. **Figure 3.** Sunset view of Kenjeran Beach



Source: Researcher documentation, (2024)

Another attraction component around Kenjeran Beach is Suroboyo Park which provides green open space with the iconic Suro and Boyo statues.

Figure 4. Suroboyo Park. **Figure 5.** Suroboyo Bridge



Source: Researcher documentation, (2024)

The largest producer of fisheries in Surabaya is the Kenjeran area. With this strength in the fisheries sector, Kenjeran has great potential to be developed as a tourism destination with a unique and distinctive culinary center, considering the abundant diversity of seafood and rich culinary culture. Attraction is an important component in efforts to attract the interest of tourists to visit an area. In this case, there are three capitals that can attract tourists, including natural resources or natural beauty, cultural resources and artificial attractions (Suwena & Widyatmaja, 2010; Pratiwi, 2023). The research results show that Watu-watu Kenjeran Beach offers stunning views and has selling value. This beach is known for its beautiful sunsets and rows of rocks on the shore. Visitors can enjoy various recreational activities such as boat trips, fishing and relaxing on the beach.

Amenities are facilities that support tourism, some of which are accommodation, places or restaurants, souvenirs, shopping locations and tourist information centers (Andrianto & Sugiama, 2016; Pratiwi, 2023). The research results show that the Kenjeran area has various facilities that can support Watu-watu Kenjeran Beach as an attractive tourist destination, one of which is food and drink needs which can be met by street vendors (PKL) who sell around the beach and Suroboyo Park. Apart from the existence of street vendors, the government is also developing facilities that gather traders in one place, namely at the Bulak Fish Center. The existence of other facilities, namely the Nambangan Tourism Market, which is located not far from Kenjeran Beach, also enriches the shopping experience with local products. The presence of these facilities significantly improves the tourism infrastructure of the Kenjeran area and makes it an attractive destination for tourists.

Figure 6 & 7. Bulak Fish Center & Nambangan Tourist Market



Source: Researcher documentation, (2024)

The Kenjeran area is famous for various processed seafood products with unique flavors which are a special attraction for tourists. Based on research results, many residents choose to sell processed fish products around Kenjeran Beach, especially the famous processed smoked fish, such as keting or lundu fish, rough sea catfish or otek, dukang fish, and sembilang fish which are often sold (Octovie, 2019). This can increase culinary diversity and offer a unique gastronomic experience for visitors to the Kenjeran area.

Based on its geographical conditions as a coastal area, Kenjeran is synonymous with settlements better known as fishing villages. Apart from smoked fish, communities in fishing villages have business potential in making fish crackers because the fish catch is abundant and can improve the local economy. Fish crackers are a popular food with various variations, such as shrimp crackers and fish crackers which have various flavors (Purbaya, 2016). One of the Kenjeran areas which is famous for its fish production business is the Sukolilo area. Along the road in the Sukolilo area, it is filled with cracker shops made from dried sea fish. The existence of

these unique culinary delights can be an important element in developing Kenjeran as a unique and highly competitive culinary tourism destination.

Figure 8. Rows of Fish Cracker Shops in the Sukolilo Area



Source: Researcher documentation, (2024)

According to Sunaryo (2013), in order to realize sustainable tourism, accessibility to reach tourist locations must be adequate, so that it can make things easier for tourists (Sunaryo, 2013; Pratiwi, 2023). In this case, accessibility is one of the factors that influences the relationship between tourism destinations in the Kenjeran area. The research results show that access to and from the Kenjeran area, including roads and public transportation, is adequate with lighting and supportive parking areas. The Surabaya City government is building the Suroboyo Bridge which will facilitate accessibility for tourists and significantly increase the tourist attraction in the Kenjeran area. Apart from transportation access, the government is also building a drainage system, namely a pump house as infrastructure to regulate the flow of rainwater and avoid puddles in this area.

The combination of natural and culinary tourism can significantly increase the attractiveness of a tourist destination. By utilizing natural advantages and local culinary delights, Kenjeran has great potential to be developed into tourism by offering unique experiences for visitors.

4.2. SWOT Analysis

In the process of preparing a strategic plan by attempting to map the strengths, weaknesses, opportunities and threats of tourism in the Kenjeran area, this research carried out a SWOT analysis, which is a systematic method for identifying factors and describing the situation of tourist destinations to formulate a strategic plan (Rangkuti, 2014). According to Chandler (1962), strategy is used as an instrument to realize the goals of an organization in the long term, including the programs to be carried out and the allocation of resources (Chandler, 1962 in Rangkuti, 2014). The preparation of a strategic plan can be carried out in three processes, namely the data collection stage, the analysis stage and the decision-making stage. The initial stage of data collection involves the process of categorizing data before analysis by separating data into internal and external (Rangkuti, 2014).

In the process of identifying internal factors in the Kenjeran tourist area, data is obtained from the internal environment or the tourist destination itself. The results of the strength and weaknesses analysis of the Kenjeran tourist area are presented in the detailed IFAS (Internal Factors Analysis Summary) matrix as follows.

Table 1. Matrix IFAS

No.	Internal Strategy Factors	Weight	Ratings	Weight X Ratings
Strengths				
1.	Kenjeran has an abundance of culinary processed seafood	0.14	4	0.56
2.	Watu-watu Beach has beautiful sunset views	0.07	3	0.21
3.	Suroboyo Park and Suroboyo Bridge increase the attractiveness and accessibility of the Kenjeran area	0.10	4	0.40
4.	The existence of the Bulak Center, Nambangan Tourism Market, fish sellers, and cracker shops as culinary and shopping centers	0.10	3	0.30
Total				1.47
Weaknesses				
1.	Tourism promotion is less than optimal, especially in digital media	0.14	1	0.14
2.	The lack of typical festivals is the main attraction	0.14	3	0.42
3.	Lack of attraction management, in the form of cultural resources or fishing village culture in the Watu-watu Kenjeran Beach Area	0.14	2	0.28
4.	The management of the Bulak Center facilities is not good	0.07	2	0.14
5.	Community participation in the management of tourist destinations is still at a calming stage and is not yet fully involved in decision making	0.10	3	0.30
Total				1.28
Grand Total		1.00	2.75	

Source: Processed data, (2024)

External data used before preparing a strategic plan for tourist destination development can be obtained from the environment outside the company. This data aims to analyze various opportunities and threats that could influence tourism development in the future (Rangkuti, 2014). The results of the analysis of opportunities and threats to the Kenjeran tourist area are presented in an external strategic factor matrix or EFAS (External Factors Analysis Summary) for weighting and rating in order to compare with other tourist destination competitors as follows.

Table 2. Matrix EFAS

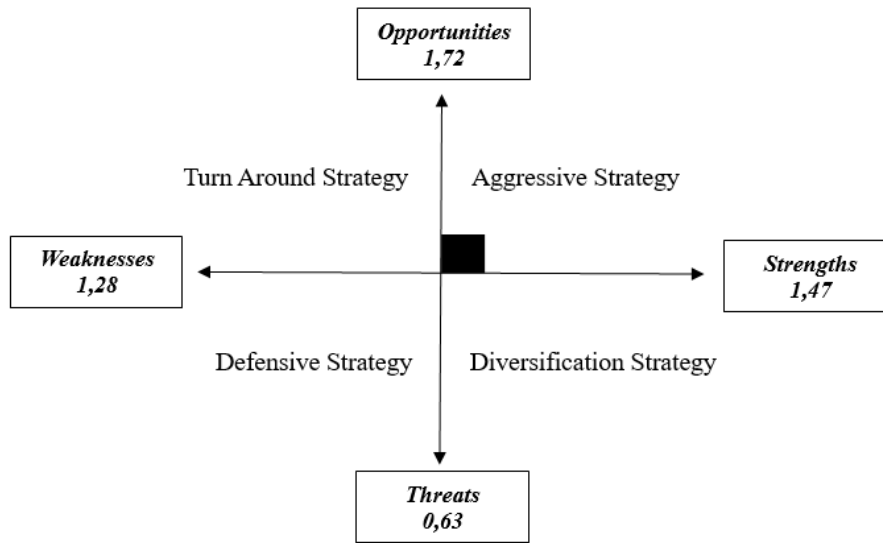
No.	External Strategy Factors	Weight	Ratings	Weight X Ratings
Opportunities				
1.	Kenjeran has a significant fishing population, with thousands of active fisherman	0.12	2	0.24
2.	The growing trend of sustainable tourism based on environmental conservation	0.12	2	0.24
3.	Financial and infrastructure support from the government	0.16	3	0.48
4.	Maritime festival as an icon of the Kenjeran region involving the local fishing community	0.19	4	0.76
Total				1.72
Threats				
1.	The increasing number of tourist destinations has led to intense competition	0.19	1	0.19
2.	Potential negative impacts of development on coastal environments and marine ecosystems	0.09	2	0.18
3.	Limitations in the management and maintenance of existing tourism infrastructure	0.13	3	0.26
Total				0.63
Grand Total		1.00	2.35	

Source: Processed data, (2024)

The diagram shows that the location of the quadrant point is in an aggressive strategy position (growth-oriented strategy), namely quadrant 1 which is very profitable. In the SWOT analysis Cartesian diagram, this position is determined by a combination of high strengths and opportunities. In other words, the tourist destination in the Kenjeran area has many internal

strengths and also has many external opportunities that can be managed and utilized, so that it has the potential to develop in the future.

Figure 10. Cartesian Diagram of the Kenjeran Area Development Strategy



Source: Processed data, (2024)

The second stage after collecting information that can influence tourism sustainability is to carry out analysis in the strategic plan formulation model through the TWOS matrix. This matrix functions to describe external opportunities and threats which are also adjusted to the strengths and weaknesses of a tourist destination (Rangkuti, 2014). The results of alternative strategies for managing coastal resources in the Kenjeran area can be seen in the table 3.

Table 3. Alternative Strategy Combination of SO, WO, ST, and WT

IFAS	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> Kenjeran has an abundance of culinary processed seafood Watu-watu Beach has beautiful sunset views Suroboyo Park and Suroboyo Bridge increase the attractiveness and accessibility of the Kenjeran area The existence of the Bulak Center, Nambangan Tourism Market, fish sellers, and cracker shops as culinary and shopping centers 	<ol style="list-style-type: none"> Tourism promotion is less than optimal, especially on social and digital media The lack of typical festivals is the main attraction Lack of attraction management, in the form of cultural resources or fishing village culture in the Watu-watu Kenjeran Beach Area The management of the Bulak Center facilities is not good Community participation in tourism management is still at the calming stage and is not yet fully involved in decision making
OPPORTUNITIES (O)	SO	WO
<ol style="list-style-type: none"> Kenjeran has a significant fishing population, with thousands of active-fisherman The growing trend of sustainable tourism based on environmental conservation Financial and infrastructure support from the government Maritime festival as an icon of the Kenjeran region involving the local fishing community 	<ol style="list-style-type: none"> Utilizing the potential diversity of processed seafood culinary delights and the beauty of Kenjeran's Watu-watu Beach to hold maritime festivals consistently involving local fishing communities Integrate Suroboyo Park and Kenjeran Beach into an eco-tourism concept by adding coastal environmental conservation education elements Using financial and infrastructure support from the government to 	<ol style="list-style-type: none"> Organizing tourism management training and education for local communities, as well as improving promotional strategies through social and digital media that will encourage community participation and marketing effectiveness Developing attractions based on fishing village culture in the Watu-watu Kenjeran Beach area as part of the maritime festival

		improve facilities at Suroboyo Park, Suroboyo Bridge, Bulak Center, and Nambangan Tourism Market
EFAS		
THREATS (T)	ST	WT
<ol style="list-style-type: none"> 1. The increasing number of tourist destinations has led to intense competition 2. Potential negative impacts of development on coastal environments and marine ecosystems 3. Limitations in the management and maintenance of existing tourism infrastructure 	<ol style="list-style-type: none"> 1. Diversify tourism products by adding educational elements about environmental conservation and natural resource management by utilizing beaches and culinary centers as attractions 2. Using existing facilities to attract more support and investment in the maintenance and management of tourism infrastructure in order to reduce the negative impacts of development 	<ol style="list-style-type: none"> 1. Improving the management of Bulak Center facilities and other tourist infrastructure, as well as revitalizing the area by involving local communities to reduce dependence on external support 2. Holding a typical maritime festival, as well as promoting fishing village culture more intensively to increase its attractiveness and overcome less than optimal tourism marketing 3. Create unique thematic tourism programs for promotion and marketing to different tourist segments

Source: Processed data, (2024)

The third stage after analysis is the decision-making stage. Appropriate strategies are needed in managing coastal resources in the Kenjeran area. These various combination strategies refer to an aggressive strategy (growth-oriented strategy) in achieving growth which is carried out by adding new products, improving tourism quality, and increasing access to wider markets. In this way, the Kenjeran area can continue to develop its tourism destination and attract more visitors, as well as providing significant economic benefits for the local fishing community.

5. Discussion

5.1. Community Involvement in Tourism Development

According to Wahab (1989:55), tourism is an industry that has the ability to accelerate economic growth, provide employment opportunities, and encourage other productive sectors (Wahab, 1989 in Vga et al., 2018). According to Muljadi (2014:35), the community is an active actor who plays a role in tourism activities with the aim of improving their own welfare (Muljadi, 2014 in Vga et al., 2018). The results of the research show that the jobs chosen by the people around Kenjeran Beach in Surabaya are very diverse, including starting a boat tour, working as a boat painter, or even a street vendor (PKL). Several informants used their boats or borrowed them from their relatives to use as tourist attractions on Kenjeran Beach. They refer to it as a 'Boat Tour,' which accommodates several passengers and offers a tour of the Kenjeran sea extending up to 100 meters. The rates set are relatively cheap, around ten to fifteen thousand rupiah. Apart from that, local communities on the shores of Kenjeran Beach in Surabaya do not only choose one subsistence alternative. As one individual expressed, in addition to working as a street vendor and operating a boat tour, he also holds other side jobs, such as painting boats. The job of being a painter or painter is only done when there is a call, such as when a boat race is held.

The formation of working associations in developing tourism can increase community capacity in managing destinations, as well as strengthen social ties between community members. According to a study by Adawiyah (2018), a community or organization can be well formed because of the strong social relationships between its members (Adawiyah, 2018). Apart from that, training on tourism management also needs to be provided to the community to improve their competence. The government and private sector can act as facilitators in this process by providing the necessary financial support, training and infrastructure. The research results show that the government as a facilitator provides Direct Cash Assistance (BLT) or it could also be called Cash Social Assistance (BST) which is given in the form of money for additional trading

capital. Apart from that, there were also informants who received Micro Business Productive Assistance (BPUM) or Direct Cash Assistance (BLT) for MSMEs from banks. This assistance is assistance prepared by the government for people who have Micro, Small and Medium Enterprises (MSMEs).

Figure 11. Boat Tourism



Source: Researcher documentation, (2024)

Collaboration between these various parties will ensure that the development of Kenjeran tourism is not only economically profitable, but also sustainable and has a positive social impact. Arnstein (1969) in community-based tourism, emphasized the importance of redistribution of power by introducing the concept of the 'citizen participation ladder' which has eight steps. Based on the research results, Kenjeran has implemented community-based tourism and is on the fifth rung, namely tranquility if based on Arnstein's concept of participation. This can be seen from the existence of facilities such as the Bulak Fish Center and Nambangan Tourism Market which are provided for local residents to sell, as well as assistance for MSMEs, although the level of involvement of residents in decision making is not yet completely clear.

Ancillaries in this case it is related to the existence of institutions that help manage a tourist destination (Sunaryo, 2013; Pratiwi, 2023). Changes in the needs of the tourism industry usually encourage stakeholders to come up with ideas, thoughts and creativity in an effort to present a market that suits tourists' needs (Fifiyanti & Taufiq, 2022). In general, the development of tourism potential in an area cannot be separated from the role of the Tourism Awareness Group known as Pokdarwis (Setyaningrum, 2023). However, the research results show that there are no Pokdarwis who have played a role in the development of the Kenjeran area. This aligns with the fifth level of the community-based tourism model, known as pacification, which refers to the provision of facilities by the government, though local community participation remains unclear.

5.2. Marketing of Marine Products Based Tourism Products

Nowadays, the tourism industry continues to experience development which is marked by the increasing number of tourist destinations in Indonesia. In this case, destination managers must be able to highlight their attractiveness to overcome competition. This step can be done through the tourism product marketing process. Good marketing to promote a tourist destination refers to various components that can influence consumer interest. In traditional marketing, these components are known as the 4P, namely a mix of product, price, place and promotion (Utama, 2017). Based on research results, Kenjeran has great potential to market marine-based tourism and culinary products. In the 4P component, the tourism products offered by the Kenjeran region are marine tourism with Watu-watu Beach Kenjeran as the main tourist attraction. Meanwhile, culinary products that support marine tourism are various typical processed seafood foods, such

as fish crackers and smoked fish which can be used as the main attraction in tourism marketing in Kenjeran. The development of seafood-based culinary products can increase the added value and competitiveness of local products, as well as create business opportunities for fishing communities. In terms of price, Watu-watu Kenjeran Beach does not charge fees from visitors. To enjoy the boat tours provided by the fishermen, visitors need only spend between ten and fifteen thousand rupiah per ride. For smoked fish culinary products, the prices offered by local fishermen vary. Usually, one kilogram of smoked fish is sold for IDR 35,000. Meanwhile, other processed seafood products, namely fish crackers, are usually sold from IDR 10,000 to IDR 80,000 for 250 grams of crackers.

In the marketing aspect, the place component is an important part to pay attention to. A strategic place that has good facilities and infrastructure can increase tourist attraction. The research results show that the Kenjeran area has tourism products with adequate facilities and infrastructure for marketing, such as Suroboyo Park as supporting tourism, Bulak Fish Center, and Nambangan Tourism Market as shopping centers, cracker shops and fish sellers as culinary tourism, and Suroboyo Bridge for accessibility. However, in its marketing, the Kenjeran area pays little attention to the promotion component. Kenjeran does not carry out sufficient promotion by utilizing social media, so this tourism potential is still little known to the wider public. One of the main issues resulting from the lack of promotion of the Kenjeran region is the absence of a typical festival that has become an icon of Kenjeran. Currently, Kenjeran only has decorative boat competitions, but they are not held consistently, which results in minimal attraction for visitors, even though the Kenjeran area itself is characterized by fishing traditions. Apart from that, the Bulak Culinary Center facilities are currently experiencing a lack of visitors, and some food stalls have even chosen to close due to lack of promotion and management. Without adequate promotion, this culinary potential cannot be fully exposed.

6. Conclusions

The results of the SWOT analysis show that the location of the quadrant point is in a very profitable aggressive strategy (growth-oriented strategy) position. The tourist destination in the Kenjeran area has many internal strengths and external opportunities that can be managed, so that it has the potential to develop in the future. Based on the SWOT analysis, the development strategies for the Kenjeran area with a focus on the fishing community involve leveraging existing strengths and opportunities while addressing identified weaknesses and threats. Kenjeran boasts rich culinary resources, particularly seafood, and natural attractions such as Watu-watu Beach. The local fishing community must be active and plays a critical role in these development strategies, especially in managing seafood-based tourism and organizing maritime festivals. However, to optimize this development, several weaknesses must be addressed. Current tourism promotion is underutilized, especially in digital and social media, and the management of facilities like the Bulan Center remains suboptimal. As a result, the strategies focus on increasing community governance. Involving the fisherman in decision-making processes will help foster a sense of ownership and responsibility, driving sustainable tourism development.

At the same time, threats such as increasing competition from other tourist destinations and the potential environmental impact of development must also be mitigated. The proposed strategies include a sustainable approach, emphasizing eco-tourism and environmental conservation, alongside infrastructure development that aligns with the principles of sustainable tourism. Government support in the form of financial and infrastructure assistance is key to overcoming management limitations, allowing Kenjeran to remain competitive. By combining the strengths of the fishing community, addressing internal weaknesses, and managing external threats, Kenjeran's development strategies can ensure sustainable growth, improve the local community's welfare, and preserve the coastal environment.

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8. Conflicts of Interest

The author(s) declare no conflict of interest.

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