

Potential of IKN Tourism Enchantment

Clarisa Alfa Lionora^{a✉}, Nurul Janah^b, Yenny Reiza Fitriana^c, Axel Giovanni^d

^{a, b, c, d}Manajemen, Universitas Tidar.

✉ clarisalionora@untidar.ac.id

Received: 27 June 2025 ; Accepted: 3 July 2025 ; Published: 15 July 2025

ABSTRACT. Indonesia in mid-2019 announced plans to move the capital of Indonesia outside the island of Java. The location chosen for the new capital is East Kalimantan Province. Data from the East Kalimantan Provincial Culture and Tourism Office in 2022 shows that East Kalimantan has 664 objects dominated by nature tourism. The relocation of the National Capital (IKN) increases the opportunity for tourism development in East Kalimantan as a buffer zone for IKN. Analysis to determine market share and market growth using the Boston Consulting Group (BCG). The paradigm of this research is quantitative with the aim to identify tourism objects and provide proposed strategy formulations for tourism object managers, especially East Kalimantan. The results of BCG matrix calculation show that in 2022, East Kalimantan has a market growth rate of 67.10% with a market share of 0.0163. These results show that the market growth rate is high, but the market share is low. The BCG matrix for East Kalimantan Province is the question mark quadrant, so it can be said that East Kalimantan requires relatively high development and investment costs to turn the tourism sector in the question mark category into stars and later into cash cows. Strategies that can be applied are increasing market share and maintaining growth, investing in human resources, utilizing technology and digitalization, and developing new advantages. The results of this study provide management implications for owners of tourist attractions in East Kalimantan so that tourism can become an important sector for the economy of East Kalimantan.

Keyword: Tourism; IKN; BCG Matrix, Market Share, Question Mark

JEL Classification: MM1

INTRODUCTION

Indonesia is a country with great potential for tourism. Indonesia is the largest archipelago in the world with 17,508 islands and more than 1,300 ethnic groups inhabiting these islands (BPS, 2015). Therefore, Indonesia has great tourism potential with its cultural diversity and natural wealth. This potential makes Indonesian tourism an excellent economic opportunity.

Tourism is one of the most important economic sectors in Indonesia. The tourism sector can increase foreign exchange earnings, create jobs, and stimulate the growth of the tourism industry (Samimi et al., 2011). Indonesia's potential can be seen in its increasingly advanced and rapidly growing tourism sector. This development can be seen from the number of foreign tourist visits, which continues to rise after being hit by the Covid-19 pandemic. According to the data BPS (2022), foreign tourist visits to Indonesia in 2022 amounted to 5.89 million visits, up 518.29% from the previous year.

Indonesia in mid-2019 announced plans to move the capital of Indonesia outside the island of Java (Javier, 2023). The location chosen for the new capital is the province of East Kalimantan. East Kalimantan was chosen because of its geographical location in the center of Indonesia. The relocation of the National Capital (IKN) will bring many benefits to East Kalimantan. These benefits include unlocking economic potential, promoting growth, creating jobs, reducing poverty, and developing the tourism sector in East Kalimantan. With the presence of IKN in East Kalimantan, the tourism sector is one of the affected and has very potential because this province has natural and marine tourism destinations that are in demand by tourists.

East Kalimantan is one of the provinces in Indonesia with great tourism potential. Data from the Office of Culture and Tourism of East Kalimantan Province in 2022 shows that East Kalimantan has 664 tourist attractions ranging from natural tourism, artificial tourism, river tourism, marine tourism, religious tourism, cultural tourism, rafting tourism, culinary tourism, botanical forests, mangrove forests, and marine tourism parks. The number has increased from the previous year, which was 398 attractions. Some of the famous natural attractions are Derawan Islands, Maratua Island, Mahakam River, Ubur-Ubur Lake, Sangalaki Island, Kakaban Island.

Nature tourism is indeed a very good potential for East Kalimantan. One of the areas with good potential for nature tourism is Penajam Paser Utara. The government of North Penajam Paser Regency continues to strive to develop its tourism potential in line with the plan to relocate Indonesia's new national capital to the archipelago. The relocation of the IKN is officially authorized by Law No. 3 of 2022 on the State Capital (IKN).

The relocation of the National Capital (IKN) increases the opportunity for tourism progress in East Kalimantan as a buffer zone of IKN. Based on the 2022 Government Agency Performance Report (LKJIP) of the East Kalimantan Provincial Tourism Office, the tourism sector has not been too optimal in contributing to the GRDP of East Kalimantan Province and improving the economic welfare of the surrounding community, ranking 11th in the total APBD Total GRDP of East Kalimantan. Therefore, it is necessary to conduct further research on strategic management so that the province of East Kalimantan can optimize its tourism potential.

Strategic management is a process systematically designed by management with the aim of formulating strategies, executing strategies, and evaluating strategies to provide the best value to all customers in order to achieve the organization's vision (Hariadi, 2005). A businessman must be able to plan the right strategy to compete. With the selection of the right strategic management,

the tourism industry in an area will be more focused and developed so that it can have more impact on the surrounding environment, especially in the economic sector. The better the business strategy used, the stronger the position will be in the face of competition and can excel compared to other competitors (Sarjono, 2013). To design the strategic management, an analysis is needed to determine the market share and market growth using the Boston Consulting Group (BCG) model. This matrix is used as one of the bases for strategy selection. By knowing the business position illustrated in this matrix, the province of East Kalimantan can know a strong basis in determining the strategic management used.

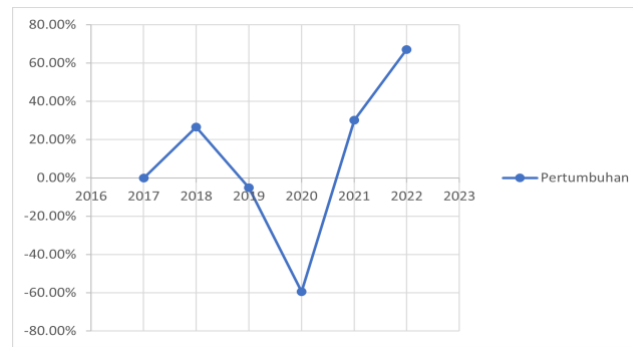


Figure 1. Growth Data of the Number of Tourist Visits

Source: Tourism Office of East Kalimantan Province, processed by researchers, Microsoft Excel (2024)

The change in the number of tourist visits from year to year shows that the tourism sector in East Kalimantan is growing well after the recovery from the pandemic. This growth is also supported by the planning and inauguration of the relocation of the national capital (IKN) to East Kalimantan. The link between the tourism sector in East Kalimantan and the IKN provides a multiplier effect or the effect of changes in investment, which shows how many times the national income will change (Priyono & Chandra, 2016). Therefore, through this research, it is expected to be one of the references for business units to identify what tourism potential East Kalimantan has and formulate strategies to increase the competitive advantage of tourism objects. East Kalimantan Province needs to pay close attention to its tourism position in Indonesia to formulate the right strategy and be able to increase competitive advantage so that it can face tourism competition with other provinces. Therefore, it is important for the managers of tourist attractions in East Kalimantan to make the right strategic management so that the tourism sector develops rapidly and becomes an important sector for the economy of East Kalimantan.

Strategy Definition

Strategia or strategos is greek which means general, in Indonesia the word has become an absorption word, namely strategy. Strategy is defined as a basic provision for making decisions and determining general principles and strategy can be interpreted as an evaluation and determination of various alternative ways to achieve a vision or mission, including the selection of alternatives (Effendi & Kusmantini, 2021).

Competitive Advantage

Strategic planning is very useful for companies because sorting out the available alternatives can be a source of competitive advantage. The company must first know its internal and external resources, then the company can recognize strong functional areas and provide a competitive advantage. It can be concluded that company excellence can be achieved by analyzing and paying attention to the internal and external environment (Hermawan & Sriyono, 2020).

Strategy Management

Strategic management is a series of management decisions and actions that determine the long-term performance of a company. Strategic management is the science of formulating, implementing, and evaluating decisions that enable an organization to achieve its goals. The purpose of strategic management is to verify the implementation of the strategies taken, evaluate the selected strategies efficiently and effectively, and evaluate performance by examining various adjustments in their implementation. The benefits of implementing strategic management include making the best decisions from various strategies that have been considered beforehand and being able to solve company problems more accurately and quickly. The strategic management process consists of three phases, namely: 1.) strategy planning; 2.) strategy implementation; 3.) strategy evaluation (Saputri et al., 2023).

BCG (Boston Consulting Group) Matrix

The Boston Consulting Group (BCG) analysis technique is used in creating a business unit strategic plan by categorizing the potential benefits of the company. The elements of the BCG matrix are (Saputri et al., 2023):

1. Market growth rate

To measure market attractiveness. The market growth rate, located on the vertical axis of the Boston Consulting Group matrix, is the only industry indicator that represents the level of available business opportunities.

2. Market Share

Comparison of company sales to industry sales. In this study conducted by the Boston Consulting Group, market share is expressed in the size of a circle. The area of the circle indicates the sales volume of the company's products compared to industry sales.

METHODS

The paradigm of this research is quantitative. This research aims to identify tourism objects in East Kalimantan. This research also aims to provide proposals for the formulation of appropriate strategies for tourism object managers, especially those in East Kalimantan. The object of this research is tourism objects in East Kalimantan. The issue related to the relocation of the national capital from DKI Jakarta to East Kalimantan is the reason for this research.

Identification of tourism objects is done by calculating growth and market share. The growth calculation in this study is calculated based on the number of tourist visits in a certain period of time. Data related to the calculation of market share in this study is calculated through comparing the number of tourists visiting tourism objects compared to tourism visitors in other provinces throughout Indonesia. This research uses data on a national scale in its processing.

Here's how to calculate market growth and market share.

1. Market growth

In the BCG matrix, market growth is on the vertical axis as an indicator of the attractiveness of the business unit which illustrates the high and low business opportunities in the business unit (Heni et al., 2020). To calculate market growth, the following formula can be used:

$$X_n = \frac{XP_n - XP_{n-1}}{XP_{n-1}} \times 100\% \dots \dots \dots (1)$$

Description:

X_n= market growth rate

XP_n = sales volume of year n

XP_{n-1} = previous year sales volume

2. Market share

$$\text{Market Share} = \frac{\text{Volume Penjualan Terakhir 2022}}{\text{Total Volume Penjualan 2022}} \dots\dots\dots(2)$$

Data related to market growth and market share that has been calculated is used as a reference in the identification process. The tool used in processing the growth and market share data used in this study is the BCG Matrix. Through the BCG Matrix, the position of growth and market share of tourism objects in East Kalimantan can be identified through four quadrants. The meaning of the four quadrants include:

- Star quadrant. Business units in this quadrant have a growth rate of high market and also high market share. In this quadrant the business unit has great potential for long-term development.
- Question mark quadrant. Business units in this quadrant have a high market growth rate, but have a low market share. Business units in this quadrant generally require high costs or investment to be able to formulate strategies to be able to increase market share in business units.
- Cash cow quadrant. Business units in this quadrant have a low market growth rate, but a high market share. This quadrant has the name *cash cow* because it is able to generate revenue that exceeds the target with a high market share, but slow market growth.
- Dog quadrant. Business units in this quadrant have a low market growth rate, and also have a low market share, so they do not contribute significantly to the development of the business unit. Business units in this quadrant are usually liquidated, divested, or trimmed by retrenchment. Retrenchment can be a suitable strategy to implement so that the business unit can survive.

Through the calculation of growth and market share, researchers can map the four quadrants in the BCG Matrix. Thus, the position of tourism objects in East Kalimantan based on calculations using the BCG Matrix can be known. They are in the star, question mark, cash cow, or even dog quadrant. Through this identification, researchers can formulate or formulate the right strategy so that tourism objects in East Kalimantan have a competitive advantage. The following is a framework for thinking in this study:

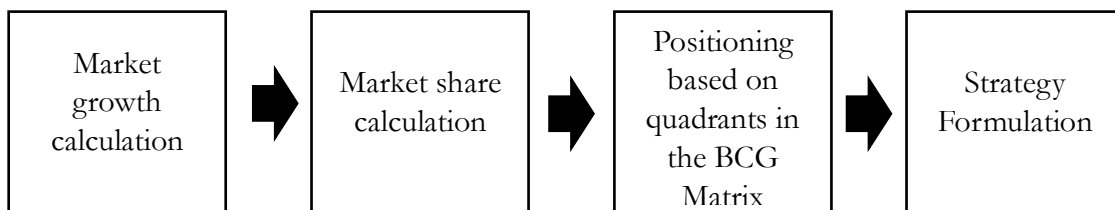


Figure 2. Thinking Framework

RESULT AND DISCUSSION

The BCG matrix is used to determine the position of tourist attractions in East Kalimantan based on their growth and market share compared to competitors. Growth and market share are calculated as follows:

1. Calculating the market growth rate

Table 1. Data on the number of tourists by province in Indonesia in 2017-2022

Province	2017		2018		2019		2020		2021		2022	
	Nusantara	Overseas	Nusantara	Overseas	Nusantara	Overseas	Nusantara	Overseas	Nusantara	Overseas	Nusantara	Overseas
Aceh	2.28	75.7	2.39	106.	2.52	107.	1.95	29.1	1.41	1.74	1.71	5.75
	8.62	58	1.96	281	9.87	037	0.72	99	9.68	8	0.17	2
	5		8		9		3		3		1	
Bali	8.73	5.69	9.75	6.07	10.5	6.27	4.59	1.06	4.30	51	8.05	2.15
	5.63	7.73	7.99	0.47	45.0	5.21	6.25	9.47	1.59		2.97	5.74
	3	9	1	3	39	0	7	3	2		4	7
Banten	22.4	405.	17.9	327.	19.3	311.	22.3	37.9	10.4	185.	60.5	305.
	87.2	198	82.1	003	53.7	131	84.0	46	57.7	759	11.6	739
	56		40		27		23		07		52	
Bengkulu	661.	798	662.	798	153.	236	61.3	94	92.5	20	382.	186
	968		766		234		94		42		518	
DIY	25.3	601.	25.9	600.	27.7	551.	10.7	64.7	7.85	6.06	19.1	128.
	49.0	781	15.6	102	72.8	547	65.3	57	4.17	3	47.2	782
	12		86		47		86		0		06	
DKI Jakarta	33.3	2.65	32.1	2.71	32.9	2.42	4.79	421.	5.03	119.	5.03	935.
	84.9	8.05	15.3	3.40	82.4	1.12	2.34	247	9.10	362	9.10	182
	85	5	52	3	72	4	2		7		7	
Gorontalo	312.	2.54	510.	8.53	1.30	11.1	510.	2.12	484.	65	704.	57
	286	2	421	2	4.25	73	421	2	580		821	
					6							
Jambi	2.15	5.37	2.38	10.8	1.65	9.50	957.	1.90	1.37	2.13	2.30	3.65
	6.77	8	8.67	87	0.56	6	231	3	2.99	5	9.50	3
	7		3		5				1		3	
West Java	59.6	4.98	63.2	2.59	64.6	3.64	35.5	1.90	47.1	220.	76.9	564.
	44.0	4.03	98.6	7.45	10.8	5.43	13.8	5.14	32.1	543	98.7	136
	70	5	08	5	32	3	85	4	38		20	
Central Java	40.1	782.	49.9	677.	57.9	691.	22.6	78.2	21.3	1.79	46.4	144.
	18.4	107	43.6	168	00.8	699	29.0	90	32.4	3	65.4	691
	70		07		63		85		09		37	
East Java	65.6	247.	70.9	320.	82.9	243.	30.4	35.0	31.0	689	69.7	67.7
	23.5	166	35.4	529	61.4	899	41.2	35	82.1		74.1	93
	35		15		53		13		87		47	
West Kalimantan	2.97	58.4	3.22	70.7	3.42	76.7	1.85	18.6	1.97	73	2.68	27.1
	9.62	92	6.93	40	6.79	64	4.60	39	4.79		3.60	28
	1		4		4		8		2		4	

South Kali mant an	690. 638	27.7 42	12.8 29.0 88	15.5 39	8.65 4.37 4	2.60 3	7.76 1.43 7	7.00 2	2.67 4.94 4	2.52 2	13.3 42.9 61	51.1 97
Centr al Kali mant an	839. 915	26.1 59	952. 389	38.6 10	1.49 5.00 9	61.4 79	783. 100	2.36 5	589. 098	579	1.66 7.83 0	21.9 32
East Kali mant an	5.89 9.82 8	58.2 81	7.47 9.87 0	62.4 24	7.08 5.38 1	76.0 03	2.88 4.32 9	19.7 86	3.75 9.36 3	18.0 45	6.29 5.70 8	16.5 07
Nort h Kali mant an	212. 577	564	476. 629	28.4 72	247. 678	584. 453	164. 418	397. 675	401. 668	334. 082	592. 502	40.4 57
Kep. Bang ka Belit ung	359. 901	7.14 3	417. 818	8.12 4	429. 591	9.18 3	221. 475	2.47 6	223. 070	445	456. 477	2.33 6
Riau Islan ds	3.80 5.64 5	2.13 9.96 2	4.61 1.71 8	2.63 5.00 4	4.22 7.00 0	2.86 4.79 5	719. 206	411. 248	817. 282	3.10 3	1.51 1.35 4	758. 154
Lam pung	11.3 95.8 27	245. 372	13.1 01.3 71	274. 742	10.4 45.8 55	298. 063	2.91 1.40 6	1.54 7	2.93 7.39 5	1.75 7	4.59 7.53 4	7.01 4
Malu ku	285. 763	18.0 75	262. 856	14.2 53	224. 276	13.1 53	214. 298	2.01 0	206. 621	1.45 0	165. 928	5.72 9
Nort h Malu ku	193. 829	734	172. 205	820	406. 857	9.89 7	256. 427	922	328. 162	389	101. 119	176
NTB	2.07 8.56 4	1.43 0.24 9	1.60 7.82 3	1.20 4.55 6	2.15 5.56 1	1.55 0.79 1	360. 613	39.9 82	827. 325	11.8 90	1.24 9.75 6	126. 539
NTT	780. 410	165. 978	980. 096	327. 428	1.16 6.60 9	281. 885	615. 093	54.2 76	558. 342	8.01 8	744. 428	58.2 13
Papu a	1.03 7.04 6	14.8 20	774. 723	11.5 31	897. 739	15.1 42	390. 251	4.77 6	555. 345	306	669. 424	2.53 5

West Papu a	149. 117	4.89 2	210. 133	12.2 99	481. 005	21.0 09	168. 965	4.75 7	264. 618	1.02 8	313. 001	3.53 4
Riau	6.53 4.68 3	101. 904	6.82 3.67 6	146. 935	6.91 8.39 0	145. 565	2.38 4.03 2	67.8 33	4.73 6.01 8	44.3 46	8.53 4.83 5	23.7 98
West Sula wesi	385. 557	723	442. 563	550	812. 875	1.11 9	467. 427	140	555. 511	9	708. 563	90
Sout h Sula wesi	8.36 7.74 8	255. 747	8.39 3.02 4	263. 293	6.25 6.37 6	115. 000	1.06 1.94 7	31.8 66	1.85 9.90 9	4.76 9	2.79 6.01 3	7.75 3
Centr al Sula wesi	3.02 5.41 7	24.7 09	3.00 0.16 6	23.9 42	3.09 0.17 1	24.6 60	1.81 2.99 5	11.9 21	555. 235	1.08 5	1.31 7.95 8	3.28 0
Sout heast Sula wesi	2.43 0.05 8	16.7 18	2.46 4.07 9	17.5 53	2.53 8.71 1	17.8 43	877. 366	832	927. 152	317	6.18 7.82 3	12.7 83
Nort h Sula wesi	1.69 8.52 3	79.3 03	1.95 8.89 9	122. 100	2.20 0.00 0	129. 607	447. 020	23.0 31	442. 587	15.2 39	603. 370	15.3 88
West Suma tra	7.78 3.87 6	56.3 13	8.07 3.07 0	54.3 69	8.16 9.14 7	61.1 31	8.04 1.86 8	10.8 75	4.78 5.88 6	0	5.91 3.79 5	4.14 2
Sout h Suma tra	7.47 4.44 4	67.4 70	8.22 1.86 4	70.9 17	9.06 4.60 5	78.1 86	820. 410	8.07 5	2.81 0.34 2	2.01 5	2.30 0.00 0	72.0 00
Nort h Suma tra	7.78 3.87 6	270. 792	8.07 3.07 0	236. 276	8.16 9.14 7	258. 822	8.04 1.86 8	44.4 00	4.78 5.88 6	230	5.91 3.79 5	74.4 98

Source: Processed data from researchers (2017-2022)

Tabel 2. Market Growth Rate

Province	Market Growth 2017-2018	Growth Market 2018-2019	Growth Market 2019-2020	Growth Market 2020-2021	Market Growth 2021-2022
East Kalimantan	26,59%	-5,05%	-59,45%	30,07%	67,10%

Source: Processed data from researchers (2024)

2. Calculating market share

East Kalimantan Province

$$\text{Market Share} = \frac{\text{Volume Penjualan Terakhir 2022}}{\text{Total Volume Penjualan 2022}} = \frac{6.312.215}{387.078.320} = 0,0163$$

Tabel 3. Data of the market share by province in Indonesia

Province	Year						Market Share
	2017	2018	2019	2020	2021	2022	
Aceh	2.364.383	2.498.249	2.636.916	1.979.922	1.421.431	1.715.923	0,0044
Bali	14.433.372	15.828.464	16.820.249	5.665.730	4.301.643	10.208.721	0,0264
Banten	22.892.454	18.309.143	19.664.858	22.421.969	10.643.466	60.817.391	0,1571
Bengkulu	662.766	663.564	153.470	61.388	92.562	382.704	0,0010
DIY	25.950.793	26.515.788	28.324.394	10.830.143	7.860.233	19.275.988	0,0498
DKI Jakarta	36.043.040	34.828.755	35.403.596	5.213.589	5.158.469	27.641.674	0,0714
Gorontalo	314.828	518.953	1.315.429	512.543	484.645	704.878	0,0018
Jambi	2.162.155	2.399.560	1.660.071	959.134	1.375.126	2.313.156	0,0060
Central Java	40.900.577	50.620.775	58.592.562	22.707.375	21.334.202	46.610.128	0,1204
West Java	64.628.105	65.896.063	68.256.265	37.419.029	47.352.681	77.562.856	0,2004
East Java	65.870.701	71.255.944	83.205.352	30.476.248	31.082.876	69.841.940	0,1804
West Kalimantan	3.038.113	3.297.674	3.503.558	1.873.247	1.974.865	2.710.732	0,0070
South Kalimantan	718.380	12.844.627	8.656.977	7.768.439	2.677.466	13.394.158	0,0346

Central Kalimantan	866.074	990.999	1.556.488	785.465	589.677	1.689.762	0,0044
East Kalimantan	5.958.109	7.542.294	7.161.384	2.904.115	3.777.408	6.312.215	0,0163
North Kalimantan	213.141	505.101	832.131	562.093	735.750	632.959	0,0016
Kep. Bangka Belitung	367.084	425.942	438.774	223.951	223.515	458.813	0,0012
Riau Islands	5.945.697	7.246.722	7.091.795	1.130.454	820.385	2.269.508	0,0059
Lampung	11.641.199	13.376.113	10.743.918	2.912.953	2.939.152	4.604.548	0,0119
Maluku	303.838	277.109	237.429	216.308	208.071	171.657	0,0004
North Maluku	194.563	173.025	416.754	257.349	328.551	101.295	0,0003
NTB	3.508.903	2.812.379	3.706.352	400.595	839.215	1.376.295	0,0036
NTT	946.388	1.307.524	1.448.494	669.369	574.249	802.641	0,0021
Papua	1.051.866	786.254	912.881	395.027	555.651	671.959	0,0017
West Papua	154.009	222.432	502.014	173.722	265.646	316.535	0,0008
Riau	6.636.587	6.970.611	7.063.955	2.451.865	4.780.364	8.558.633	0,0221
West Sulawesi	386.280	443.113	813.994	467.567	555.520	708.653	0,0018
South Sulawesi	8.623.495	8.656.317	6.371.376	1.093.813	1.864.678	2.803.766	0,0072
Central Sulawesi	3.050.126	3.024.108	3.114.831	1.824.916	556.320	1.321.238	0,0034
Southeast Sulawesi	2.446.776	2.481.632	2.556.554	878.198	927.469	6.200.606	0,0160
North Sulawesi	1.777.826	2.080.999	2.329.607	470.051	457.826	618.758	0,0016
West Sumatra	7.840.189	8.127.439	8.230.278	8.052.743	4.785.886	5.917.937	0,0153
South Sumatra	7.541.914	8.292.781	9.142.791	828.485	2.812.357	2.372.000	0,0061

North Sumatra	8.054.668	8.309.346	8.427.969	8.086.268	4.786.116	5.988.293	0,0155
Total	357.488.3 99	389.529.7 99	411.293.4 66	182.674.0 63	169.143.4 71	387.078.3 20	1

Source: Processed data from researchers (2024)

3. BCG Matrix

Based on the calculation of market growth and market share, the position of East Kalimantan in the BCG matrix is as follows:



Figure 3. BCG Matrix

Source: Result of data analysis (2024)

4. Strategy Formulation

From the results obtained in the BCG matrix, it is known that East Kalimantan Province is in the question marks quadrant, so the strategy that can be done is to build or increase investment to encourage the tourism sector in the question marks category to become stars and later become cash cows (Sanjaya & Mulyanti, 2023). The strategy formulation carried out by East Kalimantan Province in the tourism sector and can be applied to tourism object owners is as follows:

a. Increase market share and maintain growth

Building a brand image or image (Achsa et al., 2023) that East Kalimantan has many tourist destinations. With a brand image, it is very useful to increase the number of foreign tourists who will come to Indonesia (Isdarmanto et al., 2020) as well as by dubbing East Kalimantan as the province of the establishment of IKN can increase market share in the tourism sector. Apart from increasing market share, building a brand image can also make tourists trust and loyal (Achsa et al., 2023) as well as by promoting regional culture and heritage (Isdarmanto et al., 2020) East Kalimantan can maintain growth and strengthen tourist attraction.

b. Investment in human capital

Every tourist attraction owner must have qualified and skilled employees (Achsa et al., 2023). Human resources can provide good services to tourists and can contribute to increasing the productivity of the East Kalimantan Provincial Government in the Tourism sector. Investment in human resources can be done through formal and non-formal education levels and the systematics and mechanisms of education and training need to be well designed, so that human resources can be competitive (Nandi, 2008).

c. Utilization of technology and digitalization

Operational efficiencies and the creation of a better tourist experience can be done by leveraging technology and digitization (Achsa et al., 2023). Optimizing technology and digitalization in the marketing sector is one of the important keys to the success of increasing the number of tourist visits at a tourist attraction because *digital tourism* can expose the potential of an area to the wider community (Sufi & Sabri, 2020).

d. Developing new advantages

The East Kalimantan Provincial Government should always look for opportunities to develop new or trending competitive advantages (Achsa et al., 2023) in order to win the competition in the tourism sector. There are three aspects that have the potential to attract tourists such as Something to See, Something to Do, and Something to Buy (Kasih, 2019). With the existence of IKN in East Kalimantan, it can be used as Something to See by tourists and tourists can Something to Do, namely visiting many available destinations, and tourists can Something to Buy, such as buying souvenirs typical of East Kalimantan.

CONCLUSION

BCG matrix in this study is used to determine the position of tourism in East Kalimantan Province in 2022 among other provinces in Indonesia. The results of the BCG matrix calculation show that in 2022, East Kalimantan has a market growth rate of 67.10% with a market share of 0.0163. These results illustrate that East Kalimantan has a high market growth rate, but its market share is low. The BCG matrix for East Kalimantan Province is a question mark quadrant, so it can be indicated that East Kalimantan requires relatively high costs to develop and invest so that the tourism sector in the Question Marks category can turn into Stars and later become Cash Cows. Strategies that can be applied to achieve this are increasing market share and maintaining growth, investing in human resources, utilizing technology and digitalization, and developing new advantages. The results of this study provide managerial implications for tourist attraction owners in East Kalimantan to implement strategies that can increase market share so that the tourism industry in East Kalimantan can become an important sector for the economy of East Kalimantan.

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