Tourism Development Strategies During Pandemic of Covid-19

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Corresponding Author:

Rita Rahmawati

rita.rahmawati@unida.ac.id



Rita Rahmawati¹, Dede Syahrudin¹, Novel Anak Lydon²

¹Department of Public Administration Master Program, Postgraduate School, Universitas Djuanda, Indonesia ²Social, Environment and Development Sustainability Research Center, Faculty of Social Sciences and Humanities, National University of Malaysia, Malaysia

ABSTRACT

The research was motivated by the declining condition of tourism in Indonesia due to Covid-19, but it has the potential to develop further. Therefore, this study aims to describe the prospect and strategies for developing tourism during COVID-19. This research used a qualitative approach with descriptive methods by taking the case of tourism in Sukabumi Regency, Indonesia. Data were collected by observation and in-depth interviews by taking government and community leaders as key informants. Furthermore, informants who understand tourism development were selected through purposive and snowballing sampling techniques: related government (n=7) and the community (n=20). Data was also collected in focus group discussions to identify problems through swot analysis and formulate tourism development strategies. The study results show data that during the Covid-19 pandemic, tourism potential has increased in variety and innovation due to encouragement from the government and community efforts to independently develop their area as a tourist attraction when tourist visits are closed. The recommendation of this research is to make a grand design strategy for tourism development, developing and strengthening tourism institutions at the government and community levels, infrastructure development, and sustainable collaborative management.

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1. Introduction

The COVID-19 pandemic in Indonesia and internationally has significantly impacted the economy, especially the tourism sector. Tourism is one of the essential industries in Indonesia, so when the Covid-19 pandemic occurred, tourism in Indonesia was the first sector to be affected. The coronavirus outbreak had an impact on Indonesian tourism. The number of foreign tourist visits to Indonesia in February 2020 decreased by 28.85% compared to February 2019. Compared to January 2020, the number of foreign tourist visits in February 2020 also decreased significantly by 30.42% (Pradana & Mahendra, 2021; Adam, 2022). It is not only Indonesia; world tourism has also been affected by Covid-19. Since early 2020, the world has been shocked by the presence of the COVID-19 pandemic. Coronavirus is a virus that attacks the respiratory system, causes shortness of breath and lung infections, and can take the lives of infected people. In Indonesia, the spread of Covid-19 in Indonesia began in March 2020. Concerns about the spread of the virus are due to the very high death rate. Deaths from COVID-19 in Wuhan are increasing every day.

The World Tourism Organization (UNWTO) released the coronavirus's situation and impact, reducing international tourism receipts by an estimated 20% to 30% (Pradana & Mahendra, 2021). In 2019, the total international tourist arrivals worldwide were 1460 million, with total international tourism receipts of USD 1481 billion; Asia and the Pacific had 362 million tourists, with receipts of USD 443 billion (World Tourism Organization (UNWTO), 2020). Since the coronavirus was discovered in Wuhan, and the World Health Organization (WHO) declared the outbreak a global health emergency on January 30, 2020, and on March 11, WHO declared the outbreak a COVID-19 pandemic, then on April 20, 2020, destinations in the rest of the world is imposing travel restrictions. The impact of these restrictions due to Covid-19, in 2020, the number of international tourists experienced negative growth of 70% to 75%; 100–120 million tourism jobs are immediately threatened, and international tourism could fall to 1990 levels (UNWTO, 2020). At least 1.1 billion tourists were reduced, and a loss of US\$ 1.1 trillion in global tourism revenue (UNWTO, 2020). The tourism industry has experienced a significant negative impact due to COVID-19, from the absence of international tourists to the closure of the tourism market (Carr, 2020). Governments in various countries have forcibly closed tourism-related hotels, restaurants, attractions, and businesses (Önder & Gunter, 2022). This tourism closure has affected the global economy and reduced the community's economic capacity. They were considering that around the tourism sector, many local people participate in tourism activities and make a living from the tourism sector.

In Indonesia, the government implements a social restriction policy to reduce interaction and mix-ups in society to break the chain of transmission of the Covid-19 virus. Policy The COVID-19 pandemic has weakened economic activity in the tourism sector, and several tourist objects had to be closed and their employees laid off. Termination of employment is a practical step for tourism business actors to reduce increasing losses. Previous research has studied economic issues affecting the tourism industry during the COVID-19 pandemic (Bhammar et al., 2021; Bugalski, 2020; Fernández-Pérez & Peña-García, 2021; García-Gallo et al., 2021; Kitamura et al., 2020; Rubino et al., 2020; Yamamura & Tsutsui, 2020). Other studies address the psychological problems of travel stakeholders in a pandemic (Couto et al., 2020; Han et al., 2020; Kim et al., 2021; Liu et al., 2020; Rather, 2021; Wang et al., 2020) or research Tourism and Virtual Reality (VR) (Lee & Kim, 2021; Sun et al., 2021; Van et al., 2020). Previous research has focused on tourism resources invested, stakeholders, and decision-making methods for tourism stakeholders. This research will focus on the tourism development strategy during the Covid-19 pandemic at the local government and community levels.

Tourism is one of the basic human needs. As a basic human need, tourism will fulfil human needs for vacation and recreation, education and research, spiritual, physical, and spiritual health, interest in culture and the arts, security, politics, and commercially valuable things—the economic life of society. Tourism is carried out individually, in families, in groups, and in association with social organizations. Tourism can be defined as a temporary change of residence, whether to make money or not. Tourism is also a trip undertaken by one or more people to satisfy curiosity about something. Several definitions link tourism to sporting activities for medical, convention, religious, and other business purposes. Furthermore, Santoro (2004) formulates tourism objectives to (1) increase economic growth; (2) improve people's welfare and alleviate poverty; (3) Overcome unemployment; (4) preservation of nature, environment, and resources; (5) cultural promotion; (5) advancing the nation's imagination; (6) strengthening identity and unity. (7) fostering a sense of love for the motherland and strengthening brotherhood among nations. According to the UN-WTO there are three essential elements in tourism's holistic sense: Domestic Tourism (residents/residents visiting/travelling within the territory of their country). Inbound Tourism (non-resident/non-resident travelling, entering certain countries). Outbound tourism (residents/residents travelling to other countries). Tourism potential is all objects (natural, cultural, manufactured) that require much handling to provide attractive value for tourists.

Tourism development is considered beneficial from the community's economic (Rahmawati et al., 2020), social, and cultural aspects, for example, the development of the Duta Beach tourist attraction in Probolinggo Regency. The results of Bahiyah et al. (2018) state that an appropriate tourism development strategy is needed to attract tourists to the Duta Beach tourist attraction. The results of the SWOT analysis test show that internal and external factors influence the level of tourist visits. Therefore, formulating development plans and strategies must consider internal and external factors (Bahiyah et al., 2018). The tourism development strategy in Mojokerto Regency is carried out through tourism object development, promotion, and business development activities. However, in practice, it is found that there are supporting and inhibiting factors, both internal and external (Nurhadi & Rengu, 2014). Some regional tourism still shows development efforts that still need to be optimized. As happened in Sukabumi Regency, there are no vital government institutions to manage tourism destinations, and a lack of human resources, finance, and innovation capacity (Ningrum et al., 2019). In the context of microeconomics, tourism development will positively impact the income of people around tourist destinations. It is because, with the increasing flow of tourists, communities around tourist objects can open new businesses to meet tourist needs, such as accommodation businesses, restaurants, and other services such as equipment rental: water sports, cars, massage services, and souvenirs. For local governments, tourism also impacts local revenues through taxes and fees. In addition, tourism also has an impact on increasing demand for local products, handicrafts, souvenirs, and regional specialties.

Tourism development is an effort to advance tourist objects to make them more attractive, seen from the aspects of places and objects, to attract more tourists. The main reason for developing tourism is local, regional, and national economic growth. Tourism development must always pay attention to the benefits for the community in tourist destinations (Barreto & Giantari, 2015). Thus, tourism development is a series of activities to realize the use of various tourism resources in an integrated manner, integrating all aspects outside of tourism in sustainable tourism development and promoting and improving the environmental conditions of tourist attractions. Sustainable tourism development aims to realize tourist attraction and the number of visitors, benefit the local community, and become a source of income for the government. There are essential factors in tourism development, namely partnerships (Rahmawati et al., 2020). Past literature has discussed the importance of cooperation issues between the tourism industry and its partners. Tourism stakeholders include tourists, travel companies, travel providers, destination organizations, governments, local communities, and practitioners (Sigala, 2020). Partnerships can occur between two or more stakeholders. It can also involve the government, employers, communities, and nongovernment organizations. Much research has been done on tourism development by

discussing various tourism, hospitality, and transportation developments. However, there needs to be more research on how the government formulates tourism development strategies involving various stakeholders, especially local communities. Therefore, this study will use swot analysis involving local communities to formulate tourism development with pro-local potential and the main benefits for local communities.

2. Methods

This research uses a qualitative descriptive method, which is a method that describes certain social phenomena to understand what is experienced by research subjects, for example, respondents' perceptions, behaviour, implementation, actions, and others. Qualitative research is descriptive and uses an inductive approach with analysis, process, and meaning (object perspective). This study explains phenomena related to tourism development potential and strategies in Sukabumi Regency during the COVID-19 pandemic from an institutional perspective. This research was conducted in Sukabumi Regency. Taking the Sukabumi Regency tourism office as the main data source, both primary data and secondary data. Secondary data was taken from planning documents and tourism reports in Sukabumi Regency.

In contrast, the preliminary data was taken from observations of tourism development in Sukabumi Regency and the results of in-depth interviews with the government as tourism development policyholders, business actors, and community leaders who are directly involved in tourism activities. Data was collected by taking government figures and community leaders as key informants. Furthermore, informants who understand tourism development were selected through purposive and snowballing sampling techniques: related government (n=7) and the community (n=20). The government in question is the leadership of the organization in the regional tourism sector as a key informant, then based on information from the key informant, another informant is selected, namely the employee in charge of the tourism destination sector, the planning and evaluation department as well as the tourism industry and institutional section. The people were selected based on government recommendations: those around the Gunung Halimun Salak National Park and those in the Ciletuh Palabuhanratu Geopark tourism area.

Observations were made at various tourist locations and tourism activities in Sukabumi Regency, such as Pasarratu Beach, Mount Halimun Salak, Ciletuh Geopark, cultural tourism in the Kasepuhan community, and the tourist village of Sukagalih Cipeuteuy village. The interview technique used is in-depth interviews in a structured manner using an interview guide. Interviews for one informant spent 1-2 hours. Interviews with the government related to identifying problems surrounding tourism during the Covid-19 pandemic, the direction of local government policies for tourism development, and the efforts made to overcome various problems. Interviews were conducted with tourism actors and the public regarding the impact of Covid-19 on tourism activities, what potential can still be developed from the tourism sector in their regions, and expectations for future tourism development. Government informants include government officials in the planning and evaluation section, tourism destinations section, tourism marketing sector, industrial and institutional sector, tourism promotion section, tourism destination development section, and creative economy section. Meanwhile, from a cultural aspect, 20 community informants consisting of ten indigenous people whose location is included in the Ciletuh-Palabuhanratu Geopark area. Also, ten non-indigenous people are in a tourist village.

In addition to observation and in-depth interviews, data collection was also carried out in FGD with seven tourism office employees to formulate the identification of problems, strengths, weaknesses, opportunities, and threats through SWOT analysis. The results of the SWOT analysis are jointly analyzed, then strategies are formulated to overcome problems by

highlighting strengths to overcome weaknesses and taking opportunities to answer challenges. In qualitative research, conceptualization, categorization, and description were developed based on the "event" obtained during the field activity. Therefore, data analysis cannot be separated from data collection—qualitative research analysis data in interrelated cycles between data collection, reduction, concluding, and presentation. The process of data analysis is an activity that is also carried out at the time of data collection (Miles & Huberman, 1994). Both coincide, and the process is cyclical and interactive, not linear (Rijali, 2018).

3. Results and Discussion

3.1. The Tourism Potential of The Sukabumi District

The Sukabumi District is known as GURILAPSS namely mountains, jungles, seas, beaches, rivers, and other tourism service businesses with a very strategic function/role for the potential for regional economic activities and society in general. Sukabumi District is rich in tourism destination potential, including Mountain, Jungle, Sea, Beach, River Tourism, and geopark nature tourism. Geopark nature tourism contains high historical and archaeological values that show evidence of the geological history of West Java. One of West Java's distinctive, unique, and rare geological resources is the Ciletuh-Pelabuhan Ratu area. In addition, several other tourism potentials are developed. They are superior and have specific characteristics that are rarely or may not be owned by other regions, such as white water rafting, wave rafting, surviving, diving, fishing, tourism villages, ecotourism, turtle breeding, and others. There are also specific/typical creative economy tourism products promoted during the Covid-19 pandemic, such as handicrafts, bamboo crafts, and metals. In addition, there is also the potential for regional arts and cultures such as museums, sites, traditional villages, fishing parties, and parties, which, if handled properly, will have a unique attraction for domestic and foreign tourists.

Along with developing tourism potential and in the conditions of the Covid-19 pandemic, it is necessary to have integrated and systematic preparedness and strategic planning to support the expected targets and objectives. So from the positive side, the Covid-19 Pandemic is the best moment in strategic planning for the development of tourism, the Covid-19 pandemic is the best moment for strategic planning for developing tourism potential. There are several essential components in tourism development, including a comprehensive evaluation of the existing and future potentials, structuring tourist objects and their infrastructure, increasing tourism resources, as well as more aggressive and up-to-date tourism promotion and marketing by involving the participation of stakeholders and partners potential, which includes several essential components, including a comprehensive evaluation of existing and future potentials, structuring tourism objects and their infrastructure, increasing human tourism resources, and more aggressive and up-to-date tourism promotion and marketing by involving the participation of stakeholders, partners, and tourism stakeholders. The tourism potential of the Sukabumi District will be outstanding in the future if all these elements are integrated and with full support from the community in the hope of producing a climate where tourism is our life and our future.

3.2. SWOT Analysis of Tourism Potential in Sukabumi District

Based on the research results in the field, the above results will be discussed further in a description. First, the strengths (Strengths) of the Sukabumi District tourist area are complete tourist attractions. So that the term GURILAPSS is attached to it, namely Mountains, Jungles, Seas, Beaches, Rivers, and Tourism Service Businesses. The beauty, varied natural wealth, and diverse local arts and culture make Sukabumi District Tourism a strong attraction for local and foreign tourists. In addition, access that has become more advanced and integrated with

the Bocimi toll road is a force that will undoubtedly increase tourist visits. The third strength of Sukabumi District's tourism potential is that the costs incurred are cheap, but the memories are expensive. Second, the weakness of the existing Sukabumi District tourism potential is the need for more maintenance and development of infrastructure facilities by exceptional managers managed by the tourism office. The accessibility level is still less supportive and uneven. The lack of promotion and information obtained in cyberspace requires them to learn more about potential tourism objects in the Sukabumi district.

Third, Opportunities from the tourism potential of Sukabumi District can create many new jobs. Furthermore, communities around the tour will positively impact their economy through trading, tour guides, and lodging. In addition, the opportunity for tourism potential in the Covid-19 pandemic is to take advantage of the potential of tourist objects to be used as content creators and promotions on social media so that people will be very interested in visiting when the pandemic is over. Fourth, threats to the tourism potential of Sukabumi District are the Covid-19 Pandemic, which continues to this day, so the government has yet to entirely allow the public to travel, which impacts tourist visits and the maintenance of tourist objects. The next threat is tourists who must comply with health protocols and excellent and responsible travel provisions. The last is the natural conditions which are currently erratic weather, so it must always be alert—Sukabumi District Tourism Conditions Before and After the Covid-19 Pandemic. The pandemic has dramatically affected various sectors in the world, including Indonesia, such as the tourism sector, which was significantly disadvantaged by this, given that the covid 19 virus restricts everyone from leaving the house.

Various government policies, such as the lockdown and large-scale social restrictions or the enforcement of restrictions on community activities, affect the flow of goods and people movement, with this policy increasing detriment. Various government policies impact the flow of movement of goods and people, such as the lockdown and large-scale social restrictions or the enforcement of restrictions on community activities. The policy is detrimental to activists in the tourism sector. Although this policy is a form of the government effort to suppress the spread of the Covid-19 virus, talk to activists in the tourism sector. It is also a form of government efforts to reduce the spread of the Covid-19 virus, as happened in the tourist attraction in Sukabumi District. During the implementation of social restrictions, tourism objects in Sukabumi District were closed or opened with only 30% of visitors. Hence, the tourism sector slumped due to the absence of tourist visits. In addition to impacting tourist visits, the pandemic also changed people's travel trends during this pandemic. Tourists and attraction managers must always apply stringent health protocols as standard government. The following is data on the difference in tourist visits before and after the Covid-19 Pandemic.

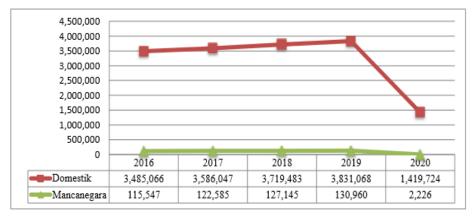


Figure 1. The flow of Tourist Visits in Sukabumi District (source: Tourism Office, 2021)

Tourist visits usually experience positive in the form of an increase when pandemic conditions experience a drastic decline for local and foreign tourists. The figure above shows

data on tourist visits to Sukabumi Regency from 2016 to 2020. From 2016 to 2017, tourist visits to Sukabumi Regency increased by 2.89%. From 2017 to 2018, tourist visits increased by 3.72%. From 2018 to 2019, tourist visits increased by 3%. However, in 2020, tourist visits decreased by 62.94%. It happened because of the social restriction policy during the Covid-19 pandemic.

3.3. The Direction of the Tourism Development Policy in the Covid-19 Pandemic Period

Tourism is a mainstay sector for regional regions in Indonesia because tourism is one of the original provincial revenues, contributing much too limited income. One example of the case raised in this paper is tourism in Sukabumi Regency, one of the regencies in West Java province, Indonesia. In developing its tourism, Sukabumi Regency focuses more on agribusiness and sustainable tourism. In this case, direct tourism from nature, tourist attractions that attract visitors and are environmentally friendly by prioritizing aspects of nature conservation, socio-cultural-economic empowerment of local communities, and parts of learning and education that promote the welfare of the people around the tourist attraction. The direction of regional tourism development is more towards agrotourism and sustainable tourism-based. Agrotourism is a driver of sustainable rural development and a prospect for sustainable rural growth in the tourism sector. Agrotourism is considered a way of sustainable development. It is a result of the social and economic decline in rural areas and the relocation of investment to urban areas, causing rural areas to become uninhabited and their cultural heritage to be lost. Agrotourism is becoming a new strategy for sustainable rural growth, with rational use of agricultural resources and increased cultural heritage for rural tourism development (Kothari & Perwej, 2021).

What has been done by Sukabumi Regency has also been done by regions around the world, including tourism in Malaysia which focuses more on aspects of sustainable agrotourism. In Malaysia, agro-tourism revolves around tourism activities offered by local agricultural operations in the four branches of agriculture, namely agriculture, fishing, animal husbandry, and agro-based industries. However, the study's results found that the development and achievement of agro-tourism in Malaysia was slower and far behind that of neighboring countries. There are still challenges to be faced in developing agriculture-based tourism in Malaysia: limitations among farmers, lack of awareness of this niche, and underdeveloped infrastructure and facilities in rural areas. Nonetheless, agro-tourism has provided benefits to local communities in economic and social aspects, such as income diversification, job creation, and business opportunities. Therefore, agro-tourism in Malaysia has great potential to become one of the poverty alleviation initiatives (Jaunis et al., 2022). In Sri Lanka, agritourism is generally operated by private companies and outside investors. There are several issues and challenges in developing agro-tourism in Sri Lanka: Small agricultural land; Lack of human resource skills; Poor product development rates; Poor publicity and promotion. While from the aspect of agro-tourism, there are still several problems, namely the low number of visitors, environmental pollution, and infrastructure development. Government intervention is essential to promote the agro-tourism sector among the country's farming communities.

The government of Sukabumi Regency always tries to make tourism development following the community's expectations. During the Covid-19 pandemic, the policies of the Sukabumi government were quite controversial. On the one hand, the government strictly closed road access, but on the other hand, local people like to travel and come to tourist attractions. The controversy over the interests of controlling the spread of Covid-19 and continuing to carry out tourism activities has forced the regional government to issue a policy to keep tourist destinations open by implementing health protocols and limiting the operating hours of tourist visits so that the tourist environment is maintained, safe and under control. Besides maintaining health during a pandemic, local governments must promote regional

tourism. By Learning from the experience of Greek tourism during the Covid-19 period, agrotourism activities are based on the specifics of each destination, city, district, and local tourism offices must play an important role where they must take marketing from each locality. Create websites with engaging content, including general information about the location and advertisements of local production and processing plants. Local actors can offer tour packages through training programs on agro-tourism and good business practices. Developing agrotourism in an area requires parallel development, upgrading, and integrating essential infrastructure with projects that adapt to tourism development and environmental sustainability (Director General for Tourism Policy, Ministry of Tourism, Greece & Adjunct Professor of Higher Education, Hellenic Open University, Patras, Greece & Dionysopoulou, 2021).

One form of marketing the Sukabumi local government is holding tourism festival performances. However, this activity stopped entirely in 2020, but in 2021 they started to dare to hold village tourism competitions and elect tourism ambassadors. This activity is the government's way of moving the small and medium business sectors and supporting economic recovery efforts in tourism. In efforts to restore tourism conditions in Sukabumi Regency, the local government, in this case, the tourism service, has developed policy directions and tourism priority programs for Sukabumi Regency, namely as follows: Building a world-class tourism culture for the community and the tourism industry; Improving the accessibility, amenities, and attractiveness of tourist destinations in prime destination areas; Improving tourism facilities and infrastructure and developing tourism products; Improving the creative economy in tourism development. The directions and policies are outlined as programs and strategic policy indicators for tourism development in Sukabumi Regency, illustrated in Table 2.

Table 2. Programs and Indicators of strategic tourism development policy in Sukabumi District

Bibliet	
Program	Performance Indicator
Program of improving tourism destination attractiveness	Percentage of tourist attractions built
Tourism marketing program	Percentage of increase in promotion of tourist attractions
Creative economy development program through the utilization and protection of intellectual property rights	Number of infrastructure and creative economy ecosystems developed
Tourism and creative economy resource development program	Percentage of development of tourism resources and creative economy fostered

(Source: research data, 2020).

These programs can be implemented as expected by focusing on priority programs. The goal realized by Sukabumi Tourism is "to increase the economic growth of the community based on agribusiness and sustainable tourism." Tourism development in Sukabumi Regency focuses on physical activity, such as increasing road access to tourist sites, and other actions, such as tourist attractions, increasing the interaction of various stakeholders in management and sustainable development (collaborative governance). It differs from what is being done in Lumajang Regency, Indonesia, where tourism development in Lumajang Regency only focuses on physical elements. In contrast, other factors still need to be added (Wiyati, 2018). Increasing the interaction of various stakeholders is very important in realizing tourism development. Stakeholder involvement in tourism development is a critical factor, especially in helping overcome the multiple weaknesses of the Regional Government (Rahmawati et al., 2020). For example, the low accessibility and tourism infrastructure in various regions cannot be resolved by the government alone but must involve stakeholders. Therefore, in developing

tourism, it is also necessary to make guidelines regarding stakeholder involvement in infrastructure development and improving accessibility.

3.4. Tourism Development Strategy Target

The target describes the agency's objectives describing the things to be achieved through actions that will be carried out operationally. Therefore, the formulation of the targets set is expected to focus on preparing operational programs and the organization's main activities that are specific, detailed, measurable, and achievable. In order to meet these criteria, targeting must be accompanied by the determination of target indicators, namely information, symptoms, or markers that can be used to determine the success of efforts to achieve goals. From the above understanding, the targets of the Sukabumi District Tourism Office are described in the following program: 1) Implementation of strict health protocols at every tourist destination; 2) Management of leading tourist destinations; 3) Development of cultural tourism; 4) Community-based tourism development through village-owned enterprises; 5) Strengthening tourism regulations; 6) Development of supporting facilities; 7) digital destination; 8) Massive promotion to increase tourism events and festivals; 9) Development of Community-Based Tourism; 10) Strengthening Tourism Data; 11) Optimization of Creative Economy Development.

In line with the research results of Rahmawati et al. (2020), tourism development can be carried out on a community-based basis, in this case, considering local cultural values. This tourism development model requires institutional improvements and capacity building for human resources, budgets, and supporting infrastructure.

4. Conclusion

During the Covid-19 pandemic, local governments in Indonesia carried out a strategy for developing tourism institutions by increasing regional tourism potential, strengthening the human resource capacity of tourism actors, developing instructors, and exploring new, more vibrant tourism potentials such as tourism villages, the creative economy, and the latest marketing. Tourism institutional development strategies can be in the form of strategic programs to strengthen tourism institutions. This strategy is formed through the formulation, implementation or application, and evaluation stages. Some of the programs included in the strategy for strengthening tourism institutions run by local governments in Indonesia are managing leading tourist destinations, developing cultural and community-based tourism, maintaining tourism regulations, developing digital destination support facilities, massive tourism promotion, and increasing events and festivals, developing CBT (Community-Based Tourism), strengthening tourism data, and optimizing creative economic development. The implication of this research is: that the tourism office must further optimize tourism potential with more aggressive, creative, and contemporary tourism promotions following the progress of the times; institutions must further strengthen cooperation with sustainable tourism partners and accelerate the completion of more comprehensive tourism regulations; Improve existing facilities and infrastructure to become more comfortable, contemporary, and have an impressive appeal.

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