

**Strategic Management in the Development of Tuban Tourism Sector: A Study
in Office of Economy and Tourism of Tuban Regency, Indonesia**

Coristya Berlian Ramadana, Sumartono, Imam Hanafi

Faculty of Administrative Science,

Universitas Brawijaya

berlirama@gmail.com

ABSTRACT:

The tourism development in Tuban Regency, Indonesia, is expected to make an impact in the region due to the number of tourism objects and attractions, especially on the government management strategy to develop the tourism sector. However, the fact in the field is in contrast with the expectation where the management strategy application by Office of Economy and Tourism itself is still less than the maximum, particularly regarding to the tourism local revenue that is relatively small. The type of this research is a descriptive qualitative research which is intended to obtain the information about the Strategic Management of Tourism Sector Development in Tuban Regency. The informants of this research are those who have the relevance with the research focus and issue. After doing some research, based on the data and facts, the strategic management of tourism sector development in Tuban Regency is prioritized for the creative economy while the tourism development itself is still lacking. The strategic plan that is used by the Office of Economy and Tourism, particularly for tourism sector, is more focused on the tourism attractions development (Kambang Putih Tourism), superior tourism attractions development (Bom Beach), tourism attractions revitalization of Akbar Tuban Cave, tourism attractions revitalization of Bektiharjo Hot Spring and partnerships with private companies. The strategy that is used by the government of Tuban Regency through the Office of Economy and Tourism does not show any significant improvement in Tuban tourism sector.

Keywords: *Strategic Management, Tourism Sector Development*

1. INTRODUCTION

Nowadays, tourism is a mega business for certain circles. However, positioning tourism as a part of the essential aspect of life is relatively new phenomena. Tourism development has an important role because it acts as an economic driving force, it is also expected to increase the employment opportunities and improve the household incomes as well as the inner satisfaction of the community needs. The requirement of the stakeholders to understand the tourism competitiveness deeper is not without logical reasons. As stated in Act No. 23 of 2014 about Regional Regulation that "Regional autonomy is the rights, powers, and obligations of autonomous region to set and manage their own affairs and interests of local communities in accordance with the legislation". The autonomy granting for the region is in order to realize such public welfare through service improvement, empowerment, and participation. Along with running the regional development, the concept of the strategic planning is also very important because the environment keep on changing over times either regional or national. It needs to be anticipated and faced with a number of new steps and new policies that are responsive to the changes.

Geographically, Tuban Regency is a region in Jawa Timur Province, Indonesia, that consists of limestone mountains, highlands/valleys as well as coastal water areas which then formed a beautiful nature with geology fragments that creates waterfalls, white sandy beaches, and caves. It is possible that the growth and development of Tuban is being pushed by the tourism sector because it is supported with such resources and superior economic sectors like agriculture, farms, fishery, mining, and tourism itself. As it is stated in the Act No. 23 of 2014, article 34, paragraph 3 that "the basic requirement of the regional capacity is the regional capability to grow in order to realizing such public welfare". The basic requirement of the regional capacity as it is based on the parameter are as follows: a) geography; b) demography; c) security; d) socio-political and tradition; e) economic potential; f) region financial and; g) governance ability. The economic potential parameter includes the economic growth and superior potential in the region. Along with the facts that a well-known and well-reputation tourism destination is one of the superior potential, the government has initiated a strategic role in the tourism industry development, starts from promotion and socialization.

It is seen on the phenomenon in Tuban with all offers of tourism attractions, but sadly, the strategic management from the government that is related with tourism especially tourism development is still lacking, so the development of tourism objects potential could not be optimal. Hence, the importance of strategic management and local government awareness in developing the tourism sector. Tourism sector needs a strategic management with an arranged and planned pattern so that the potential of the region could be developed optimally with a fit management strategy. In promoting regional tourism sector, the local government is the driving force which then will be granted a full authority by the Office of Economy and Tourism, Tuban in determining the tourism development strategic plan.

In this case, researchers just wanted to know on how far the strategic management that is run by the Office of Economy and Tourism, Tuban in developing its tourism potential. So far, with such excellent tourism resources and potential, it is still less attractive for either domestic or foreign tourist to visit Tuban. The most well-known tourism object in Tuban until now is the religious tourism which is Sunan Bonang cemetery. Even though with the existence of Sunan Bonang cemetery, it is considered that the management strategy is still does not meet the maximum tourism development because tourist only visit that cemetery merely at some time and they do not go to the other tourism objects.

A strategic management is very important in the development of a tourism, so that the tourism potential in Tuban could run as it is planned and produce a positive impact for the surrounding. Nowadays, tourism is one of the largest industry in the world and it is a major aspect in generating foreign exchange in many countries including Indonesia. On the other hand, many people are very concerned with tourist-faction which will cause a social disorganization, both in the community and family. Based on today's phenomenon, maintaining the values of the culture to be part of the tourism itself is very necessary. So that, the tourism will keep developing and the culture will be the filter for threats that will destroy the society itself. Tourism is a dynamic thing; it needs a sharper analysis or assessment in every time. As a dynamic activity, tourism requires a continuous assessment that must be dynamic too, so the tourism development could provide a benefit to the local community.

Therefore, this study aims to reveal the strategic management that is implemented by the Office of Economy and Tourism of Tuban Regency and to reveal the supporting factor and inhibitor in the strategic management of Tuban tourism development.

2. REVIEW OF LITERATURE

Strategic Management

Strategic management is a series of fundamental decisions and actions that are made by the top management and implemented by all levels of organization in order to achieve the goal of the organization (Siagian, 2003:15). Today, the term of strategy has been used by all kind of organizations and maintained the main ideas contained in the original sense, but its application is adapted in accordance with the type of the organization. Every organization, either business or non-business must have a purpose. In achieving this goal, an organization must have a strategy. Strategy contains the objectives that is made by the company management and expected to ensure the maintenance of a company's competitive advantage (Solihin, 2012:25).

The influencer factor of the strategic management system design according to (Siagian,2003:23) is as follows; the common thread that must be appeared in every strategic management discussion is that the top management in an organization especially a business organization must be able to formulate and determine the strategy so that the concerned organization not only able to maintain its existence but also able to make adjustment and change, by that the organization will be able to increase its effectiveness and productivity.

Tourism

Tourism is a social phenomenon that involves human, society, group, organization, culture and many more, which is a sociology study object. Tourism in not an activity that it run in an empty room. It is very associated to the issue of social, political, economic, religion, policy, hospitality, culture, health and so on, including the social institutions (Zendrato, 2014:62).

3. RESEARCH METHOD

The type of this research is a descriptive research with qualitative approach. The focus of the research is based on the formulation of the problem which are:

- 1) The implementation of the strategic management by the Office of Economy and Tourism, including:
 - a) Strategic Policy
 - b) Strategic Program
 - c) Strategic Program Budget
 - d) The mechanism of strategic management
- 2) Supporting factor and inhibitor in the strategic management of tourism development, including:
 - a) Supporting Factor
 - b) Inhibitor

In this qualitative research, the research took place in Tuban Regency, Jawa Timur Province. The research site was in the Office of Economy and Tourism, Tuban, which was the leading sector in the tourism strategic management. The data that is used in this research consists of; primary data and secondary data. In this research, the main source of data is informants, events and documents. The data collections were done through interviews, observations and documentations.

4. RESULTS AND DISCUSSION

The Implementation of Strategic Management by Office of Economy and Tourism

The basic strategic idea on the Office of Economy and Tourism according to the Head of Tourism Division when in the period of 2006-2011, the Government of Tuban Regency formulated a regional work unit or in another name is called a department namely the Office of Economy and Tourism. It was initially referring to the composition of ministerial cabinet in 2011-2014, namely the Ministry of Tourism and Creative Economy. From there, the name of Office of Economy and Tourism in Tuban came up, so that the formulation of the vision and mission were also affected.

The conclusion of the strategic decision in determining the vision and mission according to the Head of Tourism Division in the Office of Economy and Tourism, Tuban was also referring to the cabinet of the Ministry of Tourism and Creative Economy at that time. The vision of the Office of Economy and Tourism, Tuban, is "The realization of a prosperous and advanced society which is based on local resources and social economy through industry sectors, trading sectors, cooperative sectors, UKM/*Usaha Kecil dan Menengah* (ESMs/Small and Medium-Sized Enterprises) sectors, and tourism sectors". The determining of that vision was accompanied by the Head of Economy Division in *Badan Perencanaan Pembangunan Daerah Kabupaten*

Tuban (Local Development Planning Board of Tuban Regency of Bappeda). That vision is more focused on the creative economy sector while the tourism sector is still lacking.

The strategic program of tourism sector in Tuban, 2011-2016 are:

- 1) Tourism attraction development (Kambang Putih).
- 2) Superior tourism attraction development (Bom Beach)
- 3) Tourism attraction revitalization of Akbar Tuban Cave
- 4) Tourism attraction revitalization of Bektiharjo Hot Spring

The program only focuses on the tourism attraction revitalization when actually there are lot destinations in Tuban such as Pasir Putih Beach, Nglirip Waterfall, Jaka Tarub Waterfall, Ngerong Cave, Kelapa Beach, Sowan Beach, Sunan Bejagung Cemetery, Syekh Subakir Cemetery, Perut Bumi Cave, Sunan Bonang Cemetery, Putri Asih Cave, Banyu Langsih Waterfall, Watu Ondo, Mangrove Beach, Krawak Hot Spring, Sunan Geseng Cemetery and Kambang Putih Museum. The tourism objects mentioned above is largely managed by Perhutani (a state-owned forestry company) and foundation organization; otherwise, there is no management of the other tourism objects.

Whereas, the tourism object that is managed by the Government of Tuban Regency is only Kambang Putih where the Office of Economy and Tourism do a multiplayer, so that the management is not only carried out by the government but also in cooperation with private sectors. So far, the government is act as a regulator for Kambang Putih tourism management. Bom Beach itself is already revitalized while the revitalization of Akbar Cave is far to be seen. As stated by the Head of Tourism Division in the Office of Economy and Tourism that there will be a new path, a way that connects the cave with the parking lot. Lastly is Bektiharjo Hot Spring that has been improved.

This is also supported by the final report of Bappeda about the analysis of tourism potential and creative economy development in Tuban where the tourism potential framework is being mapped with the category of "OK", "AHA", and "WOW". "OK" is a stage where (a) the attractiveness is in the form of local tourism product that is different with other region, (b) there are not much interaction between tourist and manager. Second, "AHA" is the stage where (a) it prioritized an experience for the tourist, (b) interactive activities with tourist, (c) the existence of regular events. Last, the stage of "WOW" which is (a) self-actualization as well as anxiety and desire fulfillment for tourist, (b) learning media for tourist, (c) community establishment and development, (d) spread a positive impact towards the economic and environmental improvements. It shows that the strategic management is not simply determined by the owned strategy itself but more on the organization effectiveness in implementing that strategic management. Meanwhile, the strategic management implementation in Tuban is very far for maximum due to the budget and human resources.

That statement is supported by the budget from *Anggaran Pendapatan dan Belanja Daerah* (Local Government Budget or APBD) that is allocated for the Office of Economy and Tourism, Tuban, in 2011-2016. The budget for the tourism marketing development program is used for tourism promotion network cooperation in the amount of IDR 75,000,000.00. In addition to that, the budget for tourism destination development program is used for the construction of Boom Beach facilities as many as IDR 500,000,000.00 which then is used for the construction of supporting facilities and infrastructure of Tuban Tourism Station as many as IDR 47,950,000.00. And lastly, the budget is used for the second stage construction of Boom Beach supporting infrastructure and facilities in the amount of IDR 500,000,000.00. The total amount of the budget is IDR 1,047,950,000.00. The last budget allocation is for the training and community participation program through the election of Tourism Ambassador (called as *Cung* and *Ndukof* Tuban Regency) as much as IDR 50,000,000.00.

The budget that is allocated for the development of tourism is only amounted to 7.8%. It can be seen through the total budget amount for the tourism development and divided by the total budget that is allocated for the Office of Economy and Tourism and then multiplied by one hundred which it will only have resulted by 7.8%. This budget allocation is supported by the statement of the Head of Tourism Division in Office of Economy and Tourism Tuban that the budget allocation for tourism sector is very little, so that it is insufficient as to carry out any development program.

In the mechanism of tourism development implementation, institutional arrangement is one of the indicators to run the policies and program properly. The support from other parties is required to develop and build the tourism sectors due to the background of tourism industry that has many functions for the

society so that government as the driving force must involve in developing the tourism sector. The government of Tuban starts to participate in developing its tourism. Their participation is in the form of improving the cooperation with relevant institutions, stakeholders, and local community as well as promoting the tourism through seminars and exhibitions. As it is explained by the Head of Tourism Division that Tuban involving the local community such as the entrepreneurs and batik artisan in several tourism promotion events to attract tourists. In implementing the tourism development, as the tourism manager, the Office of Economy and Tourism in Tuban must have a good cooperation and communication among fellow employees. The communication and cooperation between the employees is already well established due to a training and coaching. It can be seen from the participation of all employees in the event that is organized by the government. It is recorded in the report of Bappeda about the analysis of tourism potential and creative economy development, namely, Focus Group Discussion (FGD) or discussion group forum for the private worker/employee in tourism development.

The supporting factor in this strategic management is the high tourist visitation in Sunan Bonang cemetery. Where the tourist who have visited this cemetery is classified as a group tour, a sightseeing trip that is conducted jointly and led by someone who is responsible for the safety and needs of all members. The other supporting factor in attracting the tourist is by the relationship between culinary business and *batik* artisan which will serve as a souvenir. This is supported from the fact that when the tourists arrive at the tourism destination, they will not only need accommodation but also food and beverages, attractions, souvenir and other needs in order to support their activities. All requirements that needed by the tourist in the tourism destination are called tourism products (Oka,2013:22).

The inhibitor in this strategic management according the results of the research is the name incorporation on a department. Namely the incorporation of Economic Department and Tourism Department. In the previous discussion we have discussed the importance of program development, budget formulation and manufacturing procedure where everything was meant to realize what has been formulated. Beyond that, there are other crucial things that must be done by the management parties such as how to organizing the staff as well as how to do a coaching and controlling. In this case, the discussion will be only focused on staff structuring and directing.

5. CONCLUSIONS AND SUGGESTION

Conclusion

In conclusion, the strategic management implementation of the Office of Economy and Tourism in Tuban Regency consists of policies, programs, budgets, and mechanisms. It can be concluded that the strategic policies performed by the Office of Economy and Tourism are based on the basic strategic idea of the Office of Economy and Tourism in the period of 2006-2011 in formulating a regional work unit or in another name is called a department namely the Office of Economy and Tourism. It initially referred to the composition of ministerial cabinet in 2011-2014, namely the Ministry of Tourism and Creative Economy. From there, the name of Office of Economy and Tourism in Tuban came up. Then the strategic plan is formulated and it also referred to the composition of the ministerial cabinet at that time which was more focused on creative economy followed by the vision mission that is also more focused on the creative economy.

Furthermore, the development program of this tourism sector can be said as not optimal because one of the organizational structures is not really fit with the actual condition. From some of the programs that have been prepared according to the strategic plan, the program for tourism development is very limited which is only a development for Akbar Cave, Bom Beach, Bektiharjo Hot Spring revitalization and Kambang Putih Boom revitalization. The budget that is allocated for tourism development is only 7.8%, it can be seen through the total budget amount for the tourism development and divided by the total budget that is allocated for the Office of Economy and Tourism and then multiplied by one hundred, it will only have resulted by 7.8%.

In the mechanism of tourism development implementation, institutional arrangement is one of the indicator to run the policies and program properly. The support from other parties is required to develop and build the tourism sectors due to the background of tourism industry that has many functions for the society so that government as the driving force must involve in developing the tourism sector. The government of Tuban starts to participate in developing its tourism. Their participation is in the form of improving the

cooperation with relevant institutions, stakeholders, and local community as well as promoting the tourism through seminars and exhibitions.

Moreover, the implementation of this tourism development is carried out manually by the community to manage several attractions, especially the natural attractions that are not managed by the Office of Economy and Tourism Tuban. The department only monitor and provide such guidance and then do some cooperation with various agencies and promote the tourism potentials like the Ratubanegoro cooperation (Rembang, Blora, Tuban, Bojonegoro) in the field of art, culture and health. From this partnership, the government involves the society especially the business community and Tuban's *batikartisan* in order to promote the tourism attraction in Tuban. Moreover, the Office of Economy and Tourism also have a cooperation with the private parties due to the management of Kambang Putih Bom where the private sector has invested in Tuban. Lastly, the social order is also an important thing to be considered in developing and building the tourism sector, it requires a support from every side including the government, private parties as well as the society. Society participation has a very important role in supporting the tourism development.

The supporting factor in this strategic management is the changing of the institution's name that is in charge in the tourism sector to be the Office of Tourism, Youth and Sport Affairs. Furthermore, it will also be formulated a master tourism plan. Besides that, the existence of Sunan Bonang Cemetery is also a supporting factor for this tourism development. Not only this cemetery or religious tourism but there are other tourism destinations in Tuban, such as nature tourism, mining, art, craft and adventurous tourism.

Finally, the inhibitor in the strategic management of this tourism development is the name incorporation, namely the Office of Economy and Tourism, where tourism was supposed to be more focused in tourism itself and it should not be combined with the economy department. The other inhibitor is that the human resources is not maximum in developing the tourism potential, so that the promotion is also not maximal.

Suggestions

Several suggestions can be made based on the conclusion, namely, (1) it requires a deeper analysis to determine the strategic management in this tourism development; (2) it takes a strong commitment from the leader or employees in implementing the strategic management of this Tuban tourism development; (3) it needs a significant program to develop such tourism potentials; (4) it requires a tourism policy that can support the tourism development implementation; (5) it is essential to do such training for human resources development so that they will be able to develop the tourism potential optimally and the tourism development itself could run properly; (6) it is required to do an explore for a new tourism object; and (7) it needs technology innovation in promoting the tourism attractions such as the tourism package that is provided by the government of Tuban.

REFERENCES

- [1]. David, Fred R. 2005. Strategic Management: Manajemen Strategis Konsep, Tenth edition. Jakarta: Salemba.
- [2]. Hunger, David J. and Wheelen T. 1996. Strategic Management, 5th Edition. New York: Addison Wesley
- [3]. Kurniawan, Zendrato. 2014. Kebudayaan dan Pariwisata Nias. Jakarta: Mitra Wacana Media.
- [4]. Lynch, Richard. 2006. Corporate Strategy. England: Prentice Hall
- [5]. Nawawi, Hadari. 2005. Manajemen Strategik Organisasi Non Profit Bidang Pemerintahan. Yogyakarta: Gajah Mada University Press.
- [6]. Siagian, P. Sondang. 2003. Manajemen Strategik. Jakarta: Bumi Aksara
- [7]. Solihin, Ismail. 2012. Manajemen Strategik. Jakarta: Erlangga
- [8]. Wheelen, T. and Hunger, David J. 2003. Manajemen Strategis. Yogyakarta: Andi Yogyakarta.