

The Strategy of the Rembang Tourism Department in Developing the Potential of Cultural Tourism

Mia Amelia*, Augustina A. Rumanti, and Yudha Prambudia

School of Industrial Engineering, Telkom University, Bandung, Indonesia;
Email: augustinaar@telkomuniversity.ac.id (A.A.R.), prambudia@telkomuniversity.ac.id (Y.P.)

*Correspondence: miaameliaa@student.telkomuniversity.ac.id (M.A.)

Abstract—This research was conducted based on the low level of tourist arrivals, both domestic and foreign, to the Rembang district. Even though the tourism sector is one of the mainstay sectors of this regency to increase its regional income, this study uses a qualitative descriptive method, using the strategic concept of Rangkuti as a reference. The study results show that the Tourism Office of the Rembang district makes promotion the primary strategy for developing its cultural tourism potential. Failure is caused by the upgrade not being implemented optimally. Both from the use of media and other promotional facilities. This study concluded that the failure stemmed from not implementing various tourism development standards that should have been carried out (infrastructure development, promotion and strengthening of human resources, and involvement of the private sector).

Keywords—cultural tourism, infrastructure, promotion, strategy

I. INTRODUCTION

The tourism sector has become one of the leading foreign exchange-earners. It has become a commodity that the government relies on as the central pillar of national economic development in Indonesia (Ikasari, 2021).

When viewed from a cultural perspective, it can indirectly provide an essential role in the development of culture in Indonesia. The existence of tourist objects can introduce cultural diversity, such as traditional arts and religious ceremonies or customs that can attract domestic and foreign tourists (Sugiyarto and Amaruli, 2018). Rembang Regency is a district in Central Java Province with an area of 1,036.70 km². Rembang Regency is quite extensive district compared to other districts or cities in Central Java Province (Statistics of Rembang Regency, 2022).

The direction of tourism development policy in this area is as follows (Head of Department Youth Service and Sports, 2022):

1. Increasing people's income through tourism.
2. Development of the tourism sector as a source of

regional income.

3. Increasing the ability of community members to be able to obtain considerable benefits for tourism activities.

4. The realization of a tourism-aware society through Sapta Pesona to create an atmosphere that supports and supports the further development of business and tourism activities.

The local government, in this case, the Department of Culture and Tourism, plays a significant role in developing a tourist attraction considering that the tourist attraction in Rembang Regency is one of the tourist attractions that has enormous potential to grow regional income. The solutions referred to in this case are strategies related to developing tourist objects in Rembang Regency so that they can be more competitive in attracting tourists (Mintzberg, 2003).

Based on the background and problems above, this study aims to achieve the goal of formulating the problem, namely, "What is the strategy of the Tourism Office in developing cultural tourism potential in Rembang Regency?". This study aims to find out the forms and strategies set by the Tourism Office of the Rembang district in developing tourism and cultural potential in the Rembang district.

II. LITERATURE REVIEW

A. Tourism Management Strategy

A strategy is an essential tool for achieving competitive advantage. Strategy is an action that is incremental or constantly increasing and continuously carried out based on the point of view of what is expected by customers in the future (Rangkuti, 2008).

According to the Tourism Development Plan and the World Tourism Organization regarding tourism development in an area, namely: indirect interaction, this development model is approached so that regions or villages benefit without direct interaction with tourists. Moreover, in direct interaction, tourists can stay or spend the night in accommodations owned by the village or area.

B. Factors That Play a Role in the Development of the Regional Tourism Industry

The factors that play a role in the regional industry are (Pendit, 2002):

1) Quality of human resources

One of the keys to booming tourism in Indonesia is human resource development in the various tourism subsystems. This shows that qualified human resources play a significant role in developing the tourism industry, especially when the Indonesian government started implementing the regional autonomy policy.

2) Tourism promotion

Indonesian government policy regarding the implementation of regional autonomy then, each region is expected to be able to attract foreign and domestic tourists to visit tourist destinations in Indonesia by increasing tourism promotion. In this case, the promotion aspect is one of the determining factors developments of tourism potential, especially in Indonesian regions, one of which is in Rembang Regency, so it can be said that promotion plays a crucial role in the performance of the future of the Indonesian tourism industry.

3) Tourism facilities and infrastructure

The motivation that encourages people to travel will generate the same demands regarding tourism infrastructure and facilities such as telecommunication networks, accommodation, Etc. In this case, the readiness of tourism facilities and infrastructure is one of the determining factors for the successful development of the regional tourism industry.

The three factors above are critical factors that need serious attention in the context of developing the regional tourism industry. The objective of developing the regional tourism industry can be achieved if these three factors are implemented in an integrated and sustainable manner. It needs to be realized that developing tourism as an industry requires a lot of money. Especially with the implementation of regional autonomy, an integrated planning pattern is necessary before starting with the development of the tourism industry.

III. RESERCH METHODS

A. Type of Research

This research is a case study which is a type of research on one case carried out intensively, in-depth, in detail, and comprehensively. In this type of research, a person or a group whose problem is examined comprehensively, in detail, and in-depth, with a qualitative.

B. Research Focus

This research focuses on tourism management strategies in Rembang Regency through tourist objects, which can be further broken down as follows:

1. Priority of tourism management.
2. Tourism management budget.

3. Tourism promotion
4. Tourism development strategy.

C. Research Informants

Informants in this study are:

1. Head of Tourism and Culture Office of Rembang district.
2. Head of Culture, Tourism, and Culture Office of Rembang district.
3. One tourist informant.

Thus, the number of informants in this study was three people.

D. Data Collection

The data used in this study are primary data and secondary data. The data collection technique used in this study was in-depth interview techniques, direct field observations, and tracing of various documentation that was considered related to the research problem.

E. Data Analysis Techniques

The data analysis technique used in this study is through data reduction, data display, and conclusion.

IV. RESULT AND DISCUSSION

Based on the results of research through interviews obtained through informants shown in Fig. 1, in this section, researchers will discuss tourism management strategies that should be supported by:



Figure 1. Supported tourism management strategies

Based on Fig. 1, the following is an explanation of Supported tourism management strategies:

a) Operational Policy for the development of tourist objects and attractions.

The Operational Policy in question includes the determination of regional centers for object development based on an analysis of the structure of the spatial plan development of tourism areas by considering efforts to develop infrastructure facilities, environmental carrying capacity, and the attractiveness value of superior tourist objects, which are considered to have the most prominent attractive characteristics based on the attractive value owned and supported by the available facilities and infrastructure.

b) Operational Policy for the Development of Tourism Facilities

This policy includes making decisions regarding the classification of hotels, inns, and restaurants based on applicable laws and regulations, making decisions regarding the arrangements for forming hotel/inn associations and restaurants as a forum for fostering the

development of regional tourism business facilities, and establishing decisions regarding establishing a team of supervisors managing and supervising the development of regional tourism business facilities.

c) Regional Tourism Promotion Development Operational Policy

Matters related to this policy include establishing decisions regarding the arrangements for the establishment of bureau organizations regional tourism trips, a stipulation of decisions regarding the management of regional tourism promotion media, organizing the development of tourist attraction activities, and developing guidance and marketing services for regional tourism.

From the tourism development policy formulation that has been stated above, the guidelines for preparing an implementation plan for the development carried out, the direction and objectives of the development are described as follows: In the context of developing regional tourism, it is necessary to focus on improving the quality of program formulation and priority plans tourism development in an integrated manner between related agencies, supported by the ability of the apparatus to develop the implementation of tourism affairs which is the authority of the region.

Fostering the correctional of regional tourism assets needs to be directed at introducing more cultural wealth while still being supported as an effort to develop tourist objects and attractions by providing adequate facilities and infrastructure in each existing tourism object area. The development of tourist objects and attractions needs to be directed to the establishment of mainstay tourism objects supported by the quality improvement of the condition of existing facilities and infrastructure and followed by efforts to preserve the environment. Regional tourism development in the context of increasing regional revenue sources needs to be directed at perfecting and increasing tourism development, marketing tourism products, and determining regional regulations regarding business permits in managing a tourist area.

The emphasis is on tourism promotion through improving the quality of information, guidance, and marketing of cultural, natural, and unique interest tourism objects. In order to achieve the intended quality improvement, the focus of developing this tourism promotion sector needs to be supported by an integrated pattern of cooperation between the local government, the private sector, and organizational units for controlling and preserving culture and the environment.

For Rembang, the tourism industry is a prospective commodity seen as having an essential role in national development, so, unsurprisingly, Indonesia pays special attention to the tourism industry (Ministry of Tourism and Creative Economy, 2021). This is further strengthened by the fact that Indonesia has considerable natural and cultural potential, which can be used as capital for developing its tourism industry. One of the objectives of developing tourism in Indonesia is to increase foreign exchange earnings in particular and the

income of the state and society in general. Expanding employment opportunities and encouraging and supporting industrial activities and other side industries.

In this order of reform, it is a very appropriate initial momentum for the regions to be more independent in exploring and developing their potential. This regional independence manifests in the granting of considerable authority covering authority in all areas of government, except for authority in foreign policy, defense, security, justice, monetary and fiscal, and religion.

The transfer of authority is accompanied by the transfer and transfer of financing, facilities and infrastructure, and human resources following the authority delegated. It is a logical consequence for the regions that with the implementation of regional autonomy, everything operational is delegated to the regions.

In connection with the implementation of regional autonomy, everything related to the development of the tourism industry, including financing, licensing, planning, implementation, and evaluation, is the authority of the regions to organize it. Thus, each region must be more independent in developing tourism objects and potential, including financing their promotions.

The development of the tourism industry in a region is closely related to the development of the regional economy. The positive impact that the local community can directly feel is the expansion of employment opportunities regionally. This is the result of a well-developed tourism industry. For example, with the construction of infrastructure in the area, much labor will be absorbed in projects such as power plants, bridges, hotels, Etc (Eddyono and Sahid, 2019).

To develop the tourism industry in an area is needed specific strategies or new policies in the field tourism. An interesting idea from Sri Sultan Hamengkubuwono X, who put forward the concept of a borderless tourism policy, namely a tourism development concept that is not only fixated on one object for one region. At the same time, the distribution pattern must be further developed regardless of geographical boundaries.

Efforts to develop the Rembang tourism industry, especially in the face of regional autonomy, are closely related to various factors. Therefore, it is necessary to understand the factors that factually play a role in developing the tourism industry, especially in the regions (Pendit, 2002). According to the Tourism Office, the factors that play a role in the Development of the Regional Tourism Industry are shown in Fig. 2:

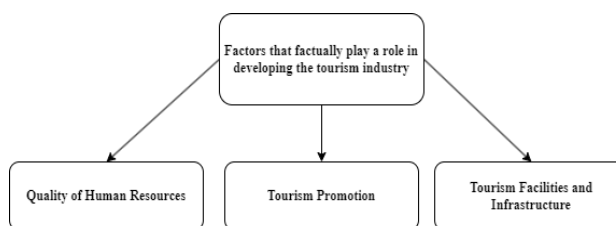


Figure 2. Factors that play a role in the development of the regional tourism industry.

Based on Fig. 2, the following is an explanation of each of the factors that play a role in the development of the tourism industry:

a. Quality of Human Resources

One of the keys to booming tourism in Indonesia is human resource development in the various tourism subsystems. This shows that qualified human resources play a significant role in developing the tourism industry, especially when the Indonesian government started implementing the regional autonomy policy (Noor, 2021). The professionalism of Indonesia’s human resources is a demand in facing global competition where the human resources needed are quality human resources with ideas, innovation, and a professional work ethic. Of course, it is not easy to get professional staff in the field of tourism, at least there must be efforts to improve the expertise and skills of tourism personnel so that, in the end, improvement in the quality of human resources, especially in tourist destination areas, has a positive effect on the development of the regional tourism industry.

b. Tourism Promotion

Efforts to recognize cultural and natural potentials in Indonesian regions are carried out by promoting tourism. In the 21st century, where the development of information and communication technology advances is so rapid, there is expected to be competitive in the global market, especially in the tourism industry. Therefore, tourism promotion is a strategy that must be carried out on an ongoing basis at the international and regional levels.

In connection with the Indonesian government’s policy regarding the implementation of regional autonomy, it is hoped that each region will be able to attract tourists, both foreign and domestic, to visit tourist destinations in Indonesia by increasing the promotion of tourism.

c. Tourism Facilities and Infrastructure

The motivation to travel will generate the same demands regarding tourism infrastructure and facilities such as telecommunication networks, accommodation, Etc. In this case, the readiness of tourism facilities and infrastructure is one of the determining factors for the successful development of the regional tourism industry. Especially when the autonomy program has been implemented, each region must pay more attention to providing infrastructure, good tourism, and at least following international standards.

The exploitation of tourist objects and attractions includes the activities of building and managing tourist objects and attractions along with the necessary infrastructure and facilities. Thus, it is necessary to develop and manage infrastructure facilities in tourist destination areas to support the implementation of tourism. Place infrastructure is a crucial element in the chain of tourism industry activities. Suppose the improvement and management of tourism infrastructure should be addressed. In that case, it will not positively impact the tourism industry in increasing PAD, creating work, and as a driving force for regional development.

The three factors above are critical factors that need to be obtained serious attention in the context of developing

the regional tourism industry. The goal of developing the regional tourism industry can be achieved if these three factors are implemented in an integrated and sustainable manner. It needs to be realized that developing tourism as an industry requires a lot of money. Especially with the implementation of regional autonomy, an integrated planning pattern is necessary before starting with the development of the tourism industry. Planning intends to provide limits on the goals to be achieved and determine how to achieve the intended goals.

Thus, the development of the tourism industry in a region needs to consider all kinds of aspects. This is because the tourism industry is a service industry that cannot stand alone but is always directly or indirectly related to various other sectors. So, the progress of the tourism industry depends on more than just the tourism sector.

V. CONCLUSION AND SUGGESTION

A. Conclusion

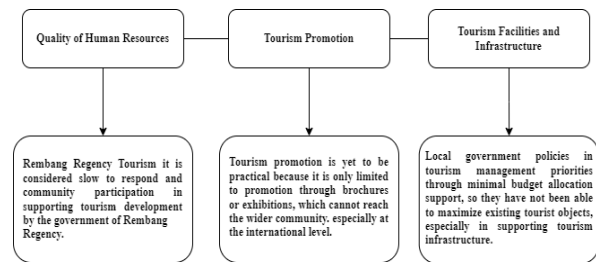


Figure 3. Conclusion

From all the research activities, local government policies in tourism management priorities through minimal budget allocation support, so they have not been able to maximize existing tourist objects, especially in supporting tourism infrastructure. Tourism promotion is yet to be practical because it is only limited to promotion through brochures or exhibitions, which cannot reach the wider community, especially at the international level. Rembang Regency Tourism it is considered slow to respond and community participation in supporting tourism development by the government of Rembang Regency, especially the Tourism Office, which until now has not been explicitly managed by the government or the private sector until now.

B. Suggestion

Based on the conclusion of Fig. 3, the suggestions in this study are:

1. The Rembang Regency Government is expected to increase the budget allocation in the existing tourism management to support the development of tourism infrastructure.
2. Rembang Regency Government, through the Tourism Office, increasing tourism promotion, not only through stickers, brochures, or participating in exhibitions but more through international promotion for foreign tourists.
3. It is necessary to increase the district government’s response in welcoming the

community's positive attitude in supporting tourism development in Rembang Regency.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

AUTHOR CONTRIBUTIONS

Conceptualization, M.A., Y.P. and A.A.R.; methodology, M.A.; Related Work, M.A. Y.P.; validation, M.A., Y.P., and A.A.R.; formal analysis, M.A.; writing—original draft preparation, M.A.; writing—review and editing, M.A., Y.P., A.A.R.; visualization, M.A.; supervision, Y.P., A.A.R.; project administration, M.A. and A.A.R.; funding acquisition, A.A.R. All authors have approved and agreed to the published version of the final manuscript.

ACKNOWLEDGMENT

This research is supported by the Enterprise System and Solution Laboratory, Telkom University so this research and article can be completed properly. Researchers also thank the “Rembang Tourism Department” and around the cultural tourist area, central java, Indonesia, for providing valuable information and experiences.

REFERENCES

- Eddyono, F. and Sahid, U. 2021. *Management of Tourism Destinations*. 1st ed. Ponorogo: Uwais Inspiration of Indonesia.
- Head of the Department of Youth and Sports. 2022. Central Java Tourism Statistics in Figures 2022. Central Java: Head of Tourism Marketing.
- Ikasari, H. 2021. Strategies to improve the attractiveness of Sam Poo Kong temple as cultural tourism site of semarang city, central Java, Indonesia. *J. Indones. Tour. Dev. Stud.*, 9(1). doi: 10.21776/ub.jitode.2021.009.01.01.
- Mintzberg, H. 2003. *The Strategy Process*. 4th ed. New Jersey: Upper Saddle River.
- Ministry of Tourism and Creative Economy. 2021. Tourism Industry Trends. Jakarta, Indonesia: Celsius Creative Lab.
- Noor. 2021. Mapping the Tourism Market in Kutai Kartanegara Regency. Malang: CV. Eternal Archipelago Literacy.
- Pendit, N. S. 2002. *Tourism science: an inaugural introduction*, 7th ed. Jakarta: Pradnya Paramita.
- Rangkuti, F. 2008. *SWOT analysis techniques for dissecting business cases: Reorienting the concept of strategic planning to face the 21st century*. 15th ed. Jakarta: Main Library Gramedia.
- Sugiyarto and Amaruli, R. J. 2018. Tourism development based on culture and local wisdom. *Journal of Business Administration*, 7(1): 45. doi: 10.14710/jab.v7i1.22609.
- Statistics of Rembang Regency. 2022. Central Bureau of Statistics of Rembang Regency. Rembang: Central Bureau of Statistics for Rembang Regency.

Copyright © 2023 by the authors. This is an open access article distributed under the Creative Commons Attribution License ([CC BY-NC-ND 4.0](https://creativecommons.org/licenses/by-nc-nd/4.0/)), which permits use, distribution and reproduction in any medium, provided that the article is properly cited, the use is non-commercial and no modifications or adaptations are made.