

## Analysis of the Role of Stakeholders in Tourism Attraction Development Policy in Sumedang Regency

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### ABSTRACT

This research aims to analyze the role of stakeholders in the formulation, implementation and evaluation of tourism development policies in Sumedang Regency. With the rapid growth of the tourism industry, it is important to understand how various stakeholders contribute to the development of tourist attractions in the area. This research uses a qualitative approach by collecting data through in-depth interviews, participant observation, and analysis of documents related to tourism policy. The research results show that coordination between stakeholders in developing tourism destinations in Sumedang Regency still needs to be improved, while the utilization of marketing potential through tourism websites is not yet optimal. Even though social media is widely used, the emphasis on the image of Sumedang Regency's leading tourist destinations in marketing strategies needs to be increased. Efforts to socialize the values of Sapta Pesona by Pokdarwis have proven effective in strengthening tourism awareness and creating a friendly and clean tourism environment, however, a stronger emphasis is still needed on this aspect in an effort to increase the attractiveness of tourist destinations.

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### INTRODUCTION

Tourism is an important aspect for a country and local government (Rahmi, 2016). With tourism, a country or more specifically the local government where tourist attractions are located provides benefits for the welfare of the community and becomes a source of development costs for government administrators (Marlina, 2019). The development of the tourism sector in a country will increase the impetus for economic growth and the business sector for products to support the tourism industry (Ghani, 2017).

In the current era of globalization, tourism is an activity that has a very strategic role in supporting national economic development (Ristarnado et al, 2019). Apart from being a reliable source of foreign exchange, this sector is also a sector capable of absorbing labor and encouraging investment development (Harefa, 2020). To develop this sector the government is trying hard to make plans and various strategies. In tourism development, national personality and environmental sustainability and quality are maintained (Aulia, 2012).

The tourism sector is currently playing an increasingly important role in supporting national and regional development. In 2009 the government issued law no. 10 About Tourism (Simamora & Sinaga, 2016). One of the mandates of this law is that the government must immediately prepare a National Tourism Development Master Plan (RIPPARNAS) and a Regional Tourism Development Master Plan (RIPPARDA) for the regions as the main reference for tourism development. In line with this mandate, the government issued Government Regulation no. 50 of 2011 concerning the National Tourism Development Master Plan (RIPPARNAS) 2010 - 2025 (Prakoso, 2016).

The government, through the Directorate General of Culture and Tourism, has determined that tourism development will be continued and enhanced by developing and utilizing national tourism resources and potential into economic activities that can be relied upon to increase foreign

exchange earnings, expand and equalize business opportunities from employment, especially for local communities, encourage regional development . as well as introducing the nation's nature, values and culture (Rostiyati, 2013).

Sumedang Regency, which is located in the western part of West Java, has rich natural and cultural potential, which can be a strong foundation for the development of the tourism industry. With its diverse landscape, rich history and unique cultural heritage, Sumedang has a great opportunity to become an attractive tourist destination (Oktini, 2007). Sumedang Regency, which is still famous for its strong cultural traditions, also has beautiful natural potential but has not been developed optimally. Seeing this, it is no longer impossible for the Sumedang Regency government to develop its tourism potential by managing it better so that it attracts tourists, not only local tourists but also foreign tourists. Apart from that, if it is developed very well it will contribute a lot to the original regional income of Sumedang Regency (Nugraha et al, 2022).

Based on Sumedang Regency regional regulations Number 9 of 2011 concerning tourism. The Sumedang Regency Tourism, Culture, Youth and Sports Office has the authority to develop Sumedang Regency tourist attractions. Tourism Department (Yuliana, 2021). Sumedang Regency coordinates with several other stakeholders. In the tourism development process, the role of stakeholders is very crucial. Involving various related parties, such as local government, local communities, business owners, academics and civil society, can increase the success of sustainable and inclusive tourism policies (Kuswandi et al, 2022).

Alonso (2015) stated that sustainable tourism development is closely related to stakeholder involvement. Strengthening the role of stakeholders in tourism development has a long-term impact in the economic, ecological and socio-cultural aspects. The involvement of stakeholder roles results in well-received tourism strategy planning, avoids conflicts that arise during policy implementation and unites those who are directly and indirectly involved in tourism (Wanner & Pröbstl-Haider, 2019). The relationship and coordination of various stakeholder roles in a destination forms a quality tourism product and an easily recognizable destination image, achieving long-term excellence and competitiveness, as well as sustainable tourism destination development (Miočić et al. 2016). For several reasons, the role of stakeholders is considered important in tourism development, because apart from producing tourism strategic planning that represents many interests, the role of stakeholders can also create an effective tourism management system and realize sustainable tourism.

This research aims to comprehensively analyze the role of stakeholders in the formulation, implementation and evaluation of tourism development policies in Sumedang Regency. Through a better understanding of the role of stakeholders, it is hoped that the results of this research can provide concrete recommendations that can be implemented to improve the decision-making process regarding the development of tourist attractions in Sumedang Regency, while ensuring the right balance between economic growth, environmental sustainability and the welfare of local communities.

## METHOD

The research method used in this research is a descriptive research method with a qualitative research approach. Definition of qualitative research methods according to Creswell & Poth (2016) Qualitative research methods are research methods that are based on the philosophy of postpositivism, used to research the conditions of natural objects, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out manually. triangulation (combination), inductive/qualitative data analysis, and qualitative research results emphasize meaning rather than generalization. The researcher chose to use a descriptive research method with a qualitative approach. It is hoped that more complete, in-depth, and meaningful data

and information will be obtained, so that the research objective is Analysis of Stakeholder Roles in Tourist Attraction Development Policy in Sumedang Regency. The data that has been collected is then analyzed to obtain information, but first the data is selected on the basis of its reliability. The data analysis technique in this study used an interactive model of interactive analysis. This data analysis technique has three main aspects, including data collection, data reduction, and concluding. Furthermore, checking the validity of the data was carried out through data triangulation techniques by checking various data sources,

## RESULTS AND DISCUSSION

The Sumedang District Department of Tourism, Culture and Sports as the leading sector for tourism destination development in Sumedang Regency is included in the primary stakeholders because the impact of implementing tourism destination development policies will be felt as a form of implementing the tourism policy implementation function. The Sumedang district tourism, culture and sports office must always be involved in every stage of tourism policy because it has great power to access various resources needed for tourism development. In sustainable tourism projects with multiple stakeholders, it was found that stakeholders with access to resources were central to project development with the highest power and legitimacy.

The key stakeholders in the policy formulation stage are the Executive represented by the Regent of Sumedang Regency and the Legislative party represented by the DPRD of Sumedang Regency. And the key stakeholder at the policy implementation stage is the Sumedang District Tourism, Culture and Sports Department. Key stakeholders include the executive branch of government in accordance with the hierarchy, the legislative branch, and institutions implementing development programs (Putera and Suharto in Sari, 2017). With legal authority in decision making, the Regent of Sumedang and the DPRD of Sumedang Regency must have strong leadership. Longart (2017), found that programs with multiple stakeholders, whose goals and roles are very different, require stronger leadership and stakeholder management. All stakeholders must be informed about the roles and involvement of other stakeholders. This is because legitimacy may be questioned or the role of other participating stakeholders may be ignored.

Criticism groups, professional NGOs, social organizations, and international financial institutions are categorized as secondary stakeholders. (Crosby (in Iqbal, 2010) states that there are several factors that can be used as a reference in assessing the influence of secondary stakeholders, namely : budget and supervision; power and leadership; supervision of strategic resources; the presence of specialist staff; and negotiation skills. Stakeholders need involved to improve the quality and effectiveness of policies through their knowledge, thus strong communication between stakeholders and local authorities is needed.

The following are the roles of stakeholders in the Tourist Attraction Development Policy in Sumedang Regency:

### a) Policy Creator

The development of tourism destinations in Sumedang Regency is faced with significant obstacles, especially related to the lack of regulations governing the implementation of the tourism segment. Without a clear regulatory framework, the tourism destination development process tends to refer to the West Java Province Tourism Destination Development Strategic Plan Document (DSRA) which was previously agreed upon through a Forum Group Discussion (FGD). However, in this context, it appears that the Ministry of Tourism has not specifically issued regulations governing the process of developing tourism destinations in Sumedang Regency, indicating that there is a legal vacuum that could slow down the growth of the tourism sector in the area.

In policy dynamics, the Sumedang Regent has a central role as a policy creator. However, the absence of appropriate regulations may indicate that the Sumedang Regent's role as a policy maker

has not been fully implemented optimally. Apart from that, the involvement of the Sumedang Regency DPRD, the Sumedang Regency Tourism, Culture, Youth and Sports Office, and the Sumedang Regency Planning, Research and Development Agency (Barenlitbang) as the main stakeholders in developing tourism destinations can also make a significant contribution to the formulation process. policy. Therefore, the roles and interactions between these stakeholders need to be understood in more depth to ensure that the resulting policies can support the sustainable growth of the tourism sector in Sumedang Regency.

In the context of tourism destination development in Sumedang Regency, there is an urgent need to implement comprehensive regulations to provide clear guidelines for tourism industry players. This regulation needs to contain detailed principles for organizing tourism destinations, which include aspects such as environmental conservation, local community participation, sustainable management, and implementation of tourism concepts. As suggested by Brokaj (2014), local governments have a responsibility to create an environment that encourages sustainable participation of various stakeholders in the tourism sector.

In this case, the adoption of sustainable development principles is crucial, with a focus on local involvement and integrated policy implementation. In addition, Martini (2015) emphasized the important role of the public sector in tourism development, indicating the need to integrate tourism management into the regional planning process and legislative framework of a region. Through a solid and integrated legislative framework, it is hoped that Sumedang Regency can create a conducive environment for sustainable tourism development, while maintaining local cultural identity and preserving the environment. Thus, increasing the role of stakeholders as policy makers needs to be strengthened through the establishment of sustainable and integrated regulations in the tourism destination development process in Sumedang Regency.

#### **b) Coordinator.**

Stakeholders who carry out their role as coordinators in the development of the Sumedang Regency Tourism, Culture, Youth and Sports Office play an important role as coordinators in efforts to develop tourism destinations in the area. However, even though regular meetings have been held involving various stakeholders from the government, business actors and related associations/communities, these coordination efforts have not reached optimal levels. Even though a tourism destination development plan for Sumedang Regency has been presented which emphasizes the cultural, religious and historical tourism potential of the region, there is still a lack of comprehensive coordination, especially in terms of unifying written commitments to ensure cooperation runs in accordance with the rights and obligations of each party. .

Meetings and discussion forums held regularly, although they play an important role in facilitating dialogue between stakeholders, have not been able to overcome all obstacles to coordination. Moreover, informal communication via WhatsApp groups, although it can facilitate the quick exchange of information, is not yet fully capable of guaranteeing effective agreement and cooperation between the various parties involved.

In the context of developing tourism destinations in Sumedang Regency, it is important to improve coordination and communication efforts between stakeholders in a more structured and effective manner. The Sumedang Regency Tourism, Culture, Youth and Sports Department needs to play a proactive role in facilitating the unification of written commitments and strengthening formal and informal communication between stakeholders. Thus, it is hoped that more solid and coordinated cooperation can be realized, leading to the development of sustainable and quality tourism destinations in Sumedang Regency.

Judisseno (2017) explains that tourism coordinators are required to have the following abilities:

1. Having a global picture, namely the ability to understand the long-term vision of all the elements he leads\
2. Setting a common goal, namely the ability to sort out which of these elements can be used as the main cog that can trigger other movements.
3. Knowing your team and defining team roles, namely the ability to know the specific strengths of each element in carrying out their duties.
4. Planning, namely the ability to arrange main tasks and element functions complete with time allocation, costs and achievement targets that need to be reviewed periodically
5. Communicating and disseminating, namely the ability to communicate and disseminate all programs that have been prepared into an action that can be carried out by all elements without hesitation.
6. Reviewing and controlling, namely the ability to control the implementation of activities if something happens outside the plan by preparing selected scenarios.

#### c) Facilitator

In the context of developing tourism destinations in Sumedang Regency, stakeholders who act as facilitators are actively involved in accordance with their respective main tasks and functions. The majority of them come from the public sector, including local governments and related bodies, which play an important role in facilitating the tourism development process. In addition, several elements from the local community are also involved as an integral part of the facilitation efforts, strengthening community involvement in the development of sustainable tourism destinations.

As explained by van Niekerk (2014), the role of the public sector in tourism destination management covers various aspects, from leadership and coordination, infrastructure development, marketing and promotion, to product development and public relations. This shows that the involvement of stakeholders from the public sector in developing tourism destinations is not only limited to administrative aspects, but also includes real efforts to create a suitable environment for tourism growth.

In the context of sustainable tourism destination development, it is important to realize that a suitable tourist destination environment must be supported by adequate tourism infrastructure. Therefore, the role of facilitators from related parties, both from the public sector and local communities, needs to be increased to ensure the provision of adequate infrastructure in accordance with the needs of sustainable tourism development in Sumedang Regency. In this way, a tourist destination environment can be created that supports local economic growth and provides meaningful tourism experiences for tourists and the local community.

#### d) Implementor

The Sumedang Regency Tourism, Culture, Youth and Sports Office plays a role as an implementer in developing tourism destinations in Sumedang Regency by carrying out various promotional activities and providing supporting facilities. Even though tourism promotion activities are carried out through social media platforms such as Facebook, Instagram, and YouTube, the lack of use of official websites as a tourism marketing tool for Sumedang Regency shows a significant deficiency. The inaccessibility of tourism websites can affect the overall image of tourist destinations, considering the importance of the existence of online platforms that provide complete and interesting information for potential tourists.

Research conducted by Ruliana & Dwiantari (2015) highlighted the importance of tourism websites in forming a good image of a tourist destination, including providing detailed information, displaying attractive photos, and the ability to carry out transactions. In this context, the need to strengthen digital infrastructure and more targeted promotion needs to be considered to optimize



tourism potential in Sumedang Regency. Meanwhile, the Tourism Destination Management Association (Pokdarwis) in Sumedang Regency has played a role in expanding the scope of tourism promotion through social media. However, the image of Sumedang Regency's leading tourist destination has not been fully highlighted as the main focus in efforts to attract tourist interest. In the context of increasingly dominant digital marketing, as stated by Ozali & Rahayu (2019), the right marketing strategy through social media can significantly influence the tourism industry by providing easy access and interesting information for potential tourists.

Pokdarwis' efforts to carry out outreach activities to the community regarding the values of Sapta Pesona, which is a Tourism Awareness concept that aims to encourage the creation of an environment conducive to tourism, is a positive step to strengthen the role of local communities as friendly hosts and support tourism growth. In the context of tourist destinations that are more oriented towards Muslim tourists, the role of local residents in creating an environment that is in accordance with religious and cultural values is very important, to improve the image of the tourist destination as a whole. Thus, through synergistic efforts between the Tourism Office, Pokdarwis, and local residents, Sumedang Regency can strengthen its tourism image and increase the attractiveness of tourist destinations in the eyes of tourists.

### CONCLUSION

Based on the previous description, the development of tourism destinations in Sumedang Regency requires serious attention to various important aspects. Even though various stakeholders are involved in the development process, including local governments, local communities, and various other related parties, coordination between parties has not yet reached an optimal level. Supportive and integrated regulations are the key to increasing the success of tourism destination development. In this case, the Sumedang Regency Tourism, Culture, Youth and Sports Department needs to play a more proactive role as coordinator and implementer in coordinating various promotional activities and providing supporting facilities. Failure to utilize marketing potential through official tourism websites shows the urgent need for improving digital infrastructure to support tourism promotion in the digital era. Apart from that, the importance of more targeted marketing efforts, especially in highlighting the unique potential and advantages of Sumedang Regency tourist destinations, must be the main focus in efforts to attract tourist interest. Through closer cooperation between the regional government, Pokdarwis, and the local community, as well as by focusing on implementing the values of Sapta Pesona, Sumedang Regency can create a tourism environment that is friendly, clean, and in line with the needs of Muslim tourists and strengthen the image of the tourist destination as a whole. Therefore, a strong commitment is needed from all stakeholders involved, both formally and informally, to ensure the development of sustainable and competitive tourism destinations in Sumedang Regency.

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