

Tourism strategy management in an effort to increase regional income and community economic resilience by the tourism, youth and sports office of Ngawi Regency

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ABSTRACT

Ngawi Regency has interesting and diverse tourism potential. However, Covid-19 has hampered tourism development and economic growth. Diparpora Ngawi Regency is trying to create a strategy in the tourism sector to increase the number of tourists again and have a good impact on increasing regional income and community economic resilience. This research focuses on Tawun Tourism Park because it is a legendary tour and offers more attractions. This research aims to examine tourism strategy management using the theory of strategic management stages, namely: strategy formulation, strategy implementation, and strategy evaluation. This research uses descriptive qualitative methods with data collection techniques through: interviews, documentation, and observation. The results showed that the strategy formulation was good because it was prepared based on the analysis of internal and external strengths and weaknesses. In the implementation of the strategy, the human resources of tourism managers are given training and coaching to be more skilled in conducting promotions, utilization of information technology and media is quite good. In the evaluation of the strategy, the results obtained an increase in the number of tourists who gradually improved and had an impact on increasing regional income and the economic resilience of the surrounding community.

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1. Introduction

Indonesia is a tropical country consisting of many islands with diverse cultures, flora, fauna, and interesting tourist attractions. This diversity makes Indonesia and the islands within it, have a variety of tourism destinations. As a developing country, Indonesia is actively paying attention to development, especially in the tourism sector. Tourism has a very important role in improving the welfare of the community and national development (Ahmad, 2022).

One of the provinces in Indonesia that attracts many tourists is East Java. East Java is one of the provinces on the island of Java that has great potential in the development of the tourism sector, supported by various distinctive attractions such as natural beauty, culture, community life, and history. All of these can be developed as tourist attractions spread across various cities and districts in East Java, including Ngawi Regency.

Ngawi is a district located in the westernmost part of East Java. Ngawi is famous for its history, from prehistoric times to Indonesian independence, which is why it is known as a historical tourism city. One example is the Trinil Museum, which contains fossils of the ape man *Pithecanthropus erectus*. In addition, Ngawi also has historical relics from the Majapahit period, such as: the Reco Banteng site and various statues

such as Ganesha, Nandi, Lingga, and Yoni statues, as well as stones from collapsed temple buildings. Ngawi also has a famous symbol of the city, the Van Den Bosch Fort and the Tawun Tourism Park located in Ngawi District (Wahab & Pradita, 2017).

The local government continues to develop Ngawi's image as a tourist city with the aim of improving the economic sector. This development reflects Ngawi's strong identity as a tourist city, with the hope of increasing its potential. The results of developing Ngawi's image as a tourist city can be seen from the data on tourist visits to Ngawi from 2021 to 2023, which shows a significant increase, namely 226,426 people in 2021, 287,654 people in 2022, and 327,168 people in 2023 (Central Bureau of Statistics of Ngawi Regency, 2023).

When we talk about tourism management in the regions, it is now the responsibility of the local government in accordance with Law No. 23/2014 on Regional Government which states that one of the government's optional affairs is tourism. In Ngawi Regency, tourism-related regulations have been set out in Ngawi Regency Regional Regulation Number 36 of 2011 concerning Tourism Development, Management, and Services and the 2019 Ngawi Regency Regional Tourism Development Master Plan. In accordance with these regulations, tourism development in Ngawi Regency plays an important role in efforts to improve community welfare. Tourism is developed to achieve regional economic development, empowerment, and growth so that services to the community, regional independence, equity, justice, and community participation can be improved by taking into account regional potential.

Tourism in Ngawi Regency is very diverse in terms of the types of tourist attractions. Starting from historical, religious, entertainment, artificial, and cultural tourism. The tourism sector in Ngawi has the potential to be developed into a better tourist area because there are many valuable attractions in it. Tourism objects and attractions in Ngawi Regency are dominated by water tourism such as reservoirs, waterfalls, and baths such as Tawun Tourism Park, Tirta Nirmolo, Bridal Waterfall, Selondo, and Pondok Reservoir. Of the many tourist destinations available, Tawun Tourism Park has a unique attraction and can attract tourists because it offers attractions that are not found in other tourist attractions. Tawun Tourism Park is an artificial tour that is quite legendary because it has been established since 1952. Tawun Tourism Park has also been equipped with a mini waterboom, canoe, turtle pond (bulus breeding), artificial lake, mini zoo, fishing area, Outbon, and Keduk Beji (traditional ceremony).

Researchers will focus on the tourist destination of Tawun Tourism Park because based on data owned by the Ngawi Regency Tourism, Youth and Sports Office in 2022 that the level of tourist visits to Tawun Tourism Park every week is still below the target, which only reaches 54% (500 people) of the average target of 950 people per week. So that the number of visitors to Tawun Tourism Park in one year only reaches 24,000 people, while the targeted number of visitors is 45,000 people in 2023. The decline in the number of visitors at Tawun Tourism Park certainly has an impact on the derivative of regional retribution income. In 2022, the realization of retribution revenue in Tawun Tourism Park has not yet reached the set target. Not only that, the decline in the number of visitors at Tawun Tourism Park also has a negative impact on the economic sector, especially in the tourist park environment. The environment both inside and outside the Tourist Park is a place of transaction and economic exchange of the local community also experienced obstacles because the number of visitors who come is decreasing. Traders experience a decrease in income due to the small number of visitors and goods sold. This will certainly affect the merchants and become an obstacle to paying retribution for Tawun tourist park.

Based on the explanation of the problem above, a strategy is needed in the tourism sector, especially in Tawun Tourism Park. The synergy between the government, the private sector, and the community is important to develop for the development of Tawun Tourism Park because until now this place has not been very popular among people outside Ngawi district. Thus, this research will discuss how the local government's efforts through Disparpora Ngawi Regency to increase the number of visitors at Tawun Tourism Park and whether these efforts have been able to increase regional income and also support the economy of the community around Tawun Tourism Park.

This paper is expected to contribute both practically and theoretically. Practically, it is hoped that the development of tourist destinations in Ngawi Regency is not limited to just looking for tourist attraction or focusing on increasing the number of visitors, but also making tourist destinations sustainable. Theoretically, it is hoped that the results of this research can be used as reference material for future research, especially those related to strategic management of public organizations.

2. Research Method

In the study entitled “Tourism Strategy Management in Efforts to Increase Regional Revenue and Community Economic Resilience by the Ngawi Regency Tourism, Youth and Sports Office” using a qualitative research approach. According to Melong, descriptive qualitative research is research that collects data in the form of words and observed behavior (Colorafi & Evans, 2016). The research was conducted at the Ngawi Regency Tourism, Youth and Sports Office (Disparpora), as well as the Tawun Tourism Park tourist attraction.

The research focus used is the stages of strategic management. According to David, there are three strategic management processes (Hadi, 2019) that is: a) Strategy Formulation in this study includes identifying the organization's external opportunities and threats, internal strengths and weaknesses, formulating goals, generating alternative strategies, and choosing a specific strategy to achieve goals; b) Strategy Implementation. At this stage, the development and implementation of strategies to support tourism progress, prepare budgets, organize marketing efforts, and develop technology and information systems; c) Strategy Evaluation, which is the stage of monitoring the implementation of strategies at the Tawun Tourism Park, whether it is running in accordance with the chosen strategic planning, and whether the results are optimal.

Based on this theory, the author can find out starting from strategy formulation, strategy implementation, and finally strategy evaluation. According to Sugiyono as quoted by (Sukmawati et al., 2023) stated that the most important step in research is data collection techniques, because the purpose of research is to obtain data. The data collection techniques used in this research include primary and secondary data sources. Primary data was obtained through observations at Tawun Tourism Park and interviews with competent resource persons. Meanwhile, secondary data was obtained from books, journals, laws and information on the internet related to Tawun Tourism Park, which was obtained from various sources such as Tawun Village Library, Library Office, Education and Culture Office, Tourism, Youth and Sports Office of Ngawi Regency, as well as various other documentation files.

Miles and Huberman explained that the process of analyzing qualitative data is carried out interactively and continues until completion. Based on this opinion, the author analyzes the data through steps: data collection, data reduction, data display, and conclusion drawing/verification (Saleh, 2017).

3. Results And Discussions

The tourism potential at Tawun Tourism Park is very promising. Actually, the attractions at Tawun Tourist Park are able to attract tourists to come visit. Based on the results of observations, the attractions at Tawun Tourism Park are divided into three, namely natural tourism, cultural tourism, and artificial tourism. However, action is needed from the Ngawi Regency Disparpora and the Integrated Tourism Destination Unit as the manager of the Tawun Tourism Park to overcome existing problems. Strategic management needs to focus on actions that face challenges in order to survive in the future in accordance with the vision, mission and goals that have been set (Suaedi, 2019).

Siagian explained that strategic management is a series of fundamental decisions and actions taken by top management and implemented by all members of the organization to achieve organizational goals (Fuadi et al., 2021). Meanwhile, Fred. R. David also describes that strategy management involves formulating strategies to achieve specific goals, taking into account the formulation of goals and strategies, identifying internal and external factors, and then implementing the strategies that have been formulated, and the final stage is strategy evaluation (Widanti, 2019).

Based on the results of data analysis from primary data sources, this research will focus on the stages of the strategic management process according to Fred. R. David. These stages include strategy formulation, strategy implementation, and strategy evaluation. The following is an explanation of the three stages of strategic management:

Strategy formulation

An organization is always closely related to the available resources, especially human resources, in carrying out activities and achieving goals. Organizing is the function of accumulating resources, allocating resources, and arranging tasks to fulfill the organization's plan (Syaukani & Napitupulu, 2024). Strategy formulation is the first step in the strategic management process. It involves developing a vision, mission, analyzing internal and external strengths and weaknesses, setting short-term and long-term goals, selecting specific strategies, and so on. This is an overview of the Vision and Mission of Ngawi Regency Development:

Table 1. Development mission of Ngawi Regency

No	Development Mission of Ngawi Regency
1	Improving quality and competitive Human Resources through easy access to services to the community;
2	Developing people's economy through ease of investment, tourism based on local potential and sustainable environmentally friendly agriculture supported by research and technology.;
3	Improving the work ethic and integrity of government officials to provide excellent services;
4	Improve infrastructure quality to accelerate sustainable development;
5	Improving regional conduciveness through the development of local culture based on religion and mutual cooperation.

Source: Ngawi Regency Disparpora Strategic Plan 2022-2026

A vision is a statement of what the organization wants to achieve in the future (Zainuddin & Julaiha, 2023). The vision of Ngawi Regency is “The realization of an independent, virtuous, prosperous and competitive society based on agropolitan with a spirit of mutual cooperation within the framework of the Republic of Indonesia”. Bodo Suseno, SE as Head of the Integrated Tourism Destination Unit explained that in an effort to achieve the vision of Ngawi Regency, 5 missions have been set, which are then elaborated and submitted to all related agencies to harmonize goals. One of the 5 missions of Ngawi Regency that is closely related to the Ngawi Regency Disparpora is the 2nd mission, namely “Developing the community's economy through easy investment, local potential-based tourism, and sustainable environmentally friendly agriculture with the support of research and technology”. Tourism development in Ngawi Regency is included in the priority work program of the Ngawi Regency Government for the 2021-2024 period.

According to Fred. R. David, After developing the vision and mission, the next step in strategy formulation is to identify external opportunities and threats for the organization (Susanto et al., 2019). Ngawi Regency Disparpora and the Integrated Tourism Destination Unit face challenges in carrying out their tourism duties and functions, but we believe that these challenges and opportunities can be used as efforts to improve conditions going forward. External factors include external opportunities and threats, while internal factors include strengths and weaknesses.

On external factors, there are several opportunities for the Tawun Ngawi Tourism Park tourism sector, including: a) Legendary tour, As a tourist destination that has been famous since 1952 until now, Tawun Tourism Park is still in demand by tourists and is included in the list of Top Ngawi Tourism Destinations. Tawun Tourism Park has several unique attractions that cannot be found anywhere else in Ngawi, such as: mini waterboom, canoe, turtle pond, artificial lake, mini zoo, fishing area, Outbon, and Keduk Beji. With these advantages, Tawun Tourism Park is included in the list of Top Destinations in Ngawi. b) Geographical location, Tawun Tourism Park is located in Tawun Village, one of the villages in Ngawi Regency which has a strategic location. It is only 2 kilometers from the center of Ngawi City and is on the route between several cities in East Java. This factor is an important consideration before someone makes a tourist visit, because some people prefer tourist destinations that have a strategic location and easy road access. c) Information technology support, Currently, Disparpora Ngawi Regency has made good use of information technology to facilitate access to information and attract tourists. The Ngawi District Disparpora has used social media platforms, websites, promotional books, and others for the purposes of promotion and introduction of tourist attractions. As one way to promote them, information about various categories of Ngawi tourist destinations can also be found on the Tourism Attraction Website with the link address: <https://disparpora.ngawikab.go.id>. Some tourist destinations have also implemented non-cash payments, for example at Tawun Tourist Park using barcode scanning or e-banking. Given the importance of information technology today, Ngawi District Disparpora is also developing information technology systems such as creating a platform for ticket booking, a platform for licensing the use of tourist facilities, non-cash payments, and creating social media accounts. d) Keeping it clean, Tawun Tourist Park is a convenient destination for resting and vacationing. According to a visitor, he was quite impressed with Tawun Tourist Park because the air was fresh, the water was clean, and the scenery was beautiful. Can see trees and flowers around. The scenery is not boring, and the atmosphere is very pleasant. Inside Tawun Tourist Park there is a spring without chlorine content which is annually carried out a cleaning ceremony known as the Keduk Beji traditional tradition which has been going on since the 15th century until now. e) Complete facilities, Inside and outside Tawun Tourist Park, there are facilities such as places to stay, shops, mini markets, souvenir centers, coffee shops, and food stalls located around the tourist attractions. Culinary places and fishing ponds are also not far away, only about 5 minutes if traveled by motorcycle or car. So tourists can not only visit Tawun Tourist Park, but also shop and enjoy culinary. The facilities inside Tawun Tourist Park are sufficient to support tourism activities, the food court is clean and provides a variety of food and beverage menus, most

of which are sold by local residents. Toilet and changing facilities are also available and quite clean. However, lactation room facilities are not yet available inside Tawun Tourist Park and need to be provided for tourists and individuals who work there. While facilities outside Tawun Tourist Park include parking lots for motorcycles, cars, and buses, which affect the smoothness of traffic and the safety of tourist vehicles. There are also supporting facilities around Tawun Tourist Park such as guard posts, prayer rooms, inns, and souvenir sellers.

While the existing threats are as follows: a) Road access damaged, the road to Tawun Tourist Park is still in poor condition, reducing the comfort of tourists. Of course, the damage to the road infrastructure leading to Tawun Tourist Park is one of many obstacles in the development of tourism in Ngawi Regency. This does not only happen at the Tawun Tourist Park destination, but almost all tourist attractions in Ngawi Regency experience the same thing. This condition has affected the level of tourism visits. b) The emergence of new tourism, the emergence of new tourism such as village tourism and trending culinary with selfie spots has become a threat and competition for Tawun Tourism Park. Currently, the majority of the younger generation and even several generations above them prefer to go to culinary attractions and new trending destinations, such as coffee shops or hangouts and village tours with interesting photo spots. New outdoor hangout places are now the main attraction for young people. c) Weather conditions or natural surroundings, weather conditions and potential disasters also need to be considered. Tawun Tourism Park has the concept of a park in the forest with natural scenery and green trees. However, during the rainy season, high rainfall can be a threat because most of the rides in the park are outdoors. In addition, strong winds often occur in Ngawi Regency, potentially causing trees to fall inside Tawun Tourist Park.

Furthermore, internal factors are factors from within that include strengths and weaknesses. Weaknesses are limitations in resources, skills, or other advantages relative to competitors and market needs (Bull et al., 2016). In carrying out its duties and functions, there are several weaknesses experienced by Disarpورا Ngawi Regency, including: a) The existence of human resource problems as said by Mrs. Wiwin Puwaningsih, S.Sos as the Head of Disarpورا Ngawi Regency that there are still many senior employees in Disarpورا and the Integrated Tourism Destination Unit who are less capable of using information technology, so that in doing some work related to digitization, they usually experience problems. b) The lack of human resources available, especially at Tawun Tourism Park, namely for the tour coordinator there is only 1 person and 20 employees whose duties are divided among others as ticket operators, cleaning personnel, security personnel, and tour guides. c) The lack of budget allocation is also a weakness as stated by Mr. Bodo Suseno, SE as the Head of the Integrated Tourism Destination Unit that the Integrated Tourism Destination Unit has the desire to carry out development and development according to the priorities of the vision, mission and strategic plan. However, the funds that come down are still lacking and do not match what is proposed.

The weaknesses in human resources above can be overcome through training, coaching and motivation. Every year, Disarpورا conducts training for human resource development and tourism management. In 2023, the Ngawi District Disarpورا held a certification for tour guides. Service employees, tourist attraction managers, and staff at tourist attractions receive training in accordance with their fields. Training is provided so that employees and tourism managers can improve their knowledge and skills, so that activities in the field are in accordance with the vision, mission and goals of Disarpورا and the Ngawi District Government. Although the achievement did not immediately reach 100%, these efforts have gradually improved the skills of employees and managers. This is similar to what many experts mention that one of the important elements to consider in achieving organizational goals is human resources. With the availability of quality human resources, it is hoped that they will be able to overcome all the problems faced, both internal and external (Hasibuan, 2021).

Although there are internal weaknesses, there are also supporting strengths. According to Winer's SWOT Matrix (Bull et al., 2016) Strengths are internal attributes of the organization that help it achieve its goals. Equally important strengths are the availability of electricity, clean water, and others. Mrs. Eka Kurniati, a tourist, said that the facilities available at Tawun Tourism Park are very supportive such as: gazebos for relaxing, prayer rooms, food courts, swimming pools with various depths including swimming pools for children, various children's games, and joglo buildings which are usually used for performances and meetings. Every year the Ngawi District Disarpورا through the Integrated Tourism Destination Unit allocates a budget for the maintenance and development of tourism objects, so that Disarpورا can analyze what potential they can develop.

The management strategy taken by Disarpورا Ngawi Regency and the Integrated Tourism Destination Unit as a step to increase the number of visitors, especially at the Tawun Tourism Park, is by increasing 4 (four) components of tourist attraction, namely: attraction, accessibility, amenity and ancillary

(Wibowo et al., 2023). Based on the results of observations and interviews that have been conducted with the Head of Disparpora and the Head of the Integrated Tourism Destination Unit, including the following: a) Attraction, the strategy is to increase attractiveness and create new attractions. Existing cultural heritage in Tawun Tourism Park such as: Keduk Beji, Nyadran (Clean Village), Nyampler (Rice Harvesting) and creating a new attraction titled Pasar Jadul Ahad Legi, will be made an official event by the Government of Ngawi Regency Tourism, Youth and Sports Office at Tawun Tourism Park to attract visitors to come. b) Accesibility, the strategy is to rehabilitate the access road to Tawun Tourism Park with a road width of approximately 4-5 meters that can be passed by several vehicles such as buses, cars, motorbikes, and others. Currently the road is still passable, but there is still damage in the form of holes that are quite dangerous for motorists, especially motorbikes. c) Amenity, the strategy carried out is the addition and renewal of new rides such as the construction of a downhill bicycle racing circuit, updating the location of the food court, building a flower garden, building a stage for art performances and music concerts, adding gazebos with natural concepts, and so on. d) Ancillary, based on Ngawi Regency Regional Regulation Number 36 of 2011 concerning Tourism Development, Management and Services that in regional tourism management can involve participation, aspirations, community culture, environmental conditions in development plans in the context of tourism object management. In this case, the strategy is to involve all levels of society and community organizations around the Tawun Tourism Park to be directly involved in exploring the potential of the environment around tourism objects that can be developed, and also empowering the surrounding community to use the social media they have to create content about the attractiveness of the Tawun Tourism Park and then disseminate it. In addition, in this case the strategy taken by Disparpora is to develop a tourism platform.

Through interviews with sources or informants, it can be concluded using triangulation techniques that the strategic plan that has been prepared is expected to be successful in attracting tourists to visit. This can be seen from the attraction, accessibility, amenity and ancillary indicators. The four indicators are determinants in the strategic management of the development of Tawun Tourism Park to increase the number of tourist visits which have an impact on increasing regional income and also support the economic resilience of the community around Tawun Tourism Park.

Strategy implemented

Strategy implementation is related to the management of organizational resources that affect the use of human, financial, and equipment resources through the chosen strategy (Lemarleni et al., 2017). Strategy implementation also explains more precisely and clearly the strategic choices that have been made (Dagnino & Cinici, 2016). The strategy of the Ngawi District Disparpora in the tourism sector is to develop tourism areas in a comprehensive and integrated manner, improve the quality and diversity of tourism products and services, and utilize collaborative tourism marketing partnerships. The policies set aim to improve tourism facilities with attention to the environment, culture, and sustainability, develop integrated tourism promotion, empower small industries as added value for tourist attractions, create creative and innovative local tourism products, and increase cooperation with stakeholders (Disparpora Kabupaten Ngawi, 2022).

Based on the results of interviews with the Head of the Integrated Tourism Destination Unit, efforts to advance tourism at Tawun Tourism Park are being made. In the future, tourism in Tawun Tourism Park will be based on smart tourism and will utilize information technology. Currently, a platform has been created for the purpose of smart tourism where all information about tourist attractions, especially at Tawun Tourism Park, will be available. In addition, online ticket booking such as Traveloka can also be done remotely. A platform containing information about all tourist destinations in Ngawi Regency is available which includes various tourist destinations, ticket prices, culinary, lodging, and more. In this age of digitalization, it is important for us to make more use of digital technology.

The development of internet technology marks the entry into the era of the fourth industrial revolution (Bermeo-Giraldo et al., 2022). The internet provides an opportunity for everyone to access information quickly and easily, without limitations of space and time (Anatan & Nur, 2023). The internet is not only for obtaining the latest information and connecting with others virtually (Bermeo-Giraldo et al., 2022). However, the internet also serves as a place where you can purchase products you desire without having to buy directly from a store (Gao et al., 2023). The convenience provided by the internet will ultimately increase internet users (Jung & Shegai, 2023). The concept of smart tourism can be a useful innovation. However, based on the results of the observation, it was found that social media content about Tawun Tourism Park is still limited and less informative. Therefore, it still needs to be developed with interesting information and content about Tawun Tourism Park. It is hoped that the digital marketing strategies and policies that have been made can increase the attractiveness of tourism in Ngawi Regency,

especially Tawun Tourism Park. Because digital marketing itself is the most important key to the success of a company (Bradač Hojnik & Hudek, 2023).

Being the main attraction for tourists to visit a tourist spot is the main factor (Kristianto et al., 2019). This is as mentioned by Yoeti, that there are three conditions that can attract tourists' interest (Rahmafritria et al., 2020): a) Something to see, tawun Tourism Park has fulfilled this, with original water from nature from the spring, the surrounding scenery is trees and flower plants. The results of interviews with residents and sellers around the tourist attraction stated that previously Tawun Tourism Park was always crowded on weekends, never deserted. b) Something to do, tawun Tourism Park has playgrounds, water rides, and playgrounds, as well as gazebos, multipurpose pavilions, food courts, and prayer rooms. People often mention that around Tawun Tourism Park there are culinary and entertainment places that enrich tourism activities. c) Something to buy, tawun Tourism Park has facilities for shopping, such as local handicrafts and specialty foods as souvenirs. In front of Tawun Tourist Park, there are many shops offering a wide variety of merchandise, including fresh vegetables and fruits from local farmers, ornamental plants, souvenirs, and typical Ngawi souvenirs. This facility is very helpful for tourists in shopping.

After the co-19 pandemic there were changes in the tourism sector, ranging from activities, habits, to social problems. The most pronounced thing in Tawun Tourism Park tourism is experiencing a decrease in income. According to the Head of the Integrated Tourism Destination Unit, the closure of Tawun Tourism Park during the pandemic has had an impact on a drastic decrease in revenue. Although the park has now reopened after the pandemic, the number of visitors remains low and revenue from ticket fees and others has decreased by around IDR 120 million per year.

The lack of visitors also affects the sales and economy of sellers inside and outside Tawun Tourist Park. Sellers inside must follow the operating hours of the tourist attraction, which are 07.00 - 15.00, while sellers outside Tawun Tourist Park can still sell until night but the number of buyers and income is also reduced. Mrs. Sani, a seller outside Tawun Tourist Park, said that before the pandemic there were still many buyers because there were also many visitors to Tawun Tourist Park. When the tourist attraction was closed due to the pandemic, she could not sell her merchandise every day. And even after the pandemic, it turns out that visitors are still quiet, so shops near Tawun Tourist Park are rarely open.

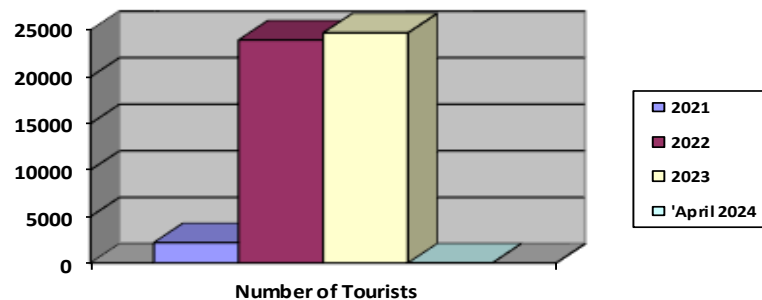
At the implementation stage of this strategy, Disparpora Ngawi Regency requires an important role from tourism object managers who understand the conditions in the field. Motivation is also needed for the Integrated Tourism Destination Unit as a tourist attraction manager to improve work professionalism. In this case, promotional activities are the main variable in the marketing strategy. Not only as a communication tool, promotion also plays a role in influencing consumers to buy as needed. Although currently the number of visitors is still small, Disparpora Ngawi Regency continues to promote through various media, such as print, electronic, internet, and social media, including Tawun Tourism Park using its own Instagram account to promote information.

Basically, the application of strategic management by the Ngawi Regency Tourism, Youth and Sports Office and the manager of the Tawun Tourism Park which includes realizing the vision, mission and objectives, completing strategies and policy directions, creating effective performance, utilizing information systems and media has been quite good, but content on social media specifically for Tawun Tourism Park still needs to be improved. Using social media for promotional content significantly increases brand visibility by reaching a wider audience. Interesting content keeps the audience engaged, encourages sharing, and increases followers, which enhances customer engagement and builds brand loyalty (Lady et al., 2024).

Strategy evaluation

Strategy evaluation encompasses efforts to control all outcomes of strategy creation and implementation, including measuring individual performance and taking corrective action where necessary (Meirinawati et al., 2018). At this stage, the goal to be achieved is to find out whether the strategic management formulated can run well and have a positive impact. Furthermore, monitoring is carried out to find out how far the strategy is implemented.

Disparpora Ngawi Regency took steps to develop a platform as a tool to introduce all the attractions in Tawun Tourism Park to the public. All the various attractions offered have been optimally promoted, until now in April 2024 (not yet mid-year) the number of tourists at Tawun Tourism Park has reached 16,843 people, as in the graph below:



Graphics 1. Increase in Tawun Tourism Park Visitors until April 2024
Source: Disparpora Ngawi Regency, 2023

This indicates that the number of tourists has gradually improved and has the potential to return to what it was before the pandemic. The Head of the Integrated Tourism Destination Unit explained that the increase in the number of visitors at Taman Wisata Tawun is the effect of promotion through Instagram by cooperating with local influencers to provide information about Taman Wisata Tawun and conducting market analysis every year. Taman Wisata Tawun already has its own social media, but in the future it still needs to improve its content and information to make it easier for people to find complete information about Taman Wisata Tawun without collaborating with influencers.

The number of visitors began to increase over time and certainly had an impact on increasing regional income and the community's economy. Related to the increase in regional income from the retribution of Tawun Tourism Park, it can be seen from the financial statements for January-May 2024 of the Integrated Tourism Destination Unit as follows:

Table 2. Tawun Tourism Park Retribution Revenue January - April 2024

No	Retribution for Tawun Recreation Area	Realization (Rp)
1	Retribution Year 2023	122.405.000
2	Retribution Revenue in 2024 in:	84.215.000
	- January	23.365.000
	- February	17.230.000
	- March	19.755.000
	- April	23.865.000

Source: Integrated Tourism Destination Unit of Ngawi Regency Disparpora, April 2024

From the evaluation results above, it has shown that there has been an increase in the number of visitors and of course it also has an impact on improving the economy of the business community in Tawun Tourism Park.

Furthermore, in the interview results, tourists gave their opinions about the employees of Tawun Tourist Park that the employees at Tawun Tourist Park were very friendly and always helped tourists. Some tourists also stated that the employees working at Tawun Tourism Park were quite informative, helpful in tourism activities, and competent in their fields. However, from the results of interviews with the evaluation and monitoring team, it was also found that there are obstacles related to Regional Original Revenue, namely tourist attraction officers or field officers sometimes do not make deposits 1 time 24 hours maximum limit, as required. Regarding this, the Head of the Integrated Tourism Destination Unit said that corrective steps had been taken for existing problems, such as providing guidance regarding pickets and directions regarding late deposits. In addition, individual performance measurements are also carried out related to the skills of tourism object managers after being given training and coaching so that tourism workers can work more skillfully according to their fields. Regarding evaluation, the Head of the Integrated Tourism Destination Unit said that evaluation is carried out every Monday in his office and is attended by all tourist attraction coordinators managed by the Regional Government. The evaluation includes discussion of the achievement of local revenue, obedience of visitors and employees in maintaining facilities, supervision of tourist attraction infrastructure, and the development of tourist attractions.

The actions that have been taken and implemented are not all directly successful, but require certain processes and stages and must be adjusted to the policy. But at least the strategic management that has been

prepared has begun to improve its impact, directing Tawun Tourism Park tourism in a better direction, and increasing the number of tourists, although not yet optimal. The variety of promotional media helps tourism objects in Ngawi Regency become better known and increase tourist visits.

4. Conclusion

Tourism Strategy Management by the Ngawi Regency Tourism, Youth and Sports Office focuses on the three stages of the strategic management process, namely strategy formulation, strategy implementation, and strategy evaluation. Aspects of the formulation stage are the identification of external factors (opportunities and threats), and internal factors (strengths and weaknesses) and the selection of alternative strategies. Strategic management taken by Disparpora Ngawi Regency as a step to increase the number of visitors, especially at Tawun Tourism Park, is by increasing 4 (four) components of tourist attraction, namely: attraction, accessibility, amenity and ancilliary. In the implementation of the strategy, tourism management is based on smart tourism and is supported by utilizing information technology with the use of social media platforms, websites, promotional books, and others for the purposes of promotion and introduction of tourist attractions. Then, the strategy evaluation results in an increase in the number of visitors and the economy. The number of tourists has gradually improved and has the potential to return to what it was before the pandemic and will certainly have an impact on increasing regional income and community economic resilience.

Based on research, strategic management efforts that have been carried out by the government have produced good results. However, according to researchers, the government also needs to build strong marketing management for the development of Tawun tourism so that the economic turnover continues to improve, by providing special offers regarding facilities so that later many event organizers will hold large events at Tawun Tourism Park.

The limitation in this research is the lack of official and complete documents from Disparpora Ngawi Regency related to strategies and programs to improve human resource management, where most of the data obtained is based on the recognition of the results of interviews with key informants. Then, the suggestion that can be given to the next research is to describe how strong the consistency in the program or policy that has been made by Diparpora Ngawi Regency in its efforts to increase tourist attraction which has direct implications for increasing regional income and community economic resilience.

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