

A Comprehensive Analysis Of Tourism Destination Management: Case Of West Kalimantan Indonesia

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The purpose of this study is to analyse 1) The implementation of destination management that has been executed by the West Kalimantan Government 2) Determinant factors in the implementation of destination management, and 3) Recommendations for destination management development. This type of research was qualitative case study. Data were obtained through observation and interviews with stakeholders (local government, private sector, and local community) complemented by document search. The results showed that the implementation of destination management is still having several problems, including lack of technical-administrative preparation, limited space for active participation of local communities, weak coordination between stakeholders, and low capacity of human resources. The results also found that that influence the implementation of tourism destination management, namely tourist attraction resources, packaging and promotion strategies, infrastructure support, competence of human resources and finally commitment between stakeholders which is also the most determinant factor. This research recommends the government to emphasise planning based on an analysis of the demands of tourist expectations. In addition, organisation needs to be developed by including three levels of organisation, namely the West Kalimantan Government with the central government, internal government, and non-government stakeholder (private and community).

Keywords: Destination Management, Tourism, Local Government, Implementation Determinants, SWOT Analysis.

1. Introduction

Several studies have highlighted the potential of tourism to significantly reduce inequality and boost economic development. A recent empirical literature review study revealed the vital role of tourism in socio-economic development, particularly as an instrument to reduce poverty and improve the economic living conditions of local residents[1]. Tourism also creates the potential for inclusive social life tendencies by reducing high inequality[2]. On a regional scale, as shown in Spain, factors such as tourist spending, hotel accommodation levels, and the impact of international tourism have contributed to more remarkable economic growth for local areas[3].

Tourism activities in economic development, especially in developing countries, can boost economic growth by opening up employment opportunities, income, and government

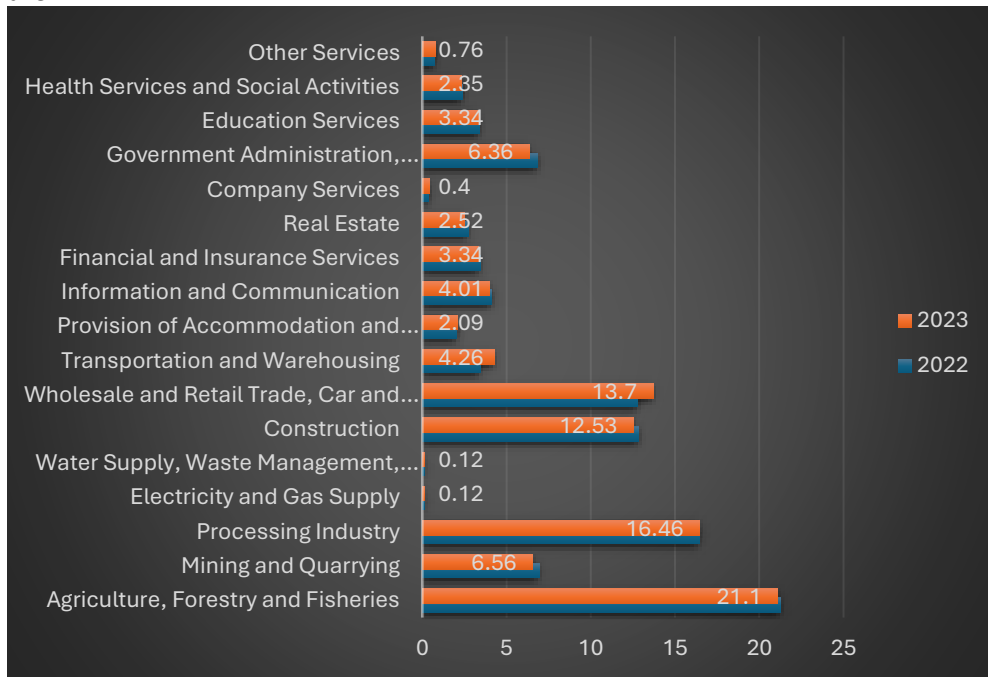
revenue[4]. At the macro level, tourism is an essential tool that has proven effective in providing positive impacts on Gross Domestic Product (GDP), Foreign Direct Investment (FDI), energy, agriculture, and poverty alleviation[5]. These findings emphasize the crucial role of the government through coordinated public policies to maximize the opportunities for utilizing tourism for economic development in its region.

The great potential of tourism activities for economic development demands an essential role for the government of developing countries in managing regional tourism[6]. Liu et al.'s (2020) study on the success of developing local tourist destinations in China underscores the indispensable role of the central government and local governments. In this context, the central government is tasked with providing direction to provide tourism guidance as desired. In contrast, local governments manage tourism activities directly in practice, including coordination with various stakeholders and directly intervening in resolving problems[7]. The decentralization policy in Indonesia has become a structure that facilitates similar practices. Decentralization strengthens the role of local governments in building collaboration with various parties at once to produce sustainable tourism practices[8]. Like other provinces in Indonesia, West Kalimantan has launched a destination policy to achieve economic development. The West Kalimantan government has been building a city branding entitled 'Rimba dan Budaya' since 2020. The tagline West Kalimantan 'Rimba dan Budaya' is also a guideline for the region in developing the tourism sector so that it can highlight the uniqueness of the area or local wisdom through its competitive advantages. The term "jungle" from the explanation shows that one aspect of brand differentiation that the city branding of West Kalimantan wants to highlight is the purity and exoticism of nature.

Meanwhile, "culture" is a harmonious socio-cultural aspect of society that promises a good traveling experience. In short, "Jungle and Culture" was raised because of the uniqueness highlighted in the potential of local nature and culture (resulting from human resources) to be used as a tourist attraction to improve the regional economy. So far, the performance of Jungle and Culture has not shown less than encouraging results. At least two leading indicators can be seen: the minimal contribution of tourism to the Gross Regional Domestic Product (GRDP) and the low number of foreign tourist visits. The GRDP of West Kalimantan in 2023 reached 255.79 trillion rupiah. This figure was contributed mainly by the agriculture, forestry, and fisheries sectors (21.10%), the processing industry (16.46%), and trade 13.70%. Meanwhile, accommodation and food and beverage services only contributed 2.09%. These two sectors are part of the ecosystem that the tourism industry can drive. A percentage figure of around 2% shows that the tourism development strategy has yet to contribute significantly to the GRDP of West Kalimantan. At the same time, West Kalimantan is the province with the most poor people on the island of Kalimantan (6.71%). This underscores the urgent need for better tourism strategies to drive economic development and reduce poverty.

Graph 1. The Structure of West Kalimantan's GRDP by Business Sector (Percent) 2022-

2023



Source: Central Statistics Agency (BPS) of Indonesia (2023)

The minimal number of quality tourist visits abroad demonstrates the low level of tourism's contribution to the regional economy.

Table 1. The Number of Foreign Tourist Visits to West Kalimantan

Year	Number of Visitors
2017	58.987
2018	70.578
2019	77.921
2020	18.639
2021	73
2022	27.128
2023	63.782

Source: Central Statistics Agency of West Kalimantan (2024)

Table 1 shows that the city branding efforts of "Rimba dan Budaya" have not significantly impacted attracting foreign tourists since its launch until 2023. The number of visits in 2018 and 2019 was still much higher than in the post-pandemic years. Indeed, tourist attractions are important factors needed for the success of a tourist destination, such as the natural and cultural potential of the West Kalimantan. However, tourism attractions alone are insufficient to explain a destination's overall success. Another aspect that needs to be considered is the role and capabilities of the government in implementing its functional management. This is the crucial role of the government in organizing destination management.

The West Kalimantan government must have functional competencies, such as planning, organizing, and controlling activities in the public sector context. Thus, the government must be influential in managerial matters related to destination management (destination management) [9]. In addition to destination management, what are the determining factors that hinder the implementation of destination management in the case of Rimba dan Budaya in West Kalimantan? Ultimately, a comprehensive analysis is needed regarding opportunities and threats as the output of the study as a recommendation for improving destination management.

Research Objectives

Based on the information that has been described, the formulation of the objectives of this study is to answer the following three research questions:

1. How is the implementation of tourism destination management in West Kalimantan Province?
2. What determinant factors influence implementing tourism destination management in West Kalimantan Province?
3. What is the destination management strategy for developing tourism in West Kalimantan Province?

Scope of Research

The scope of this research covers the implementation of destination management, a domain typically overseen by the government at the West Kalimantan Provincial level. The Provincial Government, in this case, is the orchestrator and coordinator of all tourism activities in the 12 regencies and two cities within the West Kalimantan administrative area. This focus is designed to provide a more comprehensive understanding of the challenges in implementing district and city destinations. While research on the implementation of destination management by local governments is not a new topic, the comprehensive analysis flow presented in this research, from destination management evaluation to SWOT analysis, is a testament to the thoroughness of our approach. The researcher hopes this analysis flow can be replicated in further research, while always mindful of the unique destination context.

2. Theoretical and Conceptual Framework

Destination Management

The term "destination" refers to a location or place in general and describes a system. Destinations are more properly comprehended as a combination of goods and services, man-made components, natural resources, and other exciting things that attract tourists. This understanding emphasizes that a destination is not a "place" but a "product" found in a place [9].

Tourism destinations have developed into large-scale business activities involving various parties (government, community, and private). The involvement of multiple stakeholders underlies the character of interdependent tourism destinations [10]. The character of expanding the participation of various stakeholders, not only centered on the government,

in-destination activities is inseparable from the concept of governance, which is increasingly echoed by scholars following the needs of the democratization era [11,12].

Governance-based destination management concerns the process of internalizing destination management governance, starting from principles and division of authority to implementation and accountability [11]. This is in line with the understanding of Manente & Minghetti that the management function in a public organization includes three things: planning, organizing, and controlling or supervising destination business activities. This reality requires public or government organizations to prioritize using management concepts, especially strategic management, as part of their main agenda. Moreover, there is a lot of evidence that reports that management applications that are often practiced in the private sector are increasingly relevant to the needs of public organizations today [13].

Management is a science and art that can apply to all sectors, both business and government organizations. From this perspective, destination management is how the government applies the concept of private management in government management, which is an extension of management practices. Thus, destination management means that the object of management is a tourism destination [14,15], and the success of implementing destination management particularly impacts sustainable tourism development [16].

Several of these statements show that destination management is closely related to the functions in the management stages. Destination management can then be understood as a demand for the government to have the competence to carry out management functions. The management process generally includes planning, organizing, actuating, and controlling [17]. These four management stages are the basis for this study's destination management analysis tool.

The Implementation of Determination Factors

Another vital aspect of destination management is the implementation stage. Kast & Rosenzweig (2007) divide implementation into two parts: strategic planning process and implementation strategy. Planning is a thought or intellectual activity where implementation is the primary action orientation. Implementation or implementation of a plan is the part that takes the most considerable portion of the overall organizational activity. In strategy implementation, at least three factors influence the success of management activities, namely resource ownership, leadership, and commitment between members [18].

The researcher employs the framework from Kast & Rosenzweig (2007) concerning three significant factors that influence the success of strategic management implementation in an organization. The three factors are resources, leadership, and commitment. Kast & Rosenzweig explain that resources are primarily concerned with human resources to carry out management and association to carry out an activity. These human resources are also concerned with financial resources to finance the activity. In the context of research on the tourism destination "Rimba dan Budaya" based on various literatures, the researcher have expanded that resources are not only related to human resources and financing but also in terms of tourist attraction resources as a factor that drives the success of city branding development [19,20].

Tourist attractions are essential because a tourism product's success must offer an exciting experience for prospective tourists [20]. Tourist attractions include natural and geographical resource factors and cultural attractions that provide valuable experiences for tourists to immerse themselves in while undergoing tourism activities [20]. This explanation makes the researcher include tourist attractions as a resource determination factor. In addition to tourist attractions, the researcher also include aspects of facilities and infrastructure as capital resources to drive the success and development of tourism [21].

The second factor is leadership. This factor is closely related to the communication skills of a leader in providing direction and motivation for subordinates. Kast & Rosenzweig (2007) added that this leadership factor also involves the dimensions of organizational structure because it can affect the implementation process. The third factor is the commitment of people in the organization to achieve the vision and goals. Destination management is not a solitary activity, but a complex, multi-stakeholder one involving government, private sector, and the general public. Consequently, the analysis of commitments must include the respective components therein, highlighting the importance of collaboration in this field.

SWOT Analysis in Organizing Destinations

The researcher uses SWOT analysis as an analysis method to gain a more comprehensive understanding, which then becomes the material for recommendations for destination management development strategies. SWOT-based analysis in tourism development has been widely used [22,23]. Several classic approaches using SWOT in tourism must be revised as a guide. This is because, in many cases, the tourism industry has a certain complexity. Some of these aspects, for example, the character of tourism has involved various fields of study, the diversity of tourism services offered, and the number of organizations involved in the destination, thus giving rise to ambiguity in the SWOT analysis of tourism, which reviews it from an internal and external perspective [24].

The explanation above makes it clear that applying SWOT analysis to tourism is very flexible and varies regarding what elements are included in it based on the tourism object being studied. However, Gerami & Hosseini still state that there need to be several main components that are always the basic guidelines for measuring incredibly sustainable tourism. Some of these basic principles are attractions or tourist objects, accessibility, infrastructure, accommodation services, and organizational and institutional elements that must be studied in describing the tourism product as a whole [24].

Kreiner and Wall (2007) further developed the SWOT analysis framework in the context of tourism development by making it into three levels of analysis. First, the basic level of SWOT analysis in general. Second, the level of analysis at the global, national, and regional levels to map opportunities and threats. Third, analysis is developed from various aspects, such as social, cultural, economic, geographical, political, environmental, planning, psychological, and infrastructure[25].

The framework then underlines several basic questions to conduct a comprehensive SWOT analysis. The following is a list of questions that are adjusted to the context of tourism development:

1. Strengths: What are the advantages of the West Kalimantan provincial tourist destination? What have stakeholders done well? What do others see as the strengths of the destination and destination organizers?
2. Weaknesses: What are the shortcomings of the destination and tourism organization? What improvements can be made? What practices should be avoided?
3. Opportunities: Where are the opportunities to develop tourism? What exciting trends are already known? Are there changes in the market on a broad and narrow scale (ecotourism) in government policies related to the field or in social patterns, population profiles, lifestyle changes, etc.?
4. Threats: What obstacles are faced? What are competitors (in other provinces and different regions) doing? What specifications are needed for the type of tourism to clarify differentiation? Do changing trends threaten the tourism destination?

This study compiled the SWOT matrix using various sources. First, it was developed based on four essential criteria outlined by Gerami and Hosseini, specifically for tourism destination development. Second, Kreiner and Wall's work contributed additional dimensions at the international, national, and local levels regarding opportunity and threat factors. Lastly, the researcher integrated these findings with previous research and engaged in discussions with stakeholders from the West Kalimantan government, considering the stages of destination management.

3. Research Methodology

This research is based on a significant case study, where the researcher places the implementation of destination management in West Kalimantan as the main case. This research is exploratory and intended to conduct an in-depth analysis of destination management organized by the West Kalimantan Government entitled "Rimba dan Budaya" branding. The focus of the research flow concerns three aspects, namely a description of the stages of destination management, implementation determination factors, and SWOT analysis as a recommendation for improving destination implementation. This cross-sectional research lasted three months, from June to August 2024. The primary resources of this research came from in-depth interviews with six people representing each party (government, local community, and private sector) involved in the management of the "Rimba dan Budaya" destination. The key informants for this research are the Regional Government, in this case, represented by the Head of the Youth, Sports, and Tourism Office of West Kalimantan Province and the Head of the Destination Development and Tourism Industry Division. These two informants were chosen because they both deeply understand the tourism management and development program in West Kalimantan Province.

Meanwhile, the other primary informants, who were crucial in shaping the research, comprised two communities around the destination area, one tour travel business actor, and one lodging manager. Several of these informants were directly or indirectly involved in the tourism development program in West Kalimantan province. In addition to interviews, the researcher also utilized other data sources, namely direct observation and documentation, especially official documents from the government.

This study also utilized a questionnaire to obtain material for consideration of SWOT analysis material. The researcher distributed questionnaires to the “Rimba dan Budaya” destination stakeholders in West Kalimantan. The total number of respondents from the three stakeholder elements was 40 (15 government parties, 15 community parties, and 10 private parties).

The research data analysis includes Data Condensation, Data Presentation, and Conclusion Drawing (Conclusion/Verification) [26]. This comprehensive approach ensures that the findings are robust and reliable. The researcher also utilized triangulation of sources and techniques to ensure the validity of the data.

4. Research Findings

Destination Management

The crucial aspect of planning the "Rimba dan Budaya" tourist destination in West Kalimantan cannot be separated from the decentralization policy and encouragement from the central government. Regional governments in Indonesia are faced with demands and challenges to develop tourist destinations to boost the regional economy, which will later impact the national economy. The central government's encouragement for regional governments to establish the uniqueness of regional tourism destinations is also contained in a series of laws and regulations. One of these policy frameworks is Law Number 10 of 2009 concerning Tourism. A series of tourism laws led to the birth of the Minister of Tourism and Creative Economy Regulation Number 10 of 2016. In response to the mandate of these regulations, West Kalimantan began to prepare the Regional Tourism Development Master Plan (or Riparda) in 2018. As for the rules within the scope of the West Kalimantan Government, it is the Regulation of the Governor of West Kalimantan Number 36 of 2020. Meanwhile, the specific one containing the planning of the "Rimba dan Budaya" tourist destination is included in the Regulation of the Governor of West Kalimantan Number 136 of 2020.

More technically, destination management planning is contained in the Strategic Plan (Renstra) of the Youth, Sports, and Tourism Office of the West Kalimantan Government for 2018-2023. It includes that of the 11 priority programs; six programs are directly related to destination management, namely, the program to increase the growth of tourism community empowerment businesses, tourism development and marketing programs, creative economy programs, programs to increase the attractiveness of tourism destinations, tourism marketing programs, tourism resource development programs, and creative economy. The outline of the basis for planning the "Rimba dan Budaya" destination program in West Kalimantan includes two primary principles. First is CBT (Community-Based Tourism), a tourism development based on empowering local communities or communities by paying attention to sustainability aspects. One concrete form of realizing this is by building tourism village institutions. Second, it is related to marketing aspects that emphasize city branding.

The explanations mentioned show that the stages of planning and managing the 'Rimba dan Budaya' destinations have a vision and mission, namely, orientation towards the economy, social and cultural empowerment, and environmental sustainability. Likewise, the targets, targets, and program designs are an effort to realize the vision and mission.

At the destination management planning stage, several obstacles or problems were found. First, there is no Governor's Regulation on technical instructions for implementing the Regional Tourism Development Master Plan (RIPARDA). This means there is no specific guide on what needs to be done to practically achieve the goals of the "Rimba dan Budaya" destination, such as the absence of regulations that specifically describe the technical implementation (such as SOPs). Implementers often need to clarify this, especially regarding risk management guidelines in disaster management.

Second, another problem that could be more complicated is the collection of good data on the number of tourists. This data collection is incredibly influential because it is one of the primary sources for formulating planning. Meanwhile, the data used as a reference is data from BPS. The weakness of adequate data collection also indicates the weakness of data analysis as an essential reference for the West Kalimantan government in market analysis. Third, the weak involvement of local communities in the planning process. The elements involved in the basic formulation to the technical formulation of destination activities provide less space for community involvement. Still, they are limited to groups directly related to the tourism process, such as private parties and travel agencies.

The next stage of destination management is organizing related to the list of activities or activities, grouping activities, dividing tasks and authorities, and coordinating the relationship between authority and responsibility in organizational work.

The West Kalimantan government has made a list of tourist destination objects in 14 districts/cities. 'Rimba dan Budaya' in West Kalimantan also offer routine activities or events every year to add to the appeal of tourism.

Table 2 List of Annual Events in West Kalimantan

No	Events	Time	Location
1	West Kalimantan Provincial Government Anniversary	Januari	Pontianak
2	Chinese New Year Celebration and Melawi Capgomeh Festival	Februari	Melawi
3	Chinese New Year Celebration and Singkawang Capgomeh Festival	Februari	Singkawang
4	West Kalimantan Food Festival	Februari	Pontianak
5	Langkau Etnika	Februari	Kubu raya
6	Wonderful Mempawah Festival	Februari	Mempawah
7	Climbing the Kuburaya hut	April	kuburaya
8	Climbing the Landak Dango	April	Landak
9	Berape sawah	Mei	Ketapang
10	Gawai Dayak Week	Mei	Pontianak
11	Nyobeng of Dayak Bidayu	Juni	Bengkayang
12	Gawiasowa	Juni	Bengkayang
13	Lake Sentarum Festival	Juli	Kapuas Hulu
14	Bidar Race	Juli	Sambas
15	Nosu Minu Podi	Juli	Sanggau

16	Gawai Dayak	Juli	Sintang
17	Earth Alms	Juli	Mempawah
18	KTF (Kelam Tourism Festival)	Juli	Sintang
19	Grebek Suro	Agustus	Melawi
20	Gawai Serumpun Tampun Juah	Agustus	Sanggau
21	Tiong Kandang Circle Cultural Festival	Agustus	Sanggau
22	Paraje Paraja Negeri	Agustus	Sanggau
23	Culmination Festival	September	Pontianak
24	Telok Bediri (part of Equinox Festival)	September	Kubu Raya
25	Robo‘-Robo‘	September	Mempawah
26	Cultural Performances	November	Kubu Raya
27	Gawai Dayak	November	Melawi
28	Nungas Taon/Ngamping	November	Sambas

Source: Department of Youth, Sports and Tourism of West Kalimantan Province 2024

In carrying out a series of activities and a variety of particularly complex destinations, tasks and authorities need to be delegated among the various elements involved, both from the government, the private sector, and the wider West Kalimantan community. The following is a description of the division of authority and roles among stakeholders of the "Rimba dan Budaya" tourist destination.

Tabel 3 Peran dan Wewenang Stakeholder

Stakeholders	Role and Authority	Descriptions
Government	Planning and Regulation	Creating the regulatory basis for tourism development and conducting strategic and technical planning related to destination activities.
	Infrastructure Development	Provision of facilities that support destination activities (roads, transportation, etc.)
	Marketing and Promotion	Communicating destinations nationally and internationally
Private Sectors	Capital Investment	Investing funds for developing and managing tourist attractions, such as hotels, restaurants, tourist attractions, and transportation.
	Marketing and Promotion	Participating in promoting destinations independently

Local Community		or in collaboration with the government
	Destination Management	Maintaining cleanliness, providing services to tourists, and preserving the environment
	Product Development and Tourism Experience	Local cuisine, handicrafts, and cultural festivals.

The research findings show there are problems in terms of organization, especially concerning the realization of integrated cooperation. The Head of the Department stated that the lack of integration of the organization and implementation process is a matter of commitment to collaboration when creating a particular strategic tourism area. As an illustration, when there are provisions for developing a strategic tourism area, in the organization and practice, each stakeholder can create activities that are not organized to support this. A further consequence is that when there is no integral integration in practice, the solidity of the city's image becomes unclear and could fail. The next stage is the implementation, which is related to efforts to prepare infrastructure and human resources for destination management.

The 'Rimba dan Budaya' destination, a key focus of this research, is a unique tourism area in West Kalimantan known for its rich biodiversity and cultural heritage. Infrastructure is discussed in the determinant factor section. Meanwhile, human resources is concerned with personnel. The findings show that one of the inherent problems in managing this destination is the inherent bureaucratic structure. Unlike private organizations that can fill positions more flexibly, government practice in West Kalimantan and other places in Indonesia requires a longer bureaucratic flow. Employee placement is not directly the authority of the West Kalimantan Tourism Office but must go through the Regional Personnel Agency (BKD). The Tourism Office only provides proposals to the local BPD. The consequences of implementing this flow have the potential to result in employee placement in government offices that do not match the needs of the relevant office.

Another personnel problem is the absence of specific criteria set by the Tourism Office for prospective employees who register at its agency. One component lacking in the West Kalimantan Tourism Office is the absence of tourism graduates among its employees. Although this does not mean that tourism cannot be studied outside of school, specific knowledge and skills in this field can be essential ingredients in the success of destination management planning.

In supervising the implementation of 'Rimba dan Budaya,' the government routinely conducts annual monitoring and evaluations (Monev). Some fields, such as the co-branding field, even conduct Monev every three months. The Monev discusses what has been implemented, what obstacles have prevented its implementation, and what has not been implemented.

One of the references for the West Kalimantan Government in measuring program performance is the number of tourist visits to West Kalimantan. This standard is the leading benchmark for providing an outline assessment of the management results of the 'Rimba dan Budaya' destination in West Kalimantan. The West Kalimantan Government realizes that the central government still has a significant role in promoting tourist destinations. One of them is funding. From this reality, there is a desire conveyed by the resource person to be more independent, one of which is the Tourism Promotion Agency. The Tourism Promotion Agency is a government-mandated institution responsible for promoting and marketing tourist destinations. However, the resource person still imagines that the budget burden and allocation are insufficient to create the institution seriously. The overall supervision and evaluation results then become a reference for developing formulations and improvements in the next stage. This can be seen from the desire of the destination organizers to use evaluation materials as a basis for the following formulation. However, there are still obstacles, especially regarding the financial ability to make a plan in the next stage.

Determinant Factors

Five key factors determine the implementation of destination management in West Kalimantan. The first factor relates to the region's resources, essential for developing tourist destinations. This involves the identification and analysis processes carried out by stakeholders to showcase the various attractions available to external visitors. West Kalimantan boasts a wealth of exotic natural landscapes and a rich cultural heritage, particularly highlighted by multiple artistic performances. The tagline 'Rimba dan Budaya' summarizes these aspects, which underscores the region's unique appeal. This resource factor is crucial for the success of destination management.

The second issue pertains to the availability of supporting infrastructure for these tourist attractions. West Kalimantan faces disparities in infrastructure development between urban centers and rural areas, which presents an obstacle to effective destination management and tourism development. A specific example of this challenge can be seen at the beach destination in Temajuk Village, located in the Paloh District of Sambas Regency.

Temajuk Beach can offer both nature tourism and marine tourism. The location of Temajuk Village is in the northernmost part of Sambas Regency, which is a direct border area with Malaysia. Unfortunately, accessibility to get there is not easy and is considered inadequate. Another infrastructure obstacle is the lack of supporting facilities for destinations. For example, this problem can be seen at Tengkuylung Beach in Kubu Raya Regency, some waterfall destinations in Sanggau Regency, and Sentarum Lake in Kapuas Hulu Regency. Infrastructure problems other than transportation are street lighting and lighting around the destination. Cost is still the main factor in preparing the availability of supporting facilities for tourism infrastructure.

The determining factor related to resources is human resources. The organizers, especially government elements, lack knowledge about tourism development, which is an obstacle to implementing the development of 'Rimba dan Budaya' destination management in West Kalimantan. At least, this is evident from some employees who still do not master technology, even basic things such as using laptops and data processing.

The fourth determining factor is promotion and marketing. This stage is related to how to package various tourist attraction resources owned and infrastructure support to produce offers with selling value. Several promotional and marketing distribution channels have been run by the West Kalimantan Government, starting from cooperation with Angkasa Pura to Videotron. However, there are still obstacles to carrying out promotions through international exhibition events independently, meaning without the involvement of central government assistance. The fifth factor, which is also the most determinant factor, is the commitment of cross-stakeholders to participate and be loyal to the successful implementation of destination management in West Kalimantan, especially from the local community. The local community's commitment to supporting the success of tourist destinations is still based on the exchange of values that take place in tourism activities. The stimulus for the birth of commitment from the local community must be based on direct impacts, especially in local economic development. When an effort to develop tourism is still a prospect that has not been truly felt, then the commitment cannot be realized. This is evident from the implementation of the Sentarum Lake Festival twice, which had to be stopped because the local community was not enthusiastic to participate in the program's success. This case shows that stakeholder commitment, especially from the local community, is an important determining factor in implementing 'Rimba dan Budaya' destination management in West Kalimantan.

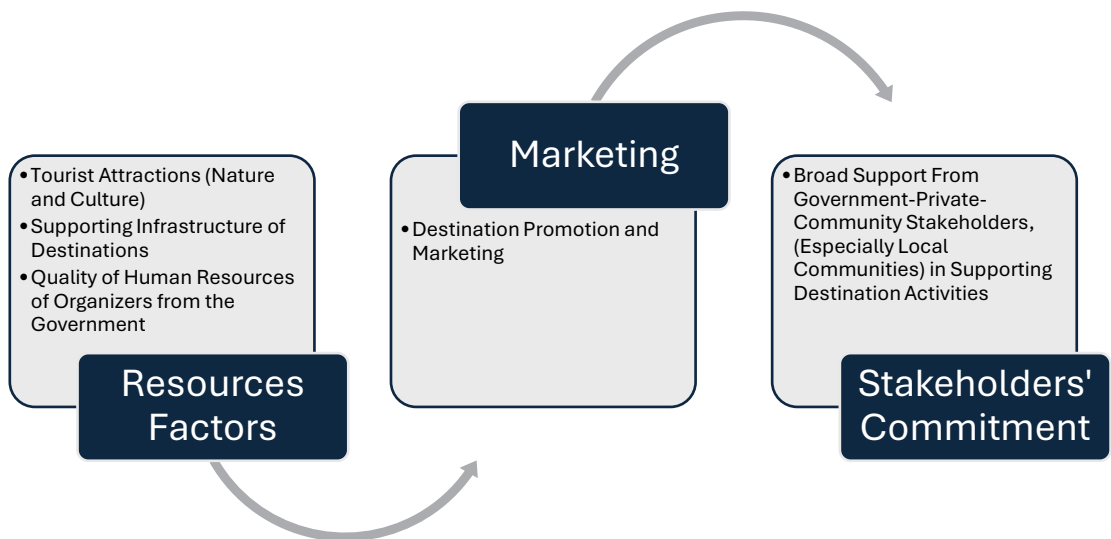


Figure 1. Determining Factors for the Implementation of 'Rimba dan Budaya' Destination Management

Destination Management Strategies

The researcher formulated internal and external factors to map the strengths, weaknesses, opportunities, and threats for implementing destinations in West Kalimantan. Determining

factors comes from identifying points concerning destination management and the accompanying determination factors. The preparation of this SWOT also refers to Gerami & Hosseini on the main aspects of destination implementation [24] and the Kreiner and Wall framework [25] on environmental levels (international, national, and local). The following are the findings:

Tabel 4 Matrik Penghitungan IFAS

NO	Descriptions	Weight	Rating	Score	Comments
Strength (S) (X1)					
The Planning Stages Based on Sustainable Tourism					
1	West Kalimantan has natural tourist attractions (panoramic, forest, marine)	0.05	3.5	0.18	The main strength of West Kalimantan destination management is its strategic position on the border (Indonesia-Malaysia) and its ownership of various capital resources for attractions, especially culinary.
2	West Kalimantan has cultural or religious activities (festivals, market weeks)	0.06	3.6	0.22	
3	West Kalimantan has historical and cultural heritage attractions (such as ancient houses)	0.05	3.4	0.17	
4	Friendly and friendly local community behavior	0.05	3.5	0.18	
5	Local culinary diversity	0.06	3.7	0.22	
6	The existence of tourism support facilities and services (hotels, homestays, tourist accommodations, and food and beverage services such as restaurants and cafeterias).	0.05	3.2	0.16	
7	Close to the international border (Indonesia-Malaysia)	0.06	3.7	0.22	
8	Accessibility of road networks to destinations and the main entrance to the province (entrance for foreign tourists via four routes).	0.05	3.2	0.16	

9	There is natural capital that is suitable for developing ecotourism in the region.	0.05	3.5	0.17
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Organizing Stage

10	The existence and role of tourism support institutions (local government and tourism offices, health service facilities, law enforcement agencies, involving academics)	0.05	3	0.15
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The total of Strengths' Scores	0.53	1.83
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Weakness (W) (X2)

The Planning Stages Based on Sustainable Tourism

11	There is no technical Standard Operating Procedure (SOP) for tourism management.	0.04	2.8	0.11	The main weaknesses of destination management planning are technical, operational, and administrative matters (statistical data) and the uneven distribution of infrastructure.
12	The lack of provincial government budget allocation for tourism development.	0.05	3	0.15	
13	Valid statistical data on tourists.	0.05	3.1	0.16	
14	Tourism infrastructure that does not support the development of cultural tourism in the region (lighting at tourist attractions, signal)	0.05	3.1	0.16	

Organizing

15	Lack of synergy between provincial and district/city governments regarding city branding.	0.04	2.9	0.11	The biggest weakness in the organizing stage is the synergy within the government, followed by the weak participation of local communities.
16	Weak enthusiasm and community participation in tourism development.	0.04	2.6	0.1	

Staffing

17	Lack of productivity and competitiveness of tourism organizer resources (utilization of technology).	0.05	3.1	0.16	The issue of human resource quality pertains to personnel matters.
Direction and Supervision					
18	Lack of progress in implementing executive planning.	0.05	3	0.15	The results of the briefing and supervision show that the biggest problem lies in the lack of investment for destination development.
19	Promotion that is not yet optimal (digital or online media)	0.05	3.1	0.16	
20	Has not yet generated interest in investing (especially from the private sector) in West Kalimantan in terms of destination development investment.	0.05	3.2	0.16	
The total of Weakness's Score		0.47		1.42	
Overall Total		1		3.25	

After completing the IFAS calculation, the next step is to perform the EFAS calculation. The calculation results are as follows:

Table 5. EFAS Calculation Matrix

NO	Descriptions	Weight	Rating	Score
Opportunity (O) (Y1)				
1	International tourists who are oriented towards sustainability and sustainability (e.g., natural attractions)	0.05	3.1	0.16
2	The post-Covid-19 phase opens up tourist potential.	0.05	3.2	0.16
3	The development of communication technology as a marketing medium (social media).	0.06	3.4	0.2
4	The application of automation and digitalization in government structures.	0.05	3.2	0.16
5	The market segment of international tourists is oriented towards culture (cultural attractions).	0.06	3.3	0.2
6	The post-Covid-19 phase opens up tourist potential.	0.06	3.3	0.2
7	Support from the central government (Ministry of Tourism)	0.05	3.2	0.16

8	Funding support for tourism infrastructure and other tourism-related developments.	0.05	3.2	0.16
9	Continuing the ongoing regional tourism development areas.	0.05	3.3	0.17
10	Conservation of natural and historical sites.	0.05	3.2	0.16
11	Strengthening cultural attractions.	0.06	3.4	0.2
12	Forming and strengthening associations (government-private-community) involved in tourism activities.	0.05	3.4	0.17
The Total of opportunity's scores		0.69		2.27
Threat (T) (Y2)				
13	High competition for destinations based on natural and cultural attractions.	0.05	3.3	0.17
14	Late city branding planning compared to other regions in Indonesia.	0.05	3.3	0.17
15	Less famous than other destinations in Indonesia (Bali and Yogyakarta)	0.06	3.4	0.2
16	The geographical location is far from Indonesia's activities center (Java).	0.05	3.3	0.17
17	Tourism has a broad economic impact.	0.05	3.3	0.17
18	Safety and security issues (such as floods or natural disasters).	0.05	3	0.15
The total of Threat's Score		0.31		1.03
Overall Total		1		3.3

The difference in the calculation of strengths and weaknesses is at 0.41 (1.83-1.42) while opportunities and threats are at 1.24 (2.27-1.03). Thus, the coordinate points are at 0.41; 1.24.

The following is the IFAS and EFAS Matrix:

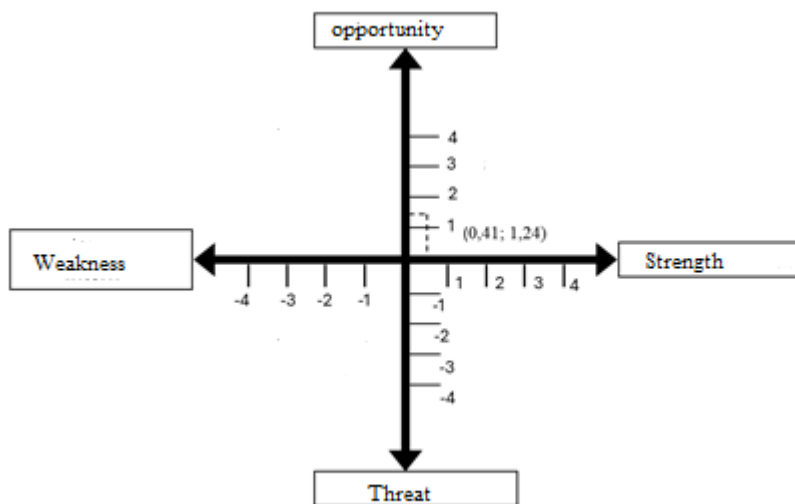


Figure 2 IFAS and EFAS Matrix Coordinate Points

Based on the calculation of the strategic choices and matrix coordinate points above, it can be concluded that "Rimba dan Budaya" can carry out a strategy to support the regressive strategy, namely the SO strategy (Strengths and Opportunities).

5. Discussion

Based on the SWOT calculation, the priority strategy for developing West Kalimantan destination management is maximizing strengths to achieve opportunities. The SWOT matrix shows that the main strengths are in the planning stage based on tourism attraction capital and the organization of tourism-supporting institutions. Based on this, the destination management development strategy that needs to be carried out by the West Kalimantan Government is to improve the quality of planning and organization to achieve competitive advantages in destination management. One of the urgent points to be maximized immediately is to pay attention to the design of market-oriented analysis. This means that the program initiated and implemented by the West Kalimantan Government must focus on analyzing the factors that encourage a tourist, especially a foreign tourist, to visit a destination. In other words, the West Kalimantan Government is more proactive in tracing the trend of tourist interest today. The researcher suggest a reverse way of thinking by avoiding excessive self-confidence regarding existing tourist attraction resources but asking again, what attraction resources can meet the demands of tourist expectations, especially from abroad? The SWOT analysis shows several tourist attraction factors that trigger tourist interest in visiting a destination, including natural, cultural, historical, and culinary attractions. The West Kalimantan Government needs to follow up and study these findings to package tourist destinations based on these aspects.

At the same time, research findings show that the West Kalimantan Government has obstacles regarding visitor data administration as evaluation material. Thus, the first

suggestion that can be submitted is to fix these problems. Integrating data collection technology and accelerating electronic tourist information is increasingly crucial as part of the aggressive strategy of 'Rimba dan Budaya' destination management. This is the first homework assignment to be used as a basis for how the 'Rimba dan Budaya' destination policy must be data-driven.

The West Kalimantan Government's Strategic Plan also mentions that another main program is tourism marketing. The development of information technology, for example, using social media, has facilitated the marketing process that reaches a broader market. Based on this explanation, the development of the West Kalimantan Government's destination management sequentially concerns the packaging of attractions according to tourist interests while simultaneously conducting promotions to reach these quality tourists.

The subsequent destination management development that is no less important than planning is organizing. Organizing is not only about technical-administrative work, such as determining the agenda and schedule of activities but also ensuring that each stakeholder understands their role and function within the framework. In addition to understanding the function and role, another aspect is how to coordinate and provide communication during the implementation to meet what has been planned. Thus, the primary function of the organizing stage is the unification of each component in the organization so that it can be integrated into a grand design [27].

The crucial problem in this organizing stage is its relationship with non-government parties, namely the private sector and especially the local community. Research findings show that a destination management program fails due to low community enthusiasm because the community does not see any direct economic benefits from organizing a destination.

Departing from this, it is necessary to develop an organizing model. The organizational development strategies that can be carried out are as follows. First, at the level of relations with the central government, the West Kalimantan government can work with the central government to develop and promote easy access to entry routes to West Kalimantan. In addition, the West Kalimantan government can also lobby the central government to choose West Kalimantan to organize international events to help promote destinations. At the internal government level, it is necessary to strengthen the synergy of various government institutions to support the unity of the city's image. The strategy of organizing with non-government parties is to help industry players providing tourism support facilities to obtain capital (both from the private sector and the central government), as well as economic prospects through the capital resources owned by West Kalimantan used as a means of strengthening cooperation between the government, community, and private sector.

All of these efforts aim to maximize tourism potential, which can contribute to economic growth and the eradication of poverty.

6. Conclusion

The West Kalimantan Government has outlined its destination management planning in the 2018-2023 Regional Strategic Plan. This plan includes detailed information on objectives, targets, program plans, activities, and sub-activities. However, its implementation faces several challenges.

At the planning stage, some obstacles include more regulations providing technical instructions for tourism implementation, insufficient data collection on tourist numbers, poor analysis of the tourist market, and low participation from the local community. During the organizing stage, the primary challenge is more synergy between government institutions, which hinders practical cooperation for city branding. Additionally, the productivity and competitiveness of human resources are significant barriers. These issues have contributed to slow progress in executing planning and maximizing destination promotion.

The commitment of stakeholders—including the government, private sector, and local communities—is a crucial factor influencing the effectiveness of destination management in West Kalimantan. Specifically, local community involvement is vital for successfully implementing this management.

The SWOT analysis results indicate that the West Kalimantan Government should adopt an aggressive strategy by leveraging its strengths to capitalize on available opportunities. This study recommends a market-oriented approach for planning destination management development. The West Kalimantan government should focus on developing tourist attractions based on understanding foreign tourist demands and expectations.

Moreover, the organization should be enhanced by integrating three levels of collaboration: the West Kalimantan Government with the central government, internal government structures, and non-governmental entities (such as the private sector and community groups). Another organizational strategy is to provide educational initiatives about the economic prospects of tourism to strengthen the commitment between the government and local communities.

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