

Tourism Destination Development Strategy Ready-To-Visit Post Pandemi Covid-19 In Sariater Subang Jawa Barat

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Abstract. *The purpose of this study was to determine the Strategy for the Development of Ready-to-Visit Tourist Destinations after the Covid-19 Pandemic in Sariater Subang, West Java. In this study, researchers used naturalistic / qualitative research methods with descriptive explanatory levels. Naturalistic / qualitative research methods are research methods used to examine the conditions of natural objects (as opposed to experiments), where the researcher is the key instrument, the data collection technique is done by triangulation (combined), the data analysis is inductive, and the results of qualitative research are more emphasizes meaning rather than generalizations.*

The results showed that the Development of Ready-to-Visit Tourist Destinations has become a policy stipulated in Regional Regulation No. 15 of 2015 concerning the West Java Province Tourism Development Master Plan 2016-2025. Determination of Leading Tourism Area (LTA) District / city is a leading tourist area at the district / city level that plays a role in addressing strategic issues of tourism development. The local government is the main player in the development of this area, especially in terms of managing the attractiveness and fostering the community around the leading tourism destination areas. Subang Regency is one of the tourism destinations and development areas in West Java Province which has various potential tourism resources, from natural attractions, man-made tourist attractions, and cultural tourism attractions which are supported by natural environmental conditions, socio-culture, availability of facilities and accessibility that can support tourism activities, one of which is tourism in Subang Regency.

Furthermore, the results of the research also show several substances regarding the Tourism Destination Development Strategy, seen from: 1) Development of Objective Strategy Formulations needs to be directed at strengthening the thematic of each area to become the strength / attractiveness of each region and strengthening Human Resources (HR) specifically . This includes strengthening the concept and understanding of tourism; 1) Development of a Model Formulation Strategy needs to be carried out through the following models: Nature Tourism, Wildlife Tourism and Cultural Tourism; 3) The development of a Public Participation Implementation Strategy needs to be directed into action through the development of collaborative programs, budgets, and Penta helix governance to support the tourism awareness movement needs to be driven by the following elements: Attractions: nature, art performances, culture; Amenities (supporting facilities): hotels, restaurants, souvenirs, road guide toilets, etc. .; and Access (information, and transportation). The development of a World Class Tourism Promotion Strategy includes attention to the criteria for developing World Class Tourist Destinations including: 1) Aspects of the

Business Environment; 2) Aspects of Tourism Policy; 3) Infrastructure Aspects; 4) Wealth Aspects of Natural and Cultural Resources.

Keywords: *Tourism Destination Development*

1. INTRODUCTION

The West Java Provincial Medium-Term Development Plan (WJPMTD) states that the tourism sector is one of the priority activities including the words "Development of Ready-to-Visit Tourist Destinations and World Tourism Destinations" as followed up by Regional Regulation No. 15 of 2015 concerning the West Java Province Tourism Development Master Plan 2016-2025. The Tourism Development Master Plan is a long-term plan with dimensions of 10 years which, among other things, contains the direction of tourism development policies to later become a guideline for the management of tourism development and development. The RPJMD of West Java Province states that the tourism sector is one of the priority activities, precisely saying "Development of Ready-to-Visit Tourist Destinations and World Tourism Destinations". The purpose of the World Travel Destinations Grand Planning Activity is a reference material for the Regional Apparatus Organization (RAO) of West Java Province and the City District Office in West Java which are related to world tourist destinations, which are to formulate strategies and policies to deal with issues and problems in developing world tourist destinations that are advanced so as to elevate tourism destinations in West Java to be world famous; and as a guideline for preparing an action plan in developing world destinations in West Java so that tourism destinations in West Java will be more advanced and able to compete. In the Pandemic Era 19, the current direction of tourism policies and strategies needs to be given immediate attention because it will be closely related to resolving economic problems, both macro and micro-economics.

Regional loyal attention still needs to see the strategic importance of the Regency / City Leading Tourism Area (LTA) because it is a leading tourist area at the district / city level that plays a role in addressing strategic issues of tourism development at the regional (district / city) level. For this reason, the regional / city government becomes the main player in the development of this area, especially in terms of managing the attraction and fostering the community around the area. Regency / City LTA are planned and developed by the regions so that the responsibility of district / city governments in planning and management is greater than that of the provincial government. The existence of Regency / Municipal LTA is identified in the Provincial RIPPDA, however the details of the planning are spelled out in the RIPPDA of the Regency / City concerned or the district / city level tourism development plan. The development of a Regency / City LTA is expected to support the development of Provincial and Regency / City LTAs in West Java, in the framework of adding to the uniqueness and strengthening the attractiveness of West Java. The tourist attraction of West Java Province is very diverse. Natural, cultural, and artificial tourism are scattered in the West Java region, with unique local characteristics that strengthen the competitiveness of West Java tourism products. The diversity of West Java's attractions that is often expressed by GURILAPS is mountains, forests, water, sea, beaches, rivers and cultural arts. It is very different from the situation in other provinces in Indonesia that have certain tourism themes that are highlighted, for example D.I. Yogyakarta with its cultural tourism, West Java Province puts forward diversity of attractions to strengthen the competitiveness of tourism products and other regions.

The diversity of tourist attractions is a major theme in determining the grouping of tourist attractions to form a leading tourist area in West Java Province. This is also related to the journey and conditions of the natural history and culture of West Java which are summarized through the history of Mount Sunda, the existence of forests, rivers, seas with influential cultures, namely the Sundanese Priangan mountain culture, coastal culture, and the influence of colonial culture. Mountain nature tourism, forest, beach and river tourism, as well as cultural tourism that raises the history, arts and culture and identity of the people of West Java are

appointed as the themes of tourism products that are featured in each of the Leading Tourism Areas (LTA) of West Java Province. Each LTA has major tourism resources / activities that have developed, or other tourism resources or other tourism activities that are proposed to be developed, as well as the potential for existing tourist markets and those that will become the target market attractions, both in terms of the area of origin of tourists, and the characteristics tourists. The main tourism resource of a LTA will later become the theme of the main tourism product that will be featured in the LTA, and will be related to the tourist market segment that is targeted.

In general, the potential and problems of tourism, it appears that the development of tourism that occurs in the West Java region shows different levels of development. Dense tourist areas are highly concentrated in the central crossing, namely Puncak and Bandung City which have a very good level of accessibility, and are the main tourist route for West Java. Meanwhile, the southern area of West Java (excluding Pangandaran), which has poor accessibility, has relatively undeveloped tourism compared to the central route, or even the northern / northern route. If you pay attention to the Subang and Purwakarta areas, including areas that have a strategic location in West Java, considering that they are on an alternative route between Jakarta and Bandung, which is busy on weekends, conditions for national holidays, and Eid days The existence of the Jakarta-Cikampek toll road, and even the Cipularang toll road, also brings great benefits to tourism development in this area. Accessibility to cities / regencies in this area is getting easier with the presence of toll gates in each district / city. The close proximity to D.K.I. Jakarta as the capital city of the country makes this area has complete tourism support facilities and other urban facilities and the condition is relatively good. Its location is close to D.K.I. Jakarta also has the potential to attract tourists from D.K.I. Jakarta, by developing unique and unique artificial tourist products. The Pantura route is also a potential source of tourists. However, the opening of the Purbaleunyi toll road has more or less killed tourism activities on the Jakarta-Bandung route via Purwakarta and Subang.

The level of tourism development in the Subang-Purwakarta area is already in the development stage, especially in some of its leading tourist attractions, such as Mount Tangkuban Parahu and Ciater hot spring. Regarding the natural characteristics of the mountains, of course, the development of the area to the next stage needs to be observed so that there is no deterioration in environmental quality. In the framework of part of the development of world-class tourism in West Java, the planning will be interesting to observe in the context of the development of the tourism sector in Subang Regency. For this reason, planning cannot be taken lightly because it must be measured and able to be implemented.

Strategies are facilitation or advocacy or interventions that aim to change existing processes. According to Harold Koontz and Cyril O'Donnel in (Riyadi & Dedy supriady; 2004: 2) strategy is part of planning which is the function of a manager that is related to the selection of goals, policies, procedures and programs from several alternatives. which exists. According to Rose in (Tourism Planning; 2002: 6) "strategy is a multidimensional activity and tries to be integrative. It includes social, economic, political, psychological, anthropological and technical factors taking into account the past, present and future ". While the elements of the strategy include; (1) There are assumptions based on facts. Thus, the strategy formulated must be based on assumptions that are supported by existing facts or evidence, because the strategy is the basis for the implementation of an activity or activity. (2) There are alternatives or choices as a basis for determining the activities to be carried out. Therefore, in preparing a plan it is necessary to consider various alternatives in accordance with the activities to be carried out. (3) The existence of a goal to be achieved. In this case the strategy is a tool or means to achieve goals through the implementation of activities. (4) Predict as a measure to anticipate if during the implementation of the plan there will be possibilities or things that may affect the implementation of the strategy. (5) There is wisdom as a result of decisions that must be implemented. (LAN-DSE, 1999). The essence of the strategy is: (1) Identifying alternative

approaches. (2) Making something better than before. (2) Making something different than before. (3) Making something must be exactly as desired. (4) Making something as it is running or developing as it is. (5) finding the plan inaccuracies. (6) maintain uniqueness. (7) Avoiding things that are not desirable.

Why do you need a strategy in tourism? A tourism strategy is indispensable at the international, national, regional, sub regional and resort (area and site) levels, as well as facility design and strategy, this is because; (1) The tourism phenomenon is increasingly complex than previously thought. (2) Tourism has positive and negative impacts. (3) Tourism is increasingly competitive and promotion of tourist destinations is getting more intense. (4) Tourism can adversely affect natural and cultural resources. (5) Tourism can affect everyone in a particular community and all those involved in tourism need to participate in the tourism planning process. (6) Tourism requires special handling both in organizational, marketing, promotion and regulatory aspects.

The consequences of tourism development without a development strategy will inevitably lead to physical impacts, socio-cultural (human) impacts, over or under-marketing impacts, under-organizing impacts and other impacts (1) physical impacts may cause e.g. damage or permanent change to the physical environment, damage or permanent change to historical monuments, overcrowding, pollution, traffic problems and so on. (2) human impacts such as; cultural dynamics, the effect of demonstrations, dependence on tourism, hatred of tourists, loss of local identity, social inequality, lack of awareness of the benefits of tourism in destinations. (3) marketing impact, for example; mistakes in calculating marketing opportunities, declining share of tourism due to rival destination businesses, lack of awareness to market in major markets, unclear image of destinations in potential markets, lack of promotional cooperation between tourism actors, insufficient ability to see opportunities in composing packages travel. (4) the impact of the organization, namely a fragmented approach to marketing and tourism development, frequent competition among breakaway groups, no cooperation between tourism actors, lack of segmentation in the interests of the tourism industry, no support from the government, no action against existing issues, problems and opportunities. (5) other impacts, namely; not enough show events, not many tourist attractions, short length of stay, poor or decreased quality of facilities and services, poor and insufficient tourism information services.

2. THEORETICAL FOUNDATION

Strategy is a process or series of activities carried out differently or better from competitors (or in the past) to provide added value to customers so that they are able to achieve the company's medium or long-term goals (Collin, 1991: 41). According to Chandler (1962) in Rengkuti (2006: 3) strategy is a tool to achieve long-term goals, follow-up programs, and priority allocation of human resources. Another definition of strategy is a large-scale plan, with a future orientation, in order to interact with competitive conditions to achieve company goals (Pearce & Robinson, 2003: 6). Strategic management according to David (2009: 16) is an art and science for formulating, implementing, and evaluating cross-functional decisions that enable the organization to achieve its goals. As implied in the definition, strategic management focuses on integrating management, marketing, finance or accounting, products or operations, research, development, and computer information systems to achieve organizational goals.

The strategy itself means that all activities within the scope of the company, including the allocation of resources owned by the company. Meanwhile, according to Hill (1992), strategy is a method related to manufacturing and marketing activities, all of which aim to develop a corporate perspective through aggregation. According to Malthis (2006), there are two strategic concepts, namely: a. Distinctive Competence is

an action taken by a company in order to perform activities better than its competitors. A company that has strengths that a competitor cannot easily imitate is seen as a company that has "Distinctive Competence". Distinctive Competence describes the specific capabilities of an organization. Identification of Distinctive Competence in an organization includes: 1 Skills of the workforce 2 Ability of resources These two factors cause the company to be superior to its competitors. High human resource expertise arises from the ability to form specific functions that are more effective than competitors. By having the ability to conduct better marketing research, a company can know exactly what consumers want so that it can develop better marketing strategies compared to its competitors. All of these strengths can be created through the use of all potential resources owned by the company, such as sophisticated production equipment and processes, the use of a wide distribution channel network, the use of high quality raw material sources and a positive brand image and a computerized reservation system.

b. Competitive Advantage is a strategic choice made by companies to seize market opportunities. Companies can also carry out a differentiation strategy by creating perceptions of certain values in their consumers. In addition, a focus strategy can also be applied to gain competitive advantage in accordance with the expected target market and segmentation. According to Porter (1980), strategies can be grouped into three types of strategies, namely:

a. Management Strategy Management strategy includes strategies that can be carried out by management with a macro strategy development orientation, such as product development strategies, pricing strategies, acquisition strategies, market development strategies, financial strategies and so on.

b. Investment Strategy This strategy is an investment-oriented activity, for example, whether the company wants to carry out an aggressive growth strategy or try to penetrate the market, a survival strategy, a strategy to rebuild a new division or a divestment strategy and so on.

c. Business strategy. This business strategy is often called a functional business strategy because this strategy is oriented to the functions of management activities, such as marketing strategy, production or operational strategy, distribution strategy, and financial-related strategies. The benefits taken from strategic planning include:

1. Determining the boundaries of the business to be carried out.
2. Assist in the identification, priority selection and exploitation of opportunities.
3. Provide a framework for improving coordination and research.
4. Directing and shaping the company culture.
5. Maintain policies that are in accordance with principles and in accordance.
6. Integrating individual behavior into collective behavior.
7. Minimizing the implications due to changing conditions.
8. Creating a framework for internal communication.
9. Provide discipline and management formalities.

Development is increasing the quality and quantity in an activity David (2009: 36). Development also means developing processes, ways, actions. Effort is an activity by exerting energy, mind or body to achieve a purpose: work of action, initiative, effort, effort to achieve something. From the definition above, it can be concluded that a business development strategy is an integrated plan regarding the efforts of an industry that is needed to develop its business in order to achieve goals effectively and efficiently. To achieve the goal, the industry must pay attention to existing resources and environmental conditions at hand. Resources that exist in an industry in the form of strengths and weaknesses, as well as environmental conditions can be in the form of opportunities and threats to the industry itself. A business development strategy is an effort to anticipate problems that arise and can provide direction for operational activities in the implementation of

industrial activities. In a small business development strategy, there must be an appropriate strategy, covering the following aspects: 1. Increasing access to productive assets, especially capital, as well as technology, management, and other important aspects. 2. Increasing access to markets, covering a wide spectrum of activities, from business backup to market information, production assistance and marketing infrastructure and facilities. In particular, for small businesses in rural areas, the basic economic infrastructure that will be very helpful is the transportation infrastructure. 3. Entrepreneurship, in this case training on the knowledge and skills required for business is very important. 4. Economic institution in a broad sense is the market. So strengthening the market is important, but it must be accompanied by controls so that the operation of the market does not deviate and results in widening the gap. For that we need appropriate interventions, which do not contradict the basic principles of a free economy, but still guarantee the achievement of social social equity equity. 5. Business partnership is an important and strategic route for the development of people's economic enterprises.

David (2009: 16) states that development is the application of important points designed in the field, then when it has been designed and tested, the design is improved and updated according to input. In this opinion, development is the process of implementing and testing designs in the field that have been made and improved to ensure their effectiveness and efficiency. Development according to Seels & Richey, development is the process of translating or describing design specifications into physical features. Development specifically means the process of producing learning materials. In this opinion, development is focused on a way to create and design a physical form from a pre-existing form. So that the physical form that is designed in the form of a product will be perfected according to the needs in the field. According to Modhofir, development is a systematic way of identifying, developing and evaluating a set of materials and strategies directed at achieving certain educational goals. Based on the opinions of several experts who have been presented, the developer defines that development is the process of translating a design that has been previously made, by improving quality through various stages of testing as an effort to improve quality. Product development can be an effort to create appropriate technology sources to facilitate learning and improve one's learning performance.

3. RESEARCH METHODS

In this study, researchers used naturalistic / qualitative research methods with descriptive explanatory levels. Naturalistic / qualitative research methods are research methods used to examine the conditions of natural objects (as opposed to experiments), where the researcher is the key instrument, the data collection technique is done by triangulation (combined), the data analysis is inductive, and the results of qualitative research are more emphasizes the meaning rather than Sugiono's generalizations (2017: 9). While the level of explanation or what is called the level of clarity, in this case how the variables under study can explain the object under study through the data collected in this study using descriptive research, namely investigations carried out on independent variables or one independent variable or one variable, without make comparisons, or connect with other variables (Pasolong, 2013: 72). The qualitative approach is deemed most appropriate to the objectives of this study.

4. RESULTS AND DISCUSSION

Profile of Subang as a Destination and Tourism Development for West Java The development of the leading tourist areas in West Java Province is divided to follow the development of the three roads in West Java, namely:

1. The northern route, with the northern passage (pantura) as the main element, covers all or part of the Bekasi Regency / City, Karawang Regency, Subang Regency, Indramayu Regency, Cirebon Regency / City, Kuningan Regency and Majalengka Regency.
2. Middle lane, with the middle passage as a binding element, covering parts of Bogor Regency / City, Depok City, parts of Cianjur Regency, Bandung Regency / City, Cimahi City, Sumedang Regency, parts of Garut Regency, Tasikmalaya Regency / City Ciamis Regency, and Banjar City.
3. The southern route, with the road / southern coast as a binding element to the area, which covers part of the Sukabumi Regency / City, the southern part of Cianjur Regency, Garut Regency, Tasikmalaya Regency and Ciamis Regency.

The level of development of leading tourist areas in each route varies, depending on the resources (including facilities and infrastructure) owned, as well as the accessibility to tourist market sources. A tourist area can be in the early stages of development and only visited by few tourists, even though it has the potential for unique and interesting tourist attractions. Other tourist areas may have developed considerably, and may even become congested at the peak season and begin to cause problems with the physical and socio-cultural environment. The agro tourism area in the northern route includes Subang Regency and Purwakarta Regency with the characteristics of agricultural areas in the mountains. The growing tourist attraction is also related to the agricultural-plantation potential and the mountains for agro-tourism and recreation activities. The main tourist attractions in this area include: tea plantation agro tourism, pineapple, Ciater hot water, Plered Ceramics Center, Jatiluhur Reservoir, and Imitation Craft Center in Taman Rahayu Village.

Subang Regency is one of the tourism destinations and development areas in West Java Province which has various potential tourism resources, starting from natural attractions, man-made tourist attractions, and cultural tourism attractions which are supported by natural environmental conditions, socio-culture, availability of facilities and accessibility that can support tourism activities, one of which is tourism in Subang Regency. Administratively, Subang Regency is divided into 245 villages and 8 sub-districts which are members of 22 sub-districts. Based on the regional regulation of Subang Regency Number 3 of 2011 concerning the Establishment of the Working Area of the Camat, the number of sub-districts has increased to 30 sub-districts. The administrative boundaries of Subang Regency are:

South: borders with West Bandung regency

West: borders with Purwakarta & Karawang regency

East: borders with Sumedang & Indramayu regency

North: bordering the Sea

The classification of Subang Regency is divided into 3 Tourist Zones, namely:

1. North Tourism Zone covers 15 Districts The north coast area is located at an altitude of 0-50 masl, with an area of 92,639.7 hectares.
2. The Central Tourism Zone covers 8 Districts, namely bumpy or hilly areas with an altitude of 0-500 masl from an area of 71,520.16 Ha
3. The Central Tourism Zone covers 8 Districts, namely bumpy or hilly areas with an altitude of 0-500 masl from an area of 71,520.16 ha.

The development vision of Subang Regency for 2005-2025 is as contained in the RPJPD of Subang Regency, namely: "Subang District that is Clean, Advanced, Prosperous and Characteristic". This is indicated by: The realization of Subang Regency as an agribusiness area; Realizing Subang Regency as a developed industrial area; The realization of Subang Regency as a tourism area; Realization of equitable regional infrastructure development as a support for the economy and services as well as industry and tourism; The realization of an increase in the carrying capacity of the environment by increasing the effectiveness and efficiency of the natural resource management system and the preservation of environmental functions; and the realization of clean governance and improving the quality of public services to the community.

Subang's leading programs include 9 JAWARA (Jaya, Istimewa and Prosperous) Programs "namely JAWARA NATA (Spatial Planning, Housing and Settlements, Infrastructure, and Transportation), JAWARA NIAGA (Industry, Trade, and KUMKM), JAWARA WISATA (Tourism and Arts and Culture), JAWARA RAGA (Population, Employment, Social and Health), JAWARA DAYA (Education and Religion), JAWARA MIARA (Animal Husbandry and Fisheries), JAWARA PAKAYA (Agriculture, Plantation and Forestry), JAWARA RIKSA (Environment) and JAWARA NAGARA (Bureaucratic Reform and Law).

The strategy for developing ready-to-visit destinations includes:

A. Development of Goal Formulation Strategy

Strategy formulation is the development of long-term planning for effective management through environmental analysis. It also includes the mission, vision, and goals of the company, developing strategies, and directing policies (Wheelen and Hunger, 2012: 65). In developing the strategy formulation for Subang Tourism Destinations, it is necessary to direct the objectives of developing tourist destinations on: the first aspect is to strengthen the thematic of each area to become the strength / attraction of each region. This mainly divides the zoning of North Subang, Central Subang and South Subang. Its division includes North Subang with a focus on the environment and conservation. Subang currently focuses on culture and arts groups and Subang Selatan focuses on nature. Then the second aspect is HR specifically. This includes strengthening the concept and understanding of tourism, community training on tourism and investment in tourism as well as attention to the tourism business, synergy and collaboration in developing tourism.

B. Development of Model Formulation Strategy

The potential of tourism in Subang Regency to increase the number of tourists (local and foreign tourist visits) is very large, apart from having supporting amenities and tourism as an attractive and profitable industry. Amenities and the tourism industry, apart from increasing the Subang PAD (Regional Original Revenue), also increases the income and welfare of the community. Amenitas and the tourism industry such as: hotels, restaurants, entertainment venues.

The strategy for developing a model for the Subang Tourism destination needs to be carried out through the following models: Nature Tourism, Cultural Tourism and Cultural Tourism. The modeling can be developed as below:



C. Development of a Public Participation / Pentahelix Implementation Strategy

Implementation Strategy is a process in which strategies and policies are directed into action through the development of collaborative programs, budgets and governance in a pentahelix manner. Especially in building public participation, in developing tourism destinations it becomes important when we renew after the Covid 19 Era. It would be even better to strengthen the pentahelix approach again.

This process requires changes in the culture, structure, and management system of the entire organization or company (Wheelen and Hunger, 2012: 69). To develop a participatory model it is necessary to strengthen the Tourism Awareness Movement widely. Tourism awareness is a condition that describes the participation and support of all components of society in encouraging the creation of a climate that is conducive to the growth and development of tourism in a destination or region. To support the tourism awareness movement it needs to be driven by the following elements:

1. Attractions (attractions): nature, performing arts, culture.
2. Amenities (supporting facilities): hotels, restaurants, souvenirs, road guide toilets etc.
3. Access (information, and transportation).

If these three components can be realized, then Sapta Pesona can be incarnated. Sapta Pesona, namely conditions that must be realized in order to attract visiting tourists are:

1. Safe
2. Orderly
3. Clean
4. Cool
5. Beautiful
6. Suave
7. Memories

If this model can be realized, this will help develop tourist destinations that are oriented towards improving the welfare of the community and local revenue.

D. Development of a World Class Tourism Promotion Strategy

Promotion is a necessity and needs dynamic development. Several tourism promotion models that can be developed include:

1. Print media, through: tourism books, tourism booklets, tourism leaflets, x and benner rollers, banners, baligho, beckdroop, etc.
2. Social media, through: website, instegram, facebook, and the Jawara Subang application.
3. Television media, through: TV trans7 with the show sibolang, traces of national children, adventurous trails, and culinary; CNN TV shows you a vacation in Cibuluh village, getting to know traditional culinary; Metro TV shows the 7 rivers festival; etc.
4. Media events / festivals, through: rivers, village tourism fun bikes, Islamic culture, cultural markets, arts and culture festivals, creative batik competitions, subang jawara festivals, etc.
5. Electronic media, in the form of: tourism videos, radio, etc.

Several criteria that must be considered in the development of a World Class Tourist Destination can be stated as follows:

Criterion 1 - Aspects of the Business Environment

Aspects of the business environment emphasize whether the existing policies in an area are conducive to the ease of permits to do tourism business. Previous research has mentioned a significant link between economic growth and aspects related to the efficiency of the legal framework and copyright protection. Similar to tax deductions, competition policy, both domestic and international competition, which is calculated from the facilitation of foreign investment, can affect the efficiency and productivity of a country. These factors are very important for any industrial sector, including the tourism industry. Apart from that, the costs and time required for development licensing are also taken into account and have an effect on the development of the tourism industry. The criteria for this aspect of the business environment have several sub-criteria, including market growth or tourist visits, geographic location, security and safety guarantees, readiness of information and telecommunications technology, and availability of human resources. The greater the market growth in an area, the greater the potential for the region to become a world-class tourist destination.

Geographical location shows the ease of accessibility of tourist destinations. The easier it is for a tourist destination to be reached, indicating the greater potential for the area to become a world-class tourist destination. Accessibility of world-class tourist destinations is not only seen from the location of tourist destinations that are close to the airport, but also the ease of reaching locations with existing transportation means. Security and safety guarantees are important for tourists visiting a certain tourist destination. Security and safety guarantees for tourist destinations can be seen from the high or low levels of crime or crime that occur in tourist destination areas.

The readiness of information and telecommunication technology shows the availability of infrastructure and the readiness of human resources in tourist destinations to use the internet or the latest telecommunication tools. Online services and the use of the internet in the tourism business have an important role. Regarding tourist destinations, the internet is used by tourists to plan trips, find accommodation, and book travel including tourist destinations. Information technology and telecommunication readiness is not only measured by the presence of modern hard infrastructure (cellular network coverage and quality of electricity supply), but also the capacity of businesses and individuals to use and provide online services.

The readiness of information and telecommunications technology at a tourist destination can be seen from the use of information and telecommunications technology in conducting

business transactions. The business transactions in question include the purchase of tourist destination entrance tickets that can be purchased online, or the availability of complete information related to tourist destinations. Starting from the appeal of tourist destinations to how to reach these tourist destinations. Furthermore, the readiness of information technology and telecommunications for a tourist destination can also be seen from the large number of internet uses by individuals around tourist destinations. The increasing number of internet usage by individuals shows the wider availability of information technology and telecommunications for these tourist destinations. In addition, the reliability and breadth of the internet network is also a factor that can measure the readiness of information technology and telecommunications in a tourist destination. The strength and breadth of cellular telephone signal coverage are also factors that can be used to measure the readiness of information and telecommunications technology. Another factor that is no less important in the readiness of information technology and telecommunications in a tourist destination is the quality of the electricity supply. The more stable and the abundance of electricity supply shows that this tourist destination has high information technology and telecommunication readiness.

The last sub-criterion from the aspect of the business environment is the availability of human resources. This sub-criteria is not only related to the number of human resources available around tourist destinations, but also the quality and qualifications of these human resources. Several factors can be used to measure the level of availability of human resources at a tourist destination. The latest education of human resources around tourist destinations can be a measurement tool. The higher the average education level of the existing resources, which indicates the quality of the human resources available at the tourist destination. In addition, the ease of finding human resources with tourism-related expertise can also indicate the level of availability of human resources. The easier it is for tourism experts to be found, indicating the increasing availability of quality human resources at these tourist destinations. Female labor force participation can also be used to measure the availability of human resources. The percentage of female workers aged 15-64 years compared to male workers aged 15-64 shows the large participation of female workers in a tourist destination.

Criterion 2 - Aspects of Tourism Policy

The second criterion used to determine priorities for developing world tourist destinations is the aspect of tourism policy. This aspect has two sub-criteria that will be used to assess and compare tourist destinations, namely the synergy of the local government in regional development, and the government's commitment to tourism development. The synergy of local governments is illustrated by mutually supporting policies and programs issued by local governments in order to develop tourist destinations in their region so that they can become world-class tourist destinations. The synergy of local governments can also be seen from the sustainability of districts or cities in sharing roles in developing tourist destinations. Meanwhile, the government's commitment can be seen through policies and programs that prioritize the development of world tourist destinations. Programs that demonstrate the government's commitment to tourism development can be in the form of channeling funds that can be used for development projects or to coordinate the actors and resources needed to develop world-class tourist destinations, as well as programs to attract tourists through national or international marketing campaigns.

Criterion 3 - Infrastructure Aspects

The third criterion used to determine priorities for developing world tourist destinations is the infrastructure aspect. This aspect has three sub-criteria that will be used to assess and compare tourist destinations, namely the availability of tourism supporting facilities and infrastructure, the availability of transportation facilities and infrastructure, the availability of health facilities and infrastructure, and the availability of basic facilities and infrastructure. The

availability of supporting facilities and infrastructure for tourism can be seen from the availability of accommodation, resorts or hotels that have adequate facilities and quality, as well as the availability of entertainment facilities, which can represent a significant competitive advantage for a tourist destination. To become a world-class tourist destination, the availability of supporting facilities and infrastructure is not only oriented towards local tourists, but also must be able to facilitate the needs of foreign tourists. The availability of an information center for tourists, booklets or maps in several foreign languages or English, information boards available in English, and others. In addition, the availability of supporting facilities and infrastructure can also be measured by the number of resorts, hotels, or inns in tourist destination areas, as well as the number of car rental services, tourist equipment, souvenir shops, places of worship, ATM machines, and others.

The availability of efficient and easily accessible transportation facilities and infrastructure to tourist destinations is a very important factor in becoming a world-class tourist destination. Air, land, or sea transportation facilities and infrastructure are equally important. Not only availability, the quality and comfort of these facilities and infrastructure also need to be considered in order to get satisfaction from tourists. Air transportation connectivity is very important for the convenience of tourists accessing tourist destinations, especially for international tourists. Not only the availability of airports, the quality of air transportation infrastructure for both domestic and international flights also needs to be seen to get satisfaction from tourists. An extensive road or rail network, as well as paved roads, a safe and comfortable port infrastructure can attract tourists to come to these tourist destinations. The availability of health facilities and infrastructure is also an important factor that can be used as the competitiveness of world-class tourist destinations. This can be measured by the number of doctors and hospitals available in tourist destination areas. Access to drinking water, clean water, and sanitation can also be used as a measuring tool to determine the level of comfort and health of tourists. The availability of basic facilities and infrastructure is related to the availability and adequacy of electricity and water supplies. Electricity and water supply are important factors that can determine the sustainability of tourism activities. In order to become a world-class tourist destination, the adequacy of electricity and water supplies needs to be considered. Sufficient supply of electricity and water is related to its use for the development needs of hotels, inns, resorts or tourist shows.

Criterion 4 - Wealth Aspects of Natural and Cultural Resources

The fourth criterion used to determine priorities for developing world tourist destinations is the rich aspect of natural and cultural resources. This aspect has four sub-criteria that will be used to assess and compare tourist destinations, namely natural beauty, rich cultural heritage, sustainable living environment, and risk of natural disasters.

A tourist destination has an attraction that can be offered to tourists. This attraction can be in the form of natural beauty, rich cultural heritage, or a sustainable environment. The natural beauty of Subang Regency that can be offered to tourists can be in the form of natural beauty of the mountains, plantations, waterfalls, caves, and others. As for the wealth of cultural heritage, Subang Regency can offer sisingaan art performances, puppets, folk events and others. A sustainable living environment can offer protected forests, or conservation, beaches, and others.

CONCLUSION

Subang Regency is one of the tourism destinations and development areas in West Java Province which has various potential tourism resources, from natural attractions, man-made tourist attractions, and cultural tourism attractions which are supported by natural

environmental conditions, socio-culture, availability of facilities and accessibility that can support tourism activities, one of which is tourism in Subang Regency.

The development of ready-to-visit tourism destinations has become a policy stipulated in Regional Regulation No. 15 of 2015 concerning the West Java Province Tourism Development Master Plan 2016-2025. Determination of Leading Tourism Area (LTA) District / city is a leading tourist area at the district / city level that plays a role in addressing strategic issues of tourism development. The local government is the main player in the development of this area, especially in terms of managing the attractiveness and fostering the community around the leading tourism destination areas. Subang Regency is one of the tourism destinations and development areas in West Java Province which has various potential tourism resources, from natural attractions, man-made tourist attractions, and cultural tourism attractions which are supported by natural environmental conditions, socio-culture, availability of facilities and accessibility that can support tourism activities, one of which is tourism in Subang Regency.

The results showed several substances regarding the Tourism Destination Development Strategy, seen from: 1) Development of Strategy Formulation Objectives need to be directed at strengthening the thematic of each area to become the strength / attractiveness of each region as well as strengthening Human Resources (HR) specifically. This includes strengthening the concept and understanding of tourism; 1) Development of a Model Formulation Strategy needs to be carried out through the following models: Nature Tourism, Wildlife Tourism and Cultural Tourism; 3) The development of a Public Participation Implementation Strategy needs to be directed into action through the development of collaborative programs, budgets, and pentahelix governance to support the tourism awareness movement needs to be driven by the following elements: Attractions: nature, art performances, culture; Amenities (supporting facilities): hotels, restaurants, souvenirs, road guide toilets, etc .; and Access (information, and transportation). The development of a World Class Tourism Promotion Strategy includes attention to the criteria for developing World Class Tourist Destinations including: 1) Aspects of the Business Environment; 2) Aspects of Tourism Policy; 3) Infrastructure Aspects; 4) Wealth Aspects of Natural and Cultural Resources.

A tourist destination has an attraction that can be offered to tourists. This attraction can be in the form of natural beauty, rich cultural heritage, or a sustainable environment. The natural beauty of Subang Regency that can be offered to tourists can be in the form of natural beauty of the mountains, plantations, waterfalls, caves, and others. As for the richness of cultural heritage, Subang Regency can offer Sisingaan art performances, puppets, folk events and others. A sustainable living environment can offer protected forests, or conservation, beaches, and others.

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