



Tourism Development Strategy in Baktiraja District, Humbang Hasundutan Regency, North Sumatera

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ABSTRACT

Baktiraja District has various tourism potentials that it can be develop such as nature, culture, history and man-made. Unfortunately, the said tourism potentials have not been properly managed. The study was conducted to explain the condition of components of tourism that is available in Baktiraja District to put together a tourism development strategy in order to develop the tourism industry in Baktiraja District based on the findings from the SWOT analysis.

Qualitative descriptive method, SWOT analysis and interactive data analysis of Miles & Huberman that consists of data collection, data reduction, data display and conclusion drawing or verification were used in the research. To collect the data, field observation, interview, documentation and literature review were done.

The result of this research shows how the components of tourism available (attraction, accessibility, amenity, and ancillary) in Baktiraja District can be utilized to formulate a tourism development strategy using the principles of strengths, weaknesses, opportunities and threats.

Keywords: Baktiraja District, Tourism Development Strategy, Components of Tourism, and SWOT Analysis

Introduction

The tourism industry in North Sumatra is currently experiencing rapid growth. This is because Lake Toba has been appointed as one of the "New Bali" destinations by the Ministry of Tourism (Sitanggang and Sugiarti, 2020:238).

Lake Toba, also referred to as The Toba Caldera, is one of the largest volcanic lakes in the world. According to Chesner (2012:12), Lake Toba was formed after the eruption of Toba Volcano which erupted 74,000 years ago. Following the eruption, the tuff inside the caldera cooled off and started to be filled with water.

Lake Toba has sixteen geopark sites which covers ten districts in seven regency of North Sumatera, which two of them are located in Humbang Hasundutan Regency (medanbisnisdaily.com, 2019).

Tourists can also enjoy numerous natural and cultural tourist attractions in Humbang Hasundutan Regency. One of them is located in Baktiraja District which is also one of the two geopark sites in Humbang Hasundutan Regency. Baktiraja District consist of seven tourism villages as follows: Siunong-Unong Julu Tourism Village, Simamora Tourism Village, Sinambela Tourism Village, Simangulampe Tourism Village, Marbun Tonga - Marbun Dolok Tourism Village, Marbun Toruan Tourism Village and Tipang Tourism Village. Among all these tourism villages, Simangulampe, Marbun Toruan and Tipang Tourism Villages are the ones that directly touches Lake Toba.

Baktiraja District has numerous tourism potentials such as natural tourism potentials which consists of waterfalls (Aek Sipangolu and Sigota-Gota Waterfall), Simamora Island, the panoramic of Bakkara Valley and Lake Toba itself. Furthermore, the cultural tourist attractions consist of Sihali Aek tradition, historical sites such as Sisingamangaraja Palace and Siungkap-Ungkapon stones. Lastly, the man-made tourist attractions such as floating restaurants and also the Sibara-Bara terraces. These tourism potentials can be utilized and developed for the importance of the villages and the local communities. This would increase the income of the villages, improve the quality of life for the locals, preserving its history, culture and more.

Despite having tourism potentials, those potentials didn't have any significant development. This is due to the lack in management for existing tourism potentials, inadequate facilities (neglected restrooms, absence of tourist information centre), limited parking space in certain tourist areas such as in Hariara Tungkot and Hundul-Hundulan stones in Sinambela Village, Aek Sipangolu in Simangulampe Village, substandard accommodation facilities, insufficient competency training for tourism industry, lack of foreign language training, lack of tourism human resource management, inadequate financial facilities, such as the absence of banking services, currency exchange, and ATMs (Automated Teller Machines).

Moreover, the road accessibility and infrastructure are not up to par such as the availability of public transportation in Baktiraja District. This is due to the uneven distribution of tourism development efforts by the Humbang Hasundutan Regency Government, as well as the limited awareness and direct involvement by the local community in utilizing and developing the existing tourism potentials.

Thus, in order to fully maximize Baktiraja District's tourism potentials, a strategy for tourism development must be put into place.

Methodology

The researcher employed a qualitative descriptive data analysis method to analyze the data gathered in this study. According to Sugiyono in Perdani (2020), qualitative descriptive research aims to explain the condition or value of one or more variables. The technique of descriptive data analysis in this qualitative research involves the process of analyzing, describing, and summarizing the occurrences or phenomena from the data collected through direct field observations and interviews. The objective of qualitative descriptive analysis is to provide a comprehensive and in-depth understanding of how various phenomena under study unfold.

In the data analysis process, to identify the tourism components present in the Baktiraja Tourist Destination the researcher utilized the Miles & Huberman model. Miles & Huberman explains that qualitative data analysis should be conducted consistently until the data is complete. In this study, the analysis took place over a specific period while the data was being collected (Sugiyono in Teguh, 2022).

Throughout the research, the researcher conducted interviews with various informants. If during the interview with an informant the information appeared to be unsatisfactory, the researcher would follow up with additional questions and provide further explanation if it seemed that the informant did not fully grasp the intent of the question.

After collecting the necessary data for the research, the researcher then analyzed the data using the interactive data analysis method developed by Miles and Huberman. According to Miles and Huberman (Sugiyono in Teguh, 2022), there are four stages in the data analysis process:

1. Data Collection

Facts or data from the field were gathered through data collection techniques, which then served as the basis for the researcher's study.

2. Data Reduction

Data reduction was carried out after the research data had been collected. At this stage, not all data could be used for the research. Instead, all data had to be selected or screened before analysis. This was done to ensure that the data used in the research was relevant or focused on the research problem. Data reduction involves a form of analysis that sharpens, classifies, directs, discards unnecessary information, and organizes data in such a way that final conclusions can be drawn.

3. Data Display

Data presentation is the activity of organizing a set of information in a way that allows for drawing conclusions and taking action. In the data presentation stage, data must be selected or adjusted to focus on the research problem, and then aligned with the research problem.

4. Conclusion Drawing

Drawing conclusions is done after the initial three stages (data collection, data reduction, and data presentation) have been completed. When data is presented with a focus on the issue, the next step is to draw conclusions about the results of the data analysis that has been obtained. Conclusions should not be stated in a general manner, but rather should be based on the specific findings of the research.

Results

Overview

Baktiraja District is one of the districts located in Humbang Hasundutan Regency. Baktiraja District consists of seven villages and is centered in Marbun Toruan Village.

Established in 2003, Baktiraja District was initially intended to consist of eight villages. These eight villages were Siunong-Unong Julu Village, Simamora Village, Sinambela Village, Simangulampe Village, Marbun Toruan Village, Tipang Village, Janji Raja Village, and Holbung Village. Originally, these eight villages were a part of Muara District in North Tapanuli Regency. The term "Baktiraja" originates from the words; Bakkara, Tipang and Janji Raja.

Different opinions were expressed by the village chiefs of Janji Raja Village and Holbung Village who chose to join Samosir Regency over Humbang Hasundutan Regency. At the time, the district split was still in progress. Eventually, the remaining six villages voluntarily joined Baktiraja District, which was established without a name change.

Based on data published by Humbang Hasundutan Regency's Central Statistics Agency in 2021, Baktiraja District covers an area of 2,231.89 hectares with a population of 7,329 people, consisting of 3,649 males and 3,680 females. The primary livelihoods of the local population are predominantly farming, followed by fishing, entrepreneurship, trading, driving, and pedicab driving.

Furthermore, the district consist of seven villages as follows:

- a. Marbun Toruan Village.
- b. Siunong-Unong Julu Village.
- c. Simamora Village.
- d. Sinambela Village.
- e. Simangulampe Village.
- f. Marbun Tonga – Marbun Dolok Village.
- g. Tipang Village.

Baktiraja District has numerous natural tourism potentials, including waterfalls, agricultural land especially for the onion commodity, stunning natural panoramas found in Bakkara Valley, Tipang Village, and the Lake Toba itself.

The distance to Baktiraja District is around 35 kilometers, with approximate travel time of about 2 hours from Sisingamangaraja XII International Airport also known as Silangit International Airport. It is around 268 kilometers, with an approximate travel time about 8 hours from Kualanamu International Airport.

a) Simamora Village

Back in 1993, Simamora Village was formed by the merger of Lumban Raja Village and Sionggang Village which had previously existed as separate villages. Simamora Village consist of two hamlets, namely Hamlet I and Hamlet III. In the past, Huta Lumban Raja served as a meeting place for King Sisingamangaraja and the prominent figures of the Sirajaoloan clan, known as Si Onom Ompu or Si Enam Marga who resided in the Bakkara Valley.

Astronomically, Simamora Village is located at 2°18'15" latitude north and 98°49'00" longitude east, covering an area of 301.36 hectares.

b) Sinambela Village

Sinambela Village was initially formed after the merge of Sinambela and Simanullang Village which had previously existed as separate villages in 1950. They were known as Sinambela - Simanullang Village at the time. Inbetween 1968 to 1976 under the governance of Daniel Sinambela, the village went through a name change into Sinambela Village in order to maximize the village name's administrative effectiveness.

Sinambela Village is located at 2°19'35" north latitude and 98°49'21" east longitude, covering an area of 186.14 hectares.

c) Simangulampe Village

Simangulampe Village consists of three hamlets as follows: Lumban Dolok Huta Bagasan, Lumban Holbung Sibuntuon, and Sosor Hutagodang. Simangulampe Village is located at 2°19'24" north latitude and 98°51'27" east longitude, covering an area of 263.25 hectares.

d) Tipang Village

Tipang Village was initially formed after the merge of Tipang Dolok, Tipang Hasundutan and Tipang Habinsaran Villages which had previously existed separately. Tipang Village consists of three hamlets which are Hamlet I, Hamlet II and Hamlet III with a total of 32 sub-hamlets.

Administratively, Tipang Village is located on the edge of Lake Toba in Baktiraja District, covering an area of 512.33 hectares.

Tourism Components in Tourist Villages

Simamora Tourism Village

a. Attractions

1. King Sisingamangaraja Palace

The King Sisingamangaraja's Palace, a former remnant from the first to the twelfth Sisingamangaraja Dynasty is one of Simamora Village's cultural tourist attractions.

The palace consists of Bale Pasogit (meditating place used by King Sisingamangaraja), Ruma Parsaktian as the residence of the king and his family, Ruma Bolon as a place for conferences and a place to welcome imperial guests, Sopo Bolon as a storage facility for agricultural goods and equipments, Sopo Godang as a place to carry out arts and cultural activities and also the tombs of Sisingamangaraja X, Sisingamangaraja XI, and the grandson of Sisingamangaraja XI.

During the olden days, the Bakkara Valley-based bius organization gathered at the palace shortly before the next Sisingamangaraja's coronation for a discussion over who should be the next King Sisingamangaraja. The said discussion was later referred to as Si Onom Ompu's Meeting (Siraja Oloan).

The researcher conducted an interview with Mr. Pamingotan Bakara, the Head of Simamora Village and found that while the palace preserves historical values directly associated with King Sisingamangaraja as well as a sequence of events in Toba Batak history that took place in Baktiraja Districts. The palace's management still has its inadequacies, which can be explained as follows.

"The legitimacy of this palace is not yet clear thus, the problem of ownership of the palace arises. The palace's previously discussed ownership dispute ultimately led to additional problems for Simamora Village's tourism industry. For example, the difficulties of maintaining the palace's cleanliness and the fact that many pilgrims find it unpleasant because the residents don't always treat visitors with the same courtesy." (Interview, May 12, 2023)

2. Siungkap-Ungkapon Stone

Batu Siungkap-Ungkapon used to serve as a guide for the Batak Toba agricultural community that inhabited the Bakkara Valley in terms of what type of rice seeds they needed to cultivate that particular year. Whether to sow red or white rice seeds using the sign on the type of ants coming out through the stone. The Siungkap-Ungkapon Stone is located right in the palace area of King Sisingamangaraja.

b. Accessibility

Although Simamora Village's accessibility features are typically adequate, some of the accessible roads are somewhat narrow. Four- or six-wheeled vehicles ultimately find it difficult to accelerate forward when additional vehicles with the same number or sort of wheels are traveling in the opposite direction due to this. The local government is currently increasing the road shoulders in Simamora Village in order to improve road accessibility.

In Simamora Village, telecommunication accessibility is present throughout the areas where residents utilize cellphones in order to facilitate long-distance communication.

c. Amenities

Public restrooms are one of the amenities provided in Simamora Village. These can be found in the King Sisingamangaraja Palace. In addition, there are homestays that are managed directly by the local community or by Village-Owned Enterprises (BUMDES).

However, restaurants are currently unavailable in Simamora Village

d. Ancillary

The sole accessible ancillary in Simamora Village is the Tourism Awareness Group or POKDARWIS however, its operations are not very significant. Furthermore, Simamora Village lacks a tourist information center.

Sinambela Tourism Village

a. Attractions

1. Hariara Tungkot

The enormous tree known as Hariara Tungkot was created when King Sisingamangaraja's magic staff became embedded in the soil. The leaves of the large tree appear to be backwards. However, the large tree has now collapsed.

2. Hundul-Hundulan Stone

The Hundul-Hundulan Stone is a seat that was formed from a giant stone. According to the locals King Sisingamangaraja arranged his warriors at the location and sat on the said stone to relax. This stone can be found exactly next to Hariara Tungkot.

b. Accessibility

Although Sinambela Village's accessibility features are typically adequate, some of the accessible roads are somewhat narrow. Four- or six-wheeled vehicles ultimately find it difficult to accelerate forward when additional vehicles with the same number or sort of wheels are traveling in the opposite direction due to this. The local government is currently increasing the road shoulders in Sinambela Village in order to improve road accessibility.

In Sinambela Village, telecommunication accessibility is present throughout the areas where residents utilize cellphones in order to facilitate long-distance communication.

c. Amenities

The amenities available in Sinambela Village consists of 15 homestay units, all of which are managed directly by the community and 2 small-scale food stalls.

d. Ancillary

The sole accessible ancillary in Sinambela Village is the Tourism Awareness Group or POKDARWIS however, its operations are not very significant. Furthermore, Sinambela Village lacks a tourist information center.

Simangulampe Tourism Village

a. Attractions

Aek Sipangolu is a waterfall that has said to have formed by the result of King Sisingamangaraja's magic staff colliding with the earth as it was stomped beneath it. According to the locals, this happen during the time when King Sisingamangaraja was riding his white elephant and traveling across the hills in Simangulampe Village. His white elephant was thirsty at the time, and it was a long way from where King Sisingamangaraja and his white elephant were to the closest water spring. Thus, King Sisingamangaraja offered prayer to Debata Muljadi Nabolon, or God Almighty, and stomped his staff into the ground. Water then emerged from the spot where the staff was struck, and eventually became the spring of the waterfall.

Aek Sipangolu is also believed by the locals to be a sacred spring that can heal a variety of ailments for people who bathe in it. A lot of people went there for the intended purpose. Aek Sipangolu is made up of two terms, Aek and Sipangolu. When translated, Aek means "water," while Sipangolu means "life giver." When the two words were combined to form Aek Sipangolu, it may be translated as "water who brings life."

In addition, a lot of people come to this waterfall to pay tribute to their ancestors by offering prayers and providing offerings of betel leaves and kaffir lime at a location designated within the waterfall area. The locals advise against eating anything that contains pork, dog meat or anything linked to blood before visiting the waterfalls. It is said that anyone who disobeys this belief would suffer consequences.

Aek Sipangolu consists of three bathing locations, the one directly beneath the bridge, the shower rooms located near the pool and the pool itself. The water that supplies to all three areas stream through the same body of water.

Unfortunately, the state of the bathing areas is rather concerning. A large amount of trash is dumped across the bathing areas outside and the ones beneath the bridge although dumpsters are provided. In addition, there were damages to the shower rooms next to the pool. The damage ranged from little issues like a door that couldn't be shut to rather serious issues like a shower room's roof that was ripped up or destroyed.

b. Accessibility

Although Simangulampe Village's accessibility features are typically adequate, some of the accessible roads are somewhat narrow. Four- or six-wheeled vehicles ultimately find it difficult to accelerate forward when additional vehicles with the same number or sort of wheels are traveling in the opposite direction due to this. The local government is currently increasing the road shoulders in Simangulampe Village in order to improve road accessibility.

The researcher conducted an interview with Mr. Tumpal Simanullang, the Head of the Simangulampe Village Government Section and found that despite Simangulampe Village's telecommunication accessibility is available, however it is still weak, which can be explained as follows.

"Simangulampe Village's telecommunications infrastructure is still unreliable. This is because there are no transmitter poles in this area, hence Samosir Island's transmitter poles provide all of the communication accessibility that Simangulampe Village has access to. In addition, the majority of people here used WiFi to access the internet." (Interview, May 10, 2023)

c. Amenities

The amenities available in Simangulampe Village consists of 25 homestay units, all of which are managed directly by the community, 2 lodging options, one of which is a three-star hotel, public restrooms near the Aek Sipangolu tourist destination, 3 floating restaurants which close to one another, and several small-scale food stalls.

d. Ancillary

The sole accessible ancillary in Simangulampe Village is the Tourism Awareness Group or POKDARWIS however, its operations are not very significant. Furthermore, Simangulampe Village lacks a tourist information center.

Tipang Tourism Village

a. Attractions

1. Sigota-Gota Waterfall

The water source for the Sigota-gota waterfall originates from one of the water rope branches of the Sipultak Hoda waterfall. This waterfall is 500 meters away from the Sipultak Hoda waterfall and can be found in Hamlet 3 in Tipang Village.

The researcher interviewed Mr. Sanggam Lumban Gaol, the Head of the Baktiraja District, and discovered that reaching this waterfall required additional effort owing to its accessibility and how well hidden it is, which can be explained as follows.

"The two waterfalls, Sigota-gota and Sipultak Hoda, are located in an area that is relatively concealed and had to pass through a residential neighborhood in Tipang Village. Furthermore, entry remains difficult, particularly for those who arrive in four- or six-wheeled vehicles." (Interview, 08 May 2023)

2. Siungkap-Ungkapon Stone

Batu Siungkap-Ungkapon used to serve as a guide for the Batak Toba agricultural community that inhabited Tipang Village in terms of what type of rice seeds they needed to cultivate that particular year. Whether to sow red or white rice seeds using the sign on the type of ants coming out through the stone.

3. Gonting Peak

Gontik Peak is located on the border of the Humbang Hasundutan and Samosir Regencies. It is also close to another natural tourism potential in Tipang Village, notably Maranak Stone and Dalloid Art Studio. Visitors could only reach the peak by trekking within a rocky and steep path.

4. Maranak Stone

Maranak stone, located at an elevation of 1,333 meters above sea level, is one of Tipang Village's natural tourism potentials, offering an expanse of rocks all over the ground as well as panoramic views of Tipang Village, Bakara Village, and Lake Toba.

5. Simamora Island

Simamora Island is an exotic, uninhabited island with a shape that resembles a turtle on Lake Toba and was previously used as a field, buffalo pen, and also as a place to carry out the ritual of rejecting evil. Currently, Simamora Island itself is used as a location for "Martoba" or "Mardoton", namely traditional fishing. Apart from being a location for traditional fishing, this island is also used as a unique spot for photo sessions and camping for 25 tents containing 2 people.

Tourists can travel to this exotic island by speedboat.

6. Sihali Aek Tradition

Sihali Aek tradition is a tradition held by the locals of Tipang Village and became one of the cultural tourism potentials in Tipang Village. This tradition was established by the ancestors of the Tipang Village people to support the locals' agricultural activities.

7. Dalloid Art Studio

Dalloid Art Studio is an art studio located on the border between Humbang Hasundutan Regency and Samosir Regency, precisely in the Gonting Peak area. This studio was formed with the aim of ensuring that the unique Toba Batak culture itself can continue to exist through the involvement of the current generation in participating in preserving it.

8. Sarcophagus

A sarcophagus is a method of burying a body or body in a place either made of stone or metal. In Tipang Village there are 4 sarcophagus sites from several clans, including the Tuan Dihorbo Purba Sarcophagus from the Purba clan, the Ijulu Manalu Sarcophagus from the Manalu clan, the Ompu Somba Debata Raja Sarcophagus from the Debata Raja clan, and the Domiraja Nababan Sarcophagus from the Nababan clan.

9. Old Huta Banjar Tonga and Batu Harbangan

Huta Tua Banjar Tonga is one of the old villages in Tipang Village. This old village itself is the village of the Manalu clan and the ancestral remains of the local community, namely sarcophagi and harbangan stones, which still exist today and are a cultural tourism potential in Baktiraja District.

Furthermore, the Harbangan stone is another cultural tourism potential owned by the Baktiraja sub-district. Harbangan itself can be translated as "gateway" or "entrance-exit" in a village or also called huta. Therefore, batu harbangan can be translated as "stone gate" of a village or hut where the batu harbangan is located.

In Baktiraja itself, the stone barrier is only found in the old huta of Banjar Tonga where there is a stone gate topped with bamboo that surrounds the entire stone fence. The stone fence means that anyone who enters the village through the gate and has bad intentions will experience disaster.

10. Floating Restaurant

In Tipang Village there are 2 floating restaurants, including the Tipang Mas Floating Restaurant and the Batu Gaja Floating Restaurant, where both of these floating restaurants offer panoramic views of Lake Toba accompanied by typical Toba Batak culinary delights to fill the stomachs of tourists who come to visit and want to enjoy Toba Batak culinary specialty.

11. Sibara-Bara Terraces

The Sibara-Bara Terrace is an agro-tourism area located in Tipang Village.

This terrace is a mainstay tourist area in Tipang Village which originates from the agricultural land of the local community. The rice plants are planted and appear in tiers with the aim of reducing the slope of the land.

The Sibara-Bara Terrace has a strategic location, namely directly facing Lake Toba, making it currently in the development phase to be used as a tourism potential. This terrace also offers tourists a beautiful view of the rice fields which directly face Lake Toba.

b. Accessibility

The accessibility conditions in Tipang Village are generally adequate and can be accessed, but there is quite serious damage in one area. Apart from that, the available roads tend to be narrow, making it difficult for four-wheeled or six-wheeled vehicles to drive when there are other four-wheeled or six-wheeled vehicles driving in the opposite direction. Currently, road accessibility in Tipang Village is in the process of widening the road shoulders by the local government.

c. Amenities

Amenities in Tipang Village consist of 8 churches, 1 mice, 2 restaurants, 2 hotels or inns, 14 homestays of which 13 are managed directly by the community and 1 other is managed directly by BUMDES (Village-Owned Enterprise) Tipang. Apart from that, there is also 1 coffee shop and 1 international toilet located at the border (Puncak Gonting).

d. Ancillary

The sole accessible ancillary in Tipang Village is the Tourism Awareness Group or POKDARWIS however, its operations are not very significant. Furthermore, Tipang Village lacks a tourist information center.

Formulation of a Tourism Development Strategy Based on Analysis Using the SWOT Approach (Strengths, Weaknesses, Opportunities, Threats) in Baktiraja District

In order for a tourist area to develop, it also requires an analysis using strengths, weaknesses, opportunities and threats, or what we know as analysis using the SWOT approach. The use of this analysis itself aims to determine the conditions of a tourist destination both from an internal and external perspective. Through the results of this analysis, a development strategy can then be planned that is in accordance with the results of this analysis.

Based on this, the results of the analysis using the SWOT approach in the tourist destination area of Baktiraja District can be described below.

a. Strength (Strength)

1) Has tourism potential

Baktiraja District has a variety of tourism potential, both natural, historical, cultural and artificial. The existing tourism potential can provide benefits and added value for the tourism development of Baktiraja District if managed optimally.

2) The location of tourist attractions that are close to each other

The locations of the tourist attractions in Baktiraja District are quite close to each other, making it easier for tourists to visit tourist attractions from one place to another on the same day.

3) Availability of infrastructure

Infrastructure includes a network of paved roads which connect all villages and tourist attractions in Baktiraja District and can be reached using two-wheeled, four-wheeled and even six-wheeled vehicles. Apart from that, electricity, clean water and a fairly good communication network are available to support the implementation of tourism activities in Baktiraja District.

4) Easy access from the sub-district to the airport and vice versa

In supporting the development of tourism in North Sumatra province, the provincial government then built several other airports to facilitate access to tourist areas in North Sumatra Province, one of which is Sisisingamangaraja XII International Airport or also known as Silangit International Airport which is located in Siborong-Borong District, North Tapanuli Regency.

The existence of this airport will make it easier for tourists who want to visit Baktiraja District because the travel distance is shorter, namely it requires a travel time of approximately 2 hours compared to the travel distance required if tourists come from Kualanamu Airport which requires a travel time of approximately 7 or 8 hours. .

5) Availability of tourism facilities

The availability of tourism facilities (amenities) greatly influences the development of tourism in a tourist destination area.

Tourism facilities are available in Baktiraja District, namely in the form of parking lots, accommodation in the form of lodging for tourists with sufficient numbers in the form of homestays and hotels, public toilets in tourist areas, restaurants and even restaurants or food stalls and other supporting facilities in the form of health facilities and the church building is available.

6) Area conditions and natural physical conditions that are still natural

The location of Baktiraa District is quite strategic, which is in a valley flanked directly by undulating hills and is also located on the outskirts of Lake Toba with natural conditions that are still well preserved, making this district provide a beautiful view to look at both from the top of the hills and from the edge of Lake Toba.

b. Weaknesses

1) Lack of local government attention in developing existing tourism potential

Due to the lack of attention from the local government, the condition of tourism development in Baktiraja District has not experienced much significant development, such as the government's policies regarding the tourism sector that have not been implemented optimally, the district government tends to be indifferent regarding the implementation and development of tourism in Baktiraja District. where this is based on the lack of participation of the district government in taking part in the tourism development of Baktiraja District if it is not invited directly by the villages in Baktiraja District. This is based on the results of an interview with the informant, namely Mr. Hobbin Manalu as secretary of Tipang Village as follows.

"Apart from that, participation from the district government for tourism development in Baktiraja District is still lacking. I say that because if not, we from the village directly invite the district government to take part and they will join, ma'am. "For example, when we carry out the traditional Sihali Aek activity, more precisely during the Mangan Indah Siporhis ritual, if not we invite the district formally or use a letter with Tipang Village letterhead to come to take part in the activity in question." (Interview, May 10, 2023)

Apart from that, the district government did not carry out further evaluation of the training provided to the local community after providing the training in question, which made tourism development in Baktiraja District not significant enough. This is based on the results of the researcher's interview with the informant, namely Mrs. Pelita Idrwati Sinambela as a local community member as follows.

"There are, however, the existing programs are not sustainable, and these programs tend not to be further evaluated by the government to see how big the results are from the coaching programs provided to the community." (Interview, May 14, 2023)

2) The availability of public transportation facilities is not yet adequate

The availability of transportation facilities is one of the vital keys in achieving success for tourism in tourist destination areas.

In Baktiraja District itself, transportation facilities already exist, namely in the form of public transportation which is only available at certain times or not available at all times and also the travel route only reaches the intersection between Baktiraja District and the district capital, namely in Doloksanggul District.

However, public transportation between villages in Baktiraja District is not available or does not yet exist, which will make it difficult for visiting tourists. This is because local people themselves generally have private vehicles, both two-wheeled and four-wheeled.

3) Inadequate infrastructure

The availability of infrastructure has an important role in the sustainability of all tourism activities where infrastructure supports tourism in a tourist destination area.

The condition of infrastructure availability in Baktiraja District itself is still inadequate, with several available road access points having damage ranging from light to heavy.

4) Tourism potential that has not been managed well

Managing the tourism potential that a tourist destination has as much as possible is a vital reason for the success of a tourist destination, where by managing the tourism potential as well as possible and as attractively as possible it will attract tourist visits.

In Baktiraja District, the tourism potential has not been managed optimally, where almost every tourist attraction in Baktiraja District itself has a family management status which has been passed down from generation to generation and on average the managers of these tourist attractions are dominated by people. old.

Apart from that, in every tourist area, up to now there has not been a tariff for entry fees for tourist attractions, which causes managers to experience difficulties in developing the tourist attractions they manage.

5) Incomplete tourism facilities and support facilities

Even though Baktiraja District has tourism facilities or amenities to support tourism development in the district, the availability of these facilities is still incomplete, such as the absence of places of worship other than churches so that tourists who are not Christians and Catholics will find it difficult to carry out their worship when visiting. Apart from places of worship, the availability of homestays that are separate from residents' homes is still very minimal and the homestay buildings tend to be relatively old.

Furthermore, the condition of the toilets available in tourist areas in Baktiraja District is mostly in a condition that is not suitable for use or even abandoned and the availability of tourism support facilities in the form of information media for tourists still tends to be low where information media in the form of road directions is still entirely lacking. Indonesian language and a tourism information center or also known as the Tourist Information Center (TIC) is still not available in Baktiraja District.

6) Very limited availability of halal certified culinary delights

Typical Toba Batak culinary delights tend to be types of culinary that are prepared using pork as well as preparations that use blood or in Toba Batak terms, namely namargota (mixed with blood), and even use types of meat that are not commonly used, such as dog meat, making it difficult for tourists to enjoy it. or consume halal culinary delights during your visit. Culinary dishes using these ingredients are commonly found along the outskirts of Lake Toba. Because of this, halal-certified culinary delights tend to be difficult to find in several areas on the outskirts of Lake Toba, one of which is in Baktiraja District.

7) Limited reliable tourism human resources

Tourism human resources are one of the driving components of tourism and have an important role in making tourism a success in a tourist destination area.

Baktiraja sub-district itself currently still lacks qualified tourism human resources which then influences the rate of tourism in the sub-district. This is due to the low level of tourism awareness, low training of tour guides and low levels of other tourism training for local communities.

8) Lack of tourism promotion activities regarding available tourist attractions

Promotion is a form of effort to offer a tourist destination to the general public (public) with the hope that through this effort it can increase tourism visits to the tourist destination.

Meanwhile, in Baktiraja District itself, the promotional activities carried out are still relatively low or not carried out intensively. This is because the management of tourist areas available in Baktiraja District cannot yet be managed optimally.

Apart from that, the materials for promoting tourist areas were considered not attractive enough, which was based on the results of interviews between researchers and informants, namely Mr. Togap Sinambela as a local resident who also has a side profession as a local tourist guide, namely.

"... in terms of promotion here it is lacking because the content for tourism promotion here is also not impressive or attractive to tourists to visit..." (Interview, May 14, 2023)

9) Some areas cannot be reached by telecommunications networks

The role of technology has an important role in the tourism sector where technology is one of the main factors for prospective tourists to determine the destination they want to visit and when tourists will make a tourist trip to a tourist destination.

Baktiraja District already has telecommunications network transmitter poles from two different providers. However, there are still several areas, namely Tipang Village and Simangulampe Village, which still have problems and are not even reached by the telecommunications networks of these two providers.

10) Minimal availability of guides for tourists

Tour guides or guides are really needed for some groups of tourists who visit, even when visiting an area that is considered sacred, so the presence of a guide is really needed, but in Baktiraja District, the availability of guides or tour guides themselves is still very minimal.

The reasons for the lack of availability of guides in Baktiraja District are based on the results of interviews between researchers and informants, namely Mr. Togap Sinambela as a local resident who also has a side profession as a local tourist guide as follows:

"The lack of guides in Baktiraja District is due to the lack of income earned as tour guides. This is also due to the absence of government regulations regarding the government setting minimum prices for providing guiding services to tourists. "With the minimal income obtained, this ultimately means that people have to return to being farmers to be able to support themselves and their families, which then becomes the main reason for people to make work as tour guides a side job for the community." (Interview, May 14, 2023)

c. Opportunities

1) Existing tourism potential can be developed into tourism

By developing these tourism potentials, if utilized optimally, it can help improve the welfare of the people who live around these tourist locations.

In Baktiraja District, the tourism potential that can be utilized for developing local tourism includes floating restaurants, waterfalls, local traditions that are still being implemented, palace buildings, expanses of onion gardens, and so on. By developing these tourism potentials, it will indirectly increase regional income.

2) The location of most of the tourist potentials is very strategic

As for the strategic position of Baktiraja District, every village in the administrative area of Baktiraja District is located close to each other, causing all the tourism potential in Baktiraja District to be close to each other.

Apart from that, most of the tourist potentials are located right on the edge of the main road, making it easier for tourists to travel in Baktiraja District.

3) Developments in technology and social media increase promotional activities

Technological developments and social media have an important role in increasing promotions which will then have a direct impact on the development of tourism in a tourist destination area.

Baktiraja District currently has almost the entire area covered with telecommunications network access where there are signal transmitting poles from two different provider agencies. By utilizing the availability of the telecommunications network, it will help in promoting tourism potential so that it can attract potential tourists to visit.

4) Involving local communities in managing and developing tourism

With tourism in Baktiraja District, the involvement of local communities is very important, this is because tourism provides opportunities for other supporting industries to develop which then creates new jobs for local communities and helps local community business activities. Apart from that, in determining the success of tourism development in a destination, the active involvement of local communities in all tourism activities is very important.

d. Threats

1) Cultural shift

Apart from providing benefits, tourism also poses threats, including to culture in all tourist destination areas, including Baktiraja District.

The culture of the Toba Batak tribe which is currently owned by Baktiraja District can be said to have been greatly eroded compared to ancient times so that if tourism development in Baktiraja District becomes uncontrolled and without any effort from the government, the local community, especially the young people who live in Baktiraja District this will have a direct impact on the existence of the cultural values that are still possessed.

2) Bad impacts on the environment from tourism development

Tourism development in Baktiraja District, where the natural geographical conditions are forests, if not controlled, could pose a threat to the environment surrounding the tourist destination area, especially the condition of the forests owned.

The impacts on the environment are very diverse, including changes in land function. This is due to the small area of Baktiraja District so that when tourism is developed massively and uncontrolled it will result in changes in land function, such as changes in the function of agricultural land to support tourism sector activities which will then have an impact on changes in the profession of local people who were originally farmers. shifting to the tourism industry sector.

Apart from that, if there is a change in land use then Baktiraja District will become an area prone to landslides due to the erosion of the mountains flanking Baktiraja District and this will also have an impact on the water catchment area which is decreasing, considering the geographical location of the district which is in a valley area and flanked by mountains in right and left side.

3) Competition with other tourist destinations

Apart from Baktiraja District, there are still many other tourist destination areas both in Humbang Hasundutan Regency and in other districts around Humbang Hasundutan Regency, such as the Sipinsur Geosite in Paranginan District, Humbang Hasundutan Regency, Samosir Regency, and North Tapanuli Regency. From this, it will then give rise to competition between these tourist destination areas in increasing the creativity of their respective regions to be able to boost their tourism potential and also to increase tourist interest in making tourist visits to these tourist destination areas.

Based on the results above, a tourism development strategy for Baktiraja District can be formulated as follows:

a. SO Strategy (Strengths – Opportunities)

- 1) Holding an annual tourism event.
- 2) Optimizing the participation of the Baktiraja District community in preserving local nature.
- 3) Build and improve tourism supporting facilities.
- 4) Make maximum use of technological developments as a medium for information and promotion.
- 5) Provide training to the community.

b. ST Strategy (Strengths – Threats)

- 1) Develop sustainable tourist destinations.
- 2) Collaborating with other tourist destinations.
- 3) Stakeholders carry out direct supervision of tourists and migrant communities.

c. WO Strategy (Weaknesses – Opportunities)

- 1) Providing public transportation for tourists.
- 2) Providing training and understanding to the community regarding tourism by relevant stakeholders.
- 3) Establishing cooperation between the local government and local communities and third parties.
- 4) Utilizing technological developments in developing tourism potential.
- 5) Consider charging entrance tickets to tourists who will visit.
- 6) Building a Tourist Information Center (TIC).
- 7) Providing information media in foreign languages.

d. WT Strategy (Weaknesses – Threats)

- 1) Formulate regulations for tourists who make tourist visits.

- 2) Improving the quality of tourism human resources.
- 3) Carry out maintenance of tourism potential and tourism supporting facilities.

Description of SO, WO, ST and WT strategies in tourism development in Baktiraja District

a. SO Strategy (Strengths and Opportunities)

1) Holding an annual tourism event

Tourism events have an important role in tourism development. By holding a tourism event, tourism activities will indirectly take place which then from the implementation of these activities will generate economic benefits for the local area where the tourism event is taking place.

Apart from that, holding this event can also be a means of promoting the tourism potential it has in attracting tourists to visit.

Baktiraja District itself has participated in tourism-themed activities (tourism events) and even held annual tourism events in Baktiraja District, such as during the Mangan Indah Siporhis ritual which is part of the Sihali Aek tradition which is still held by the local community to this day and When this tradition was held, other important figures were invited with the aim of helping Baktiraja District to promote the Sihali Aek traditional activities as a cultural tourism potential in Baktiraja District.

With the implementation of this tourism event, it is hoped that it can help develop tourism in Baktiraja District.

2) Optimizing community participation in preserving local nature

The role of local community participation in tourism activities is very important because local community participation is one of the factors in determining the success of tourism for the welfare of local communities while maintaining the cultural values of Baktiraja District and the quality of the Baktiraja District environment.

In optimizing the participation of the Baktiraja sub-district community, what can be done is to involve the community in the process of managing and developing its tourism potential. By participating local communities in implementing tourism activities. Apart from that, it is also necessary to involve the local community where the local community becomes a variable or factor in making the decision in question.

3) Build and improve tourism supporting facilities

In supporting the implementation of tourism activities in Baktiraja District, the availability and maintenance of facilities supporting tourism activities is very important. The supporting facilities referred to include the availability of roads or easy access to tourist areas, accommodation, public facilities such as toilets, places of worship (churches, prayer rooms, etc.), parking areas, and other supporting facilities.

4) Make maximum use of technological developments as a medium for information and promotion

The role of technology in the tourism sector is very important. This is because technology is an important factor in determining a tourist's decision to undertake a tourism trip to a tourist destination, starting from when planning the trip until after the trip.

Apart from that, technological developments can also be used as a medium for tourist destinations to introduce their tourism potential in order to attract tourists' interest in visiting.

Currently, Baktiraja District, in developing local tourism, has utilized existing technological developments, such as using developments in social media as a form of promotional media for the tourism potential it already has. By utilizing these technological developments, it can help in the development of tourism in Baktiraja District.

5) Provide training to the community

Reliable tourism human resources are very important to achieve success in the tourism sector. Therefore, training in tourism skills such as destination management, etc. is very important to provide to local communities. By providing tourism training, the community's tourism insight and skills will increase, which will then have an impact on the level of local community participation, which is one of the factors in making tourism successful in Baktiraja District.

b. ST Strategy (Strengths and Threats)

1) Develop sustainable tourist destinations

As for its development, tourism in Baktiraja District which is developed uncontrolled will have a direct negative impact on the social, cultural and environmental aspects of Baktiraja District which will then have an impact on tourism in Baktiraja District in the future.

The impact of uncontrolled tourism development in Baktiraja District for Baktiraja District tourism in the future is in the form of the Baktiraja District tourism industry dying or no longer running due to the damage previously caused by uncontrolled tourism development.

This is because when tourism is developed massively, the social, cultural and environmental areas around the Baktiraja District will also experience changes, the level of change depends on how local stakeholders respond to these changes, which then ends with the death of the tourism industry in the District. Baktiraja.

Therefore, in preventing these negative impacts, the formulation of a sustainable tourism-based strategy by local stakeholders is very important, with the formulation of this strategy the direction of tourism development in Baktiraja District can become clearer. By formulating a tourism development strategy, it can provide sustainable positive benefits which can still be felt by the next generations in the future.

2) Collaborating with other tourist destinations

Tourism can create competition between other tourist destinations. This is due to the desire of each tourist destination to attract tourists to visit, which then gives rise to various forms of creativity by each tourist destination in realizing the goals or purposes mentioned above. If the resulting competition becomes uncontrolled or unhealthy, it will cause losses to each tourist destination area which will then have an impact on tourism in the local area, both within the district and provincial levels.

To suppress or prevent this from happening, collaborating with other tourist destination areas is very important, by collaborating with other tourist destination areas by the Baktiraja District so that later it can help in developing tourism in the Baktiraja District and other tourist destination areas that collaborate with the District. Baktiraja.

3) Stakeholders carry out direct supervision of visitors and newcomers

Meanwhile, because tourism development can have an impact on nature, social and culture in Baktiraja District, the active role of all tourism stakeholders in Baktiraja District is really needed with the aim of minimizing as best as possible the potential negative impact of tourism on tourism in Baktiraja District through policies- policies that have been made both for tourists and migrant communities who live in the Baktiraja District area itself.

Apart from implementing the policies that have been created, it is very important for stakeholders to play a direct role in monitoring to ensure that the policies that have been created and implemented are implemented optimally in the field.

c. WO Strategy (Weaknesses and Opportunities)

1) Providing public transportation for tourists

The availability of modes of transportation in Baktiraja District is very important considering that this is also one of the main factors for tourists when making a tourist visit to Baktiraja District.

In Baktiraja District itself, inter-city public transportation is available, but it is only available at certain times, where the hours of transportation available are uncertain, but public transportation that can be used between villages is not yet available, which then causes difficulties for tourists in visiting from one tourist potential to another in Baktiraja District.

Because of this, it is very important for the government to provide public transportation that can be used by tourists to facilitate tourism activities carried out in Baktiraja District.

2) Providing training and understanding to the community regarding tourism by relevant stakeholders

The tourism insight and skills possessed by the people of Baktiraja District are very important in developing tourism in Baktiraja District. Community participation in tourism activities in Baktiraja District will increase if the community has understanding and skills in the tourism industry.

It is very important for relevant stakeholders to provide training and understanding of tourism insights and skills directly to the community considering the low level of community insight and skills in the tourism sector to support tourism development.

3) Establishing cooperation between the local government and local communities and third parties

It is very important to carry out cooperation between the government, local communities and also other parties or third parties with the aim of achieving success for the Baktiraja District tourism industry which then through this success will be able to help improve the welfare of the local community who live in the villages in the District Baktiraja.

4) Utilizing technological developments in developing tourism potential

Technology has an important role in the process of developing tourism potential. Baktiraja District itself has utilized technology as a medium for developing its tourism potential, but it has not been utilized optimally and the promotions carried out have not been intensively implemented.

Therefore, utilizing technological developments through promotional activities to develop tourism potential to the maximum is very important so that local people and tourists can find out and then make tourist visits to the tourism potential of Baktiraja District.

5) Consider charging entrance tickets to tourists who will visit

Operational funds obtained from tourist attraction levies at a destination are very important in supporting the survival of a tourist destination.

So considering the entrance ticket charges for tourists visiting tourist areas in Baktiraja District is very important so that the management of the tourism potentials can run well. Apart from that, setting an entrance fee will also help the local community economically from the tourism sector.

6) Building a Tourist Information Center (TIC)

The availability of a Tourist Information Center or TIC or also known as a tourist information center has a very important role where the tourist information center itself is a service that provides information about the destination area for tourists who are visiting.

In Baktiraja District itself, the availability of a Tourist Information Center itself is therefore very important to build a Tourist Information Center in Baktiraja District as a supporting service for tourists who undertake tourist visits in Baktiraja District.

7) Providing information media in foreign languages

Ease of communicating and finding information about tourism potentials and around the Baktiraja District area is very important for tourists, both domestic and foreign tourists.

In Baktiraja District, the information needed by tourists is available, but everything is still in Indonesian, making it difficult for foreign tourists who want to get information about tourism in Baktiraja District.

Therefore, providing information media in other languages for foreign tourists is very important to support the sustainability of tourism in Baktiraja District.

d. WT Strategy (Weaknesses and Threats)

1) Formulate regulations for tourists who make tourist visits

The stipulation of a regulation for tourists who are visiting the Baktiraja District is very important. This is done with the aim that both tourists and Baktiraja District will benefit.

The benefits obtained by tourists are in the form of safety, convenience and comfort when making tourist visits, while the benefits provided by regulations stipulated for the Baktiraja District directly impact environmental sustainability and quality, or public order and tranquility and the preservation of the culture owned by the District. Baktiraja.

2) Improving the quality of tourism human resources

Tourism human resources are very important in supporting tourism in Baktiraja District. The quality of human resources will determine how much tourism will develop in Baktiraja District itself.

In Baktiraja District, the quality of tourism human resources available is still very poor or minimal, so improving this quality is very important to do. What can be done to improve the quality of tourism human resources is, among other things, through providing training and understanding of tourism to local communities and carrying out follow-up evaluations some time after providing training and understanding of tourism to the community.

3) Carry out maintenance of tourism potential and tourism supporting facilities

So that tourism in Baktiraja District can run well, it is very important to maintain its tourism potential along with the facilities that support the implementation of tourism activities in Baktiraja District so that it can be utilized over a long period of time.

Conclusion

Based on the research results above, researchers can draw the following conclusions:

1. Tourism components consisting of attractions, accessibility, amenities and ancillaries are available. The attractions in Baktiraja District are natural, cultural, historical and artificial. Then, accessibility in Baktiraja District is available, such as road access from one tourist area to another, even though it still has several obstacles in the form of narrow road shoulders and damage and roads with holes at several points, not only that, access in the form of a telecommunications network already exists but still needs improvement. to be able to support tourism activities in Baktiraja District. Amenities in the form of hotels, inns, homestays or restaurants are available, but halal food menus are difficult to find in restaurants in Baktiraja District and tend to be rarely available. Additional services in the form of guide services and tourism organizations in the form of Tourism Awareness Groups are available but are not running optimally, while the Tourist Information Center (TIC) is not yet available in Baktiraja District.

2. The tourism development strategy in Baktiraja District uses a SWOT approach analysis based on the results of a study of strengths, weaknesses, opportunities and threats in tourism development in Baktiraja District. The results of this study include SO strategies such as holding annual tourism events, optimizing the participation of the Baktiraja District community in preserving local nature, and building and improving tourism supporting facilities. ST's strategies include developing sustainable tourist destinations and collaborating with other tourist destinations. WO strategies include providing training and understanding to the community about tourism by relevant stakeholders, building a Tourist Information Center (TIC) and providing information media in foreign languages. WT strategies include improving the quality of tourism human resources and maintaining tourism potential and tourism supporting facilities.

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