

Integrated Tourism As a Way to Gain More Tourists to Indonesia

Izzul Fatchu Reza

Graduate School of Public Administration
National Institute of Public Administration
Republic of Indonesia
Jakarta, Indonesia
izzul.adjah@gmail.com

Abstract—Indonesia is one of the major destinations for foreign tourists. With a total foreign exchange of 15 million dollars in 2017, Indonesia has an opportunity to increase its tourism business potential. However, there are still several problems related to tourism such as the low capacity of human resources managing tourism objects, infrastructure and infrastructure that have not yet been established, and the mode of transportation that has not been integrated with tourist attractions. This study aims to get the right model in terms of integrated tourism. This study uses qualitative methods with literature study techniques. The results of this study indicate that Destination Management Organization that applies integrated tourism needs to implement: a) The forming of DMO b) Provision of Tourism Information Centers c) Integrated Modes of Transportation, and d) a set of Robust Infrastructure.

Keywords— *integrated tourism, tourists, tourism destination.*

I. INTRODUCTION

Indonesia is a Southeast Asian country in the form of islands. The number of islands that have been verified is 16,056 islands. The location of Indonesia which is located on the equator and shaped into this archipelago to Indonesia is a tropical country that is very beautiful with the richness and diversity of its natural resources.

The wealth and diversity of natural resources make Indonesia one of the world's major tourist destinations. In early 2017, Indonesia became the number one most popular destination on Instagram social media hashtags (<https://beritagar.id/artikel/piknik/indonesia-tujuan-wisata-no-1-dunia-versi-instagramovasee.com>). Progress in the tourism sector is inseparable from the sincerity of the government of the Republic of Indonesia through Ministry of Tourism-Republic of Indonesia by branding Wonderful Indonesia. Wonderful Indonesia Branding in 2015 successfully ranked 47th, beating the truly Asian Malaysian branding which ranked 96th and Amazing Thai country branding which was ranked 83rd.

TABLE I. TOURISM CONTRIBUTION TO INDONESIA ECONOMY 2015-2017

No.	Contribution to GDP (in US\$)	Tourism Foreign Exchange	Contribution to Employment	Number of Foreign Tourist Visit
2015	461,36 triliun (4,31%)	12,225 mil. dollar	11,3 juta orang	10,23 juta orang
2016	500,19 triliun (4,03%)	13,568 mil.dolla	12 juta orang	12,02 juta orang
2017	650 triliun (5%)	15 miliar dollar	13 juta orang	14,04 juta orang

^a. Ministry of Tourism-Republic of Indonesia, merdeka.com, tribunews.com, ivoox.id

Tourism is the leading sector that President Joko Widodo has set in a limited meeting with ministers and heads of institutions. Tourism is one of the five priority development sectors in 2017, namely Food, Energy, Maritime, Tourism and Industrial Estates & KEK. Projected by 2020, Tourism can become Indonesia's largest foreign exchange contributor.

Foreign exchange coming from foreign tourists in 2017 reached Rp.203 trillion, with the number of tourists as many as 11.3 million people, missing 5% of the target of foreign tourists as many as

15 million people. (<https://news.detik.com/kolom/d-3886618/data-target-dan-implementasi-sektor-pwisata>). In 2017, even the foreign exchange earnings from the tourism sector exceeded the foreign exchange earnings from exports of crude palm oil (CPO).

The Minister of Tourism of the Republic of Indonesia, Arief Yahya, predicts that 17 million foreign tourists will come to Indonesia, followed by projections of an increase in the total employment of the tourism sector by 5% to 12.6 million in 2018 compared to the previous year. (www.cnnindonesia.com/indonesia-dikunjungi-14-jutaan-turis-sepanjang-2017)

With such urgency, it is natural that tourism is the mainstay of the Government of the Republic of Indonesia to boost state revenues, economic growth, as well as a means to reduce unemployment. A number of tourism strategies have been initiated by the Ministry of Tourism such as the use of digital tourism-based promotion of Indonesia, the development of tourism villages and increasing access to communication and accessibility of air transportation. (<https://ivoox.id/ini-strategi-menoar-datangkan-turis-275-juta/>)

Reports from The Travel and Tourism Competitiveness Report (2017) show that Indonesia is still ranked 42 in the world, far behind Singapore (13), Malaysia (26), Thailand (34), and even developing countries like India (40). This position is an increase of eight positions after in 2015 it was ranked 50th in the world, where at that time Singapore was 12th, Malaysia was 25th, Thailand was at 35th, and India was at 52nd. This was quite astonishing considering that Indonesia is the largest country in Southeast Asia, with vast natural wealth many times overtaking its neighbors such as Malaysia, Singapore and Thailand. Even India, which is known as a poor, slum, and has a low human development index, can improve and move to improve tourism conditions. They were

able to defeat Indonesia in 2017, after losing their rank in 2015.

The report is indexed from four main facts, i.e., Enabling environment, Travel and Tourism Policy and Enabling Conditions, Infrastructure, and Natural and Cultural Resources. From the first pillar, namely enabling environment, consisting of business environment, safety and security, health and hygiene, human resources and labor market, and ICT readiness. Of the five enabling environment indicators, Indonesia has begun to improve in terms of business environment. However, in terms of safety and security, health and hygiene, especially ICT readiness, Indonesia is very weak. The country of Indonesia is still categorized as a country that is prone to crime, especially in the regions. Neither is the hygiene condition of the tourist area classified as not good. In the case of

ICT readiness, Indonesia has not fully integrated information and technology into Indonesia's tourism system. In addition, the quality of Indonesia's human resources still needs much improvement, especially in terms of ability to carry out tasks that require high skills and hospitality in the world of tourism.

On the second pillar, namely the Travel and Tourism Policy and Enabling Conditions, several indicators have been met, but some have not been implemented well. The first indicator is Prioritization of Travel and Tourism. In this case, Indonesia has prioritized tourism as the leading development sector, which is one of the five priority development sectors of 2017 namely Food, Energy, Maritime, Tourism and Industrial Estates & KEK. The second indicator is international openness. Indonesia has opened enough to the international world, but unfortunately this is not matched by the mastery of foreign languages, especially good English. On the third indicator, namely price competitiveness, the average Indonesian tourism cost is still quite affordable in the pockets of foreign tourists.

On the third pillar, namely Infrastructure, Indonesia has fulfilled it with moderate quality. In terms of the transport infrastructure, Indonesia has a fairly good quality water transport infrastructure with the availability of many international airports, and the continued construction of pioneer airports for remote areas in Indonesia. In terms of ground and port infrastructure, some remote areas have related to medium quality roads. But in terms of tourist service infrastructure, Indonesia is still far behind other countries, because the infrastructure leading to tourist destinations and facilities for tourism infrastructure in Indonesia do not have adequate quality.

On the fourth pillar, Indonesia has very good capital. The first indicator on this pillar is natural resources. Indonesia has very diverse natural resources, and Indonesia's natural wealth is among the largest in the world. As for cultural resource rights and business travel, Indonesia has a very

heterogeneous ethnic diversity and has many travel agents. However, it is acknowledged that the quality of travel agents in Indonesia is largely international.

However, only a few of Indonesia's large tourism potential has been professionally worked on. Most of the tourist objects spread throughout Indonesia have the disadvantage of difficulty in accessing the road to tourism objects, the high

cost of travel to tourism places, and the low quality of human resources managing tourism objects, and lack of skills in maintaining tourism objects.

Most tourist areas in Indonesia have difficult access roads. Even though the road has been underlaid or paved, the high interest of tourists to visit tourist sites coupled with the proliferation of large vehicles passing to transport natural products from the interior makes the road very difficult to renew.

In addition, access to transportation to tourist areas is also not very well available. As a result, tourists have difficulty coming to tourist areas, due to language and information constraints in finding private travel agents to the location. This has an impact on the high cost of transportation to a tourism object.

Another problem that arises is the low quality of human resources managing tourism objects. This includes the low ability of English, lack of quality service and friendliness to visitors, and the manager's response to various visitor needs. Besides that, another important thing that also influences the arrival of tourists is the skill of managing tourism objects in maintaining cleanliness, tidiness, and repairing tourist facilities if there is a damage.

However, of all the problems above, things that are very influential on tourist references in visiting a tourist attraction are transportation access to tourist attractions. If an area has a very good mode of public transport to its leading tourist destinations, then the area tends to be preferred by tourists,

especially foreign tourists, because the publicly available modes of transportation are able to minimize tourist spending and reduce the risk of tourist agent fraud.

One strategy in overcoming the main problem above that can be taken by the government is integrated tourism. With integrated tourism, the implementation of tourism services can be optimized, because it involves the roles of various sectors. Integrated tourism promotes tourism activities which are supported by interconnection of facilities, infrastructure, tourism objects, and actors from the government, the private sector and the community.

This paper tries to uncover the potential for integrated tourism implementation in Indonesia, along with the design of models for the implementation of integrated tourism activities in Indonesia. In this paper, examples of regions that first apply integrated tourism will also be elaborated.

II. LITERATURE REVIEW

INTEGRATED TOURISM CONCEPT

According to Haryono in Agustina (2011), tourism is an activity where someone seeks pleasure by enjoying a variety of entertainment that can release fatigue. Inskeep (1991) said that tourism components are tourism attractions and activities, accommodation, tourism facilities and services, transportation services, other infrastructure, and institutional elements. McIntosh (1995) said that the tourism component is natural resources, infrastructure, modes of transportation, community participation, and cultural resources. While Suwanto (1997) said that tourism consists of objects

of tourist attraction, tourism infrastructure, tourism facilities, management / infrastructure, and society. According to Rani, tourism is a concept that has a relationship between economics, politics, social, culture, etc.

Gunn and Var (2002) say that a tourism area that is good and successful optimally is based on four aspects, namely: 1) Maintaining environmental sustainability; 2) Improve the welfare of the people in the area; 3) Ensure visitor satisfaction; and 4) Increasing the integration and unity of community development around the Area and development zones.

In line with Gunn and Var (2002), Anugerah (2009) also said that one of the important principles in the development of integrated tourism is the presence of 'the value of time', which means striving as optimally as possible so that tourists who generally have a lot of time can use the time available to enjoy as many objects as possible and with optimal enjoyment quality. Therefore, in a city a concept of 'tourist path' is developed. Pelupessy said that the development of an integrated tourism area means the development of tourist areas that take into account the centers of tourist activities, characteristics of tourist attractions and have links with tourist circuits.

DESTINATION MANAGEMENT ORGANIZATION

With the development of tourism potential in many countries, the current tourism paradigm shifts to a concept called Destination Management Organization (DMO). Destination Management Organization is the strategic, organizational and operative decisions taken to manage the process of definition, promotion, and commercialization of the product tourism (originating from within the destination), to generate tourists that are balanced, sustainable and sufficient to meet the needs of local actors involved in the destination. (Martini and Franch, 2002: 5)

The management of tourist destinations can be said as the integration of all elements included in the destination mix in a geographic area based on predetermined plans and strategies, which cover attractions and events, facilities, infrastructure transportation, and hospitality sources (Mill and Morrison, 2012).

As for Minguzzi (2006) and Pearce (2005), destination management can be interpreted as integrated management with the entire process so that tourism activities that involve destinations and visitors can be carried out properly.

COLLABORATIVE GOVERNANCE

The Destination Management Organization concept is a concrete application of the concept of collaborative governance in the real world. Collaborative governance can be interpreted as "a governing arrangement where one or more public agencies are directly engaged non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or public management program or assets". (Ansell and Gash, 2007).

In implementing collaborative governance, several phases are needed, namely: a) face-to-face dialogue; b) trust building; c) commitment to process; d) shared understanding; and e) intermediate outcomes. (Ansell and Gash, 2007)

III. RESEARCH METHODOLOGY

This research was carried out using qualitative methods, with literature study techniques. The author collects various journals and books that are relevant to integrated tourism activities. In addition, this study also uses other secondary data sources, in the form of magazines, newspapers, and online news about the implementation of integrated tourism in Indonesia.

IV. RESULTS AND DISCUSSION

TOURISM PARADIGM IN INDONESIA

Indonesia is a tropical country that holds a lot of natural wealth, with 34 provinces, 6 other religions and beliefs, and 250 ethnic groups in Indonesia and 250 languages in Indonesia (Ministry of Education and Culture, 2010). Such diversity is the main potential of tourism in Indonesia. For that, the government of the Republic of Indonesia is trying to develop the potential of tourism in Indonesia. This can be seen from the government's commitment to Ir. Joko Widodo and H. Jusuf Kalla which set five national development priorities, namely food, energy, maritime, tourism, and industrial Master Plan for National Tourism Development zones and KEK.

In national tourism development master plan (2011), it was emphasized that the five main things to direct the development of tourism are: (1) based on the principle of sustainable tourism development; (2) with an orientation to efforts to increase growth, increase employment opportunities, reduce poverty, and preserve the environment; (3) with good governance; (4) in an integrated, cross-sectoral, cross-regional and cross-actor manner; and (5) by encouraging public and private sector partnerships.

INTEGRATED TOURISM

Transportation is one of the important components in the development of tourism (Inskeep, 1991; Mcintosh, 1995). Leiper (1990) even calls transportation as an important basis in explaining tourism systems. Transportation is a means that can bring tourists from where they live to go to the airport or bus terminal or station, also from the center of public transportation to tourist areas.

Indonesia is an archipelago with 16,056 islands. With a typical geographic spread and separated by the sea like that, a system that integrates modes of transportation that support Indonesian tourism is highly needed.

In the framework of implementing integrated tourism, the government has implemented the Destination Management Organization (DMO) system. This concept is chosen based on the understanding of the destination management, as an integrated management with the entire process so that tourism activities that involve destinations and visitors can be carried out properly (Minguzzi, 2006; Pearce, 2015).

Morrison (2015) has said that the main requirements for developing a tourist destination through the concept of Destination Management Organization is the existence of legal aspects through an organizational legal entity, and the sustainability of funding and activities. The Government of the Republic of Indonesia itself has established 15 tourism destinations in Indonesia managed through the DMO concept, namely the Old City of Jakarta,

Pangandaran-West Java, Borobudur-Central Java, Bromo Tenger Semeru in East Java, Lake Toba in North Sumatra, Sabang Island in Aceh, Kintamani and Lake Batur in Bali, Rinjani in NTB, Komodo and Kelimutu in Flores NTT, TANJUNG Putting in Central Kalimantan, Derawa Islands in East Kalimantan, Toraja in South Sulawesi, Bunaken in North Sulawesi, Wakatobi in Southeast Sulawesi, and Raja

Ampat in West Papua. (<https://travel.kompas.com/Kemenparekraf.Management.DMO.Show.Results>).

However, unfortunately till now, not all provinces in Indonesia have implemented DMO. In fact, every province in Indonesia has its own tourism objects, which have not been managed professionally, characterized by partial tourism management between the private sector, government, or civil society. This causes the main potential of the strength of integration of good governance cannot be implemented holistically for the development of tourism in the region.

In addition, it is unfortunate that most tourist areas in Indonesia cannot be reached by public transportation. These tourism areas can only be reached by private transportation modes, which can only be accommodated by tourism agents and are quite expensive. The state does not have a significant role in providing public tourism services for domestic tourists and foreign tourists who want to visit the place.

The government can develop the Destination Management Organization into all provinces in Indonesia. This is possible because the Department of Tourism is spread throughout the provinces in Indonesia. Destination Management Organization can be appointed to the local Tourism Office, to the private sector, or to a new organization specifically to carry out the Destination Management Organization. This is in line with the United Nation World Tourism Organization (2007) which defines DMO as "the responsible organization for the management and / or marketing of destinations falling into one of the following categories:

- a. National Tourism Authorities or Organizations, responsible for management and marketing of tourism at a national level".
- b. Regional, provincial, or state DMOs, responsible for the management and / or marketing of tourism in a geographic region defined for that purpose, sometimes but not always an administrative or local government region, such as a country, state, or province.
- c. Local DMOs, responsible for the management and / or marketing of tourism based on a smaller geographic area or city/town

DEVELOPMENT STRATEGY DESTINATION MANAGEMENT
ORGANIZATION TO IMPROVE THE QUALITY OF NATIONAL
TOURISM

As a solution to various tourism problems in Indonesia which to this day are still prominent, there are several strategies that can be developed through integrated tourism in Indonesia with the Destination Management Organization label, which is as follows

- a. Establish a DMO through the spirit of collaborative governance

Destination Management Organization (DMO) can be formed in all provinces in Indonesia, of course by paying attention to leading tourist destinations in an area. Destination management organizations that pay attention to aspects of collaborative governance are destination management organizations that involve three parties in good governance, namely the government, the private sector, and civil society.

The government must be able to be a facilitator in the formation of destination management organizations through collaborative governance. The phases that can be run to establish the collaborative work are as follows.

1. Face-to-Face Dialogue

In the first stage, the government must be able to bring together tourism managers, community leaders, and private parties who have been involved or will be involved in managing a tourist destination. After that the government explained the commitment of the Republic of Indonesia government to prioritize tourism as one of the main pillars of national development. The government as a facilitator then explains the direction of developing tourist destinations in an area, based on improving the economic life of the community, conserving the environment, and enhancing Indonesia's image in the eyes of the international community. The government can then explain the concept of integrated tourism and how it works. After that, all parties are explained about destination management organization and who will act as destination management organization. The government carries out this dialogue not in the same direction, but in many directions, between one party and the other parties listen to each other's opinions and ideas to reach consensus deliberations as the basis for implementing the desired collaborative governance.

2. Trust Building

The trust building process ensures that there is an emotional attachment and trust between one party and another. This process is built based on shared work and also time. As stated by Ansell and Gash (2007) that trust building is "a time-consuming process that requires a long-term commitment to achieving collaborative outcomes. In other words, a collaborative governance must be able to minimize various sparks of conflict and mutual suspicion between one party and another due to social, political and economic jealousy. To avoid these negative things, a DMO must always hold regularly scheduled meetings and hold a variety of joint activities that guarantee the creation of trust between DMO members

with one another. The distribution of compensation for various revenues received by DMO must also be carried out proportionally, in accordance with the roles and responsibilities assumed by each DMO member in organizing tourist destination services to tourists.

3. Commitment to Process

Every party involved in DMO collaboration must understand the mechanism of DMO's work on the tourist destinations they manage. As a consequence, they must also understand the roles, responsibilities and diversification of the work they are doing. In a destination management organization, there are DMO members who concentrate on the transportation sector, some concentrate on lodging services, some concentrate on the culinary industry, some concentrate on managing the main tourism objects, and some concentrate on complementary products such as construction contractors, teams creative and tour guide.

If there is a part of tourism management that is very large and is the 'culmination' of all tourism activities, namely the tourism object itself, each party in the DMO can send its representatives to join a new organization. This can ensure that the benefits of tourism retribution can be shared equally to all parties involved or under the auspices of the Destination Management Organization.

Every party involved in the DMO must have a commitment to the implementation of integrated, sustainable and competitive tourism for the community. The parties involved may not run partially or violate the commitment to conduct DMO-based tourism services. If this is carried out, then this is a violation of the mutually agreed process.

4. Shared Understanding

Shared understanding means that the relevant parties must develop a common understanding about things that can be achieved by the parties together. In the implementation of DMO-based tourist destination management, it means that all parties involved must formulate several things, namely: a) mission similarity; b) similarity of locus; c) similarity of objectives; d) similarity of intent; e) shared vision; and f) shared ideology. All this is important to formulate so that each party does not have other intentions and objectives in collaborating. In addition, this common understanding must be realized to ensure a sense of belonging by all parties to activities that are being managed together. With a common understanding, it is easier for a DMO to avoid conflicts or parties who walk alone for their personal and group interests.

5. Intermediate Outcomes

In collaboration, sometimes there are parties who feel that they do not benefit from collaboration. This is because there is no possible goal to be achieved in a short period of time. For this reason, in managing a DMO, it is important to ensure that there are concrete benefits that can be accepted by all members of the collaboration within a relatively short period of time. Ansell and Gash (2007) call it as "small wins". It is important to ensure that there is a fair profit-sharing mechanism if it relates to finance, or there is a mechanism for access to members' collaborative

business benefits related to certain DMO policies. As an example of this phase, there are regulations and actual policies for the amount of profit each DMO member receives according to their role per specific time period such as per month or three months, but not too long such as six months to one year. Another example is, if the transport route is diverted, it must be ensured that DMO members providing transportation services on the old route are given the opportunity to move routes or add routes to the new transportation route.

b. Encourage the existence of creative economy in the management of tourism objects

In the current era of globalization and technological progress, the creative economy is one of the main economic driving factors of the country. In many countries in the world, the creative economy has managed to absorb labor, increase regional income, to improve regional image at the international level (Suparwoko, 2010). Creative economy is defined as an effort of sustainable economic development through creativity with an economic climate that is competitive and has renewable resource reserves (Ministry of Trade of the Republic of Indonesia, 2008). UNDP (2008) formulates the creative economy as an integrative part of knowledge, which is innovative, creative and cultural use of technology.

As explained earlier, that in the development of tourism activities, a tourist destination must have the following components.

1. Tourist objects/ attractions and attractions
2. Accommodation (where to stay)
3. Tourism facilities and Services
4. Transportation Service
5. Other infrastructure
6. Institutional elements (Inskeep, 1991)

In organizing attractions, the organizer must have high creativity in providing accommodation facilities, providing food and beverage business, as well as other supporting services, so that attractions, lodging, types of food and beverages, and other supporting services can attract customers. This creativity can only emerge if the manager of a tourist object always holds newness and looks for things that are trending topics in cyberspace, so that visitors feel at home and happy in visiting the tourist objects in question.

This concept is in line with what was said by Yoeti (1985) that the concept of tourism activities must include something to see, something to do, and something to buy. The concept of something to see means that the manager of a tourist object must create a unique, interesting, and eye-catching tourist attraction or appearance. Something to do is a travel experience that does not exist in other places, which makes a sensation of its own and is not forgotten, so visitors always want to visit again to experience the same experience at that place. The concept of something to buy means that tour managers must provide souvenirs, food, drinks, or objects that are

considered unique and add to the prestige of visitors when buying these items, to be shown to their colleagues and family.

At present, almost all tourism objects in Indonesia have the above concepts. Many tours provide unique experiences such as cycling on ropes, adventures of rapids through caves, photo objects on trees with a background of ravines, swings with a cliff background, the concept of looking at the sea underwater beauty without diving (snorkeling), or the provision of three-dimensional spots on tourism objects.

The government must participate in mobilizing the creative economy in the tourism sector throughout Indonesia, by proactively providing counseling, socialization about the creative economy, providing training on how to produce various creative economic goods and services, and providing grant and capital assistance in terms of moving the creative economy. Examples of grant or capital assistance in terms of moving the creative economy are by providing lathe machines to make various wood crafts, providing modern cooking and sealing tools for the creative culinary industry, or providing soft loan assistance for small and medium-sized businesses want to start a creative economy business in Indonesian tourist destinations.

A thing that should not be missed on the mobilization of the creative economy is information technology. Information technology is very important in driving the creative economy. It serves as a catalyst for the sustainability of the creative economy industry in the world of tourism. With the presence of information technology, managers of tourist destinations in the region can always learn to develop their creative economy products. They can watch tutorials on YouTube about how to make cottages that are simple but beautiful, hygienic, sturdy, and comfortable. They can also learn to make various creations from 3D paintings. they can also learn to make the swimming pool simple but hygienic and elegant.

Information technology is also needed to promote all tourist destinations in Indonesia. The government can provide counseling on how to create various accounts and channels on social media, then upload various attractions, unique natural resources, as well as culinary in their tourist destinations. They can even list cell numbers or emails that can be contacted if tourists want to visit a tourist destination, so that tour managers can pick up or provide public transportation instructions that can be used by tourists to these attractions.

To realize this, the government should provide access facilities and information infrastructure technologies such as the construction of BTS, easements permits and incentives for the private sector to build base stations in the area of tourism destinations, to build a fiber optic network to the tourist areas, or provide the Internet enter the village through satellite technology, which can be passed on to managers of attractions. In addition, the government can also provide incentives in terms of ease and lightening of permits and taxes and fees for private

internet service providers who want to open their services in tourist destination areas. This information technology facilities and infrastructure can be used by tourism destination managers, and it can also be used by tourists to access the internet, because the internet network today has become a primary need for communication for the world community in the millennial era.

Another factor that makes the creative economy so important is that tourist destinations have a cycle. This is in accordance with what was said by Butler (1993), that tourism destinations run according to the evolutionary evolution consisting of introduction, growth, maturity, decline, and / or rejuvenation stages. For this reason, it is important for a tourist destination to carry out periodic maintenance or rejuvenation of attraction facilities and infrastructure and accommodations in these tourist destinations. This rejuvenation can be done by means of restoration or reform of the physical condition of buildings, types of attractions, as well as the addition of new attractions to be able to survive in the tight competition of the tourism industry today.

- c. Integrating transportation modes between public transportation centers and tourist destinations

The most important key in tourism in addition to attractions is transportation. Tourist visitors need transportation facilities to reach a tourist attraction. Means of transportation to tourist destinations can be in the form of air transportation modes, namely airplanes, sea transportation modes, namely ships, speedboats, and motorboats, as well as land transportation facilities in the form of buses, cars, trains and motorbikes.

To support the modes of transportation that can deliver travelers to tourist destinations and home again, of course, required some number of infrastructures such as roads are adequate, the seaport, airports, terminals, and train stations. Unfortunately, until now not all facilities and infrastructure and modes of transportation are economically available and abundant in most tourist destinations in Indonesia. Conditions in Indonesia show that many tourist destinations do not have asphalt roads, are difficult to reach by means of transportation, or do not have airports.

As for the fifteen DMOs that have been set by the government, on average they have facilities in the form of medium quality roads, hotel and cottage services from government and private investment, as well as sufficient capital attractiveness. While in other tourist destinations in Indonesia, the most common conditions are lack of infrastructure and poor quality of maintenance of tourism facilities and infrastructure. As a result, a tourist destination is often booming in the first and second year of its opening, but then sinks and is abandoned by tourists due to the declining quality of facilities and infrastructure, increasing waste, and road infrastructure that has not been repaired.

Overall, both the leading tourist destinations and pioneering tourist destinations in Indonesia, tourists find it difficult to access transportation to tourist destinations.

This is caused by several things, such as: 1) the absence of public transport routes from transportation mode centers such as airports, stations, bus terminals, or ports to tourist destinations; 2) difficulties in communication of foreign tourists caused by weak mastery of Indonesian Language; 3) the road infrastructure to go to tourist destinations is still in the form of dirt roads or onderlaag; and 4) tourist destinations that have stunning beauty are generally located in rural areas that still do not have adequate access facilities and infrastructure.

Various problems above are not so constraints for domestic tourists. They can overcome it by asking the driver of public transportation, to the local population, or accessing adventure shows on television that show how to reach the location of the tourist destination. However, for foreign tourists, they are very constrained by various problems above. As a result, the foreign tourists must issue a bigger pocket to hire a travel agent who serves all kinds of travel needs ranging from transportation, accommodation, food and drinks, to tour guide services.

The above conditions should not continue. Problems with the difficulty of accessing these tourist destinations must be immediately captured by the Ministry of Tourism and the local DMO by preparing solutions for settlement, so that foreign tourists continue to increase in number to Indonesia. The following is explained by the writer's ideas on the implementation of integrated tourism so that domestic tourists and foreign tourists are easier to access tourist destinations in Indonesia.

1. Establishment of Destination Management Organization in every Province in Indonesia

As explained above, an integrated tourism system is in dire need of strong collaborative governance, and this governance can be realized through Destination Management Organization. Institutions that act as Destination Management Organizations do not always have to be the Tourism Office or the Ministry of Tourism, but Destination Management Organization can be a private company engaged in the event organizer or travel agent. Destination Management Organization can also be a non-governmental organization or a combination of all elements in the collaborative governance of tourism, which forms a new legal entity.

Castañeda (2010) explained that the advantages of implementing DMO are establishing a competitive edge, ensuring tourism sustainability, spreading the benefits of tourism, and building a strong and vibrant brand identity.

2. Providing Indonesia Tourism Information Center at each Transportation Mode Center

Each DMO in Indonesia must provide a Tourism Center located in each transportation mode center such as at the airport, train station, bus terminal or port. The existence of Tourism Information Center is a tangible manifestation of the presence of the country that provides services to tourists who want to visit the beauty of tourist destinations in Indonesia.

As we know, the control of the majority of Indonesians towards foreign languages is quite low. For this reason, for all people who work at airports, train stations, bus terminals or ports and have limited language, they can direct foreign tourists who want to ask for information about tourism to the Tourism Information Center. Surely the officers at the Tourism Center must be those who have language skills and are equipped with knowledge about Indonesian tourism. This Tourism Information Center can be maintained by the civil servants of the Ministry of Tourism, Tourism Office, Government Employees with Employment Agreements (P3K) or private parties and community institutions.

Some provinces, such as Yogyakarta Special Region, actually have provided Tourism Information Center at the Airport and Malioboro Shopping Center. However, unfortunately the Tourism Information Center often doesn't look after it. In addition, the Tourism Information Center closes at 7:00 p.m. We recommend that the Tourism Information Center be opened from 6:00 a.m. to 10:00 p.m. every day and it is ensured that it is never absent from the officers in charge.

3. Providing Integrated Mode of Transportation from and to Travel Destinations

The classic problem that is most experienced by foreign tourists in Indonesia is the difficulty of finding transportation to the destination of their destination. As a result, they have to hire a travel agency to take care of their travel and their accommodation in tourist destination areas. However, paying for travel agencies is not cheap. Seeing this problem, the authors propose that the government requires each region to make public transportation routes to the most favorite tourist destination areas for each region.

For example, Banten Province is very famous for its charming Anyer Beach. For this reason, Soekarno-Hatta Airport public transport routes must be available to Anyer Beach which can be in the form of buses, shuttle buses, and so on. Yogyakarta Special Region made a direct route to Prambanan Temple, and in collaboration with the Magelang Regency Government made public transportation by direct route to Soekarno-Hatta Airport to the Borobudur Temple. Another example is the Lampung Provincial Government making a direct route to Radin Inten II Airport to Tanjung Setia Beach, etc.

The provision of a direct route to the tourist area will not harm the private sector, especially Land Transportation Organization, because in its implementation, the government can cooperate with Land Transportation Organization to become the operator of the route. Even so, the government can also handle the provision of these routes through the BUMD Perum DAMRI.

With the availability of public transportation services from the center of transportation mode to tourist destinations, tourists feel served by the state. In addition, the availability of this public service makes them feel satisfied and wants to come back to Indonesia because they easily access various tourist destinations easily. Tourists can also save more money to visit other destinations in Indonesia or to buy more souvenirs to take home. They will convey this pleasant experience to other tourists, which will increase the number of tourists visiting Indonesia.

4. Prioritizing Infrastructure Development on Road Development Towards Archipelago's Leading Tourism Destinations

The government must prioritize the development of infrastructure in the construction of roads to the leading tourist destinations of the archipelago. With a steady and smooth road to tourist destinations, tourism managers can easily develop types of attractions, types of culinary, as well as facilities and infrastructure in their tourist destinations.

A good road also makes tourist access from the center of transportation mode to tourist destinations to be smooth and more easily traveled. In addition, tourists will feel comfortable in traveling, so that the image of tourism in Indonesia is getting better in the eyes of domestic and foreign tourists.

d. Embody the spirit of serving to all integrated tourism industry players

The mindset of the implementers of tourism policy in Indonesia, especially the employees of the Ministry of Tourism and Tourism Office at present is to implement the Ministry of Tourism's Strategic Plan policy and implement tourism as one of the national development priorities announced by President Joko Widodo and Vice President Jusuf Kalla. This mindset must be changed, because in fact the government is not a business owner, but a servant. (Denhardt and Denhardt, 2003).

This kind of thinking must be injected into all tourism policy implementers and DMO members. They must be aware that tourists are their stakeholders who provide a primary performance assessment to them, and that the main task of policy implementers is to provide the best possible service. For that reason, their way of thinking must be made from management steering to serving.

This philosophy must underlie every plan, action, and idea in managing tourism in Indonesia. Therefore, policy implementers are not solely pursuing foreign exchange profits and profits from tourism activities for domestic and foreign tourists. Moreover, they are the servants of tourists, so they must provide excellent service, understand the desires of tourists, and provide facilities and infrastructure as comfortable as possible for tourists. The goal to be achieved in this philosophy is tourist satisfaction, as an indicator of the success of the implementation of their tourism services.

INTEGRATED TOURISM DEVELOPMENT MODEL IN INDONESIA USING THE DMO CONCEPT

The following is an integrated tourism development model in Indonesia using the DMO concept.

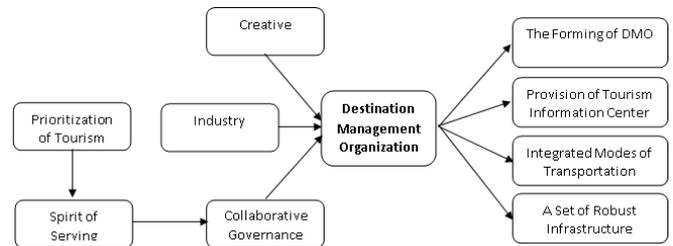


Figure 1. Integrated Tourism Development Model in Indonesia Using the DMO Concept

As a priority program of the Government of Joko Widodo-Jusuf Kalla in 2017, a lot of funds have been allocated to the Ministry of Tourism in developing its tourism potential. However, it is unfortunate that this priority is realized in the form of efforts to pursue high budget absorption and the achievement of the Strategic Plan. For this reason, the government mindset must be changed from traditional-conventional thinking about the implementation of policies and budgets to progressive thinking, namely with the aim of providing the best service to all foreign and domestic tourists.

The spirit of serving is realized in the form of collaborative governance, namely the involvement of three main sectors of good governance, namely government, private sector, and civil society to realize professional tourism management. Collaborative governance in tourism management can be manifested in the form of an organization called Destination Management Organization. DMO is an organization that coordinates the implementation of tourism management in an area, whose authority can be given to the government, the private sector, civil society, or form a new unit which is a combination of the three parties. In its management, the DMO must be based on the entrepreneurial spirit of the creative economy, as well as the opportunity to utilize the era of disruption through the Industrial Revolution 4.0.

The development strategy of Destination Management Organization towards an Integrated Tourism can be realized through: a) The forming of DMO b) Provision of Tourism Information Centers c) Integrated Modes of Transportation, and d) a set of Robust Infrastructure. Through the various strategies above, it is expected that Integrated Tourism in Indonesia can attract more foreign and domestic tourists,

V. CONCLUSION

As a country that is very rich in natural resources and diversity in ethnicity, religion and culture, Indonesia has enormous potential to become a superior country in terms of tourism. The large capital that Indonesia has had to be processed as well as possible for tourists through the principles of sustainable natural resource management and value for money.

One of the main keys to success in improving Indonesia's tourism management is a change in mindset from implementing policies and budgets to the best service mindset. Through this mindset, Destination Management Organization is expected to maximize the potential of existing collaboration through integrated tourism concepts by prioritizing aspects of

integration of transportation and convenient facility. Thus, it is expected that Indonesia's tourism and travel index can rise even more, towards the creation of superior, competitive, and the beneficial of Indonesian tourism for many people.

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