

**Quality Tourism: Tourism Development and Improvement Strategies In  
Indonesia's Super Priority Destinations**

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**ABSTRACT**

*This research aims to determine (1) the potential for quality tourism in Indonesian Super Priority Destinations; and (2) tourism development and improvement strategies in Indonesian Super Priority Destinations through quality tourism. This research is qualitative-descriptive research. The data analysis technique used in this research is SWOT analysis. The results of this research show that (1) the potential of Super Priority Destinations is not only to attract tourists but also to foster a creative economic ecosystem that involves local residents; and (2) the strategy for developing and building quality tourism in Indonesian Super Priority Destinations includes the SO strategy by planning tourism development and improvement through infrastructure improvements and promotions to create quality tourism, the WO strategy by offering the concept of quality tourism in super priority destinations (improving the quality of human resources), the ST strategy through collaboration with stakeholders supports Quality tourism in Indonesia's super-priority destinations, and the WT strategy evaluates the promotion of super-priority destinations and attracting investors.*

**Keywords:** *Super Priority Destinations, Tourism, Quality*

**ABSTRAK**

Penelitian ini bertujuan untuk mengetahui (1) potensi *quality tourism* pada Destinasi Super Prioritas Indonesia; dan (2) strategi pengembangan dan pembangunan pariwisata pada Destinasi Super Prioritas Indonesia melalui *quality tourism*. Penelitian ini merupakan penelitian kualitatif-deskriptif. Teknik analisis data yang digunakan dalam penelitian ini adalah analisis SWOT. Hasil penelitian ini menunjukkan bahwa (1) potensi Destinasi Super Prioritas bukan hanya menarik wisatawan melainkan juga menumbuhkan ekosistem ekonomi kreatif yang melibatkan warga setempat; dan (2) strategi pengembangan dan pembangunan *quality tourism* pada Destinasi Super Prioritas Indonesia meliputi strategi SO dengan merencanakan pengembangan dan pembangunan pariwisata melalui perbaikan infrastruktur dan promosi menciptakan pariwisata yang berkualitas, strategi WO dengan menawarkan konsep *quality tourism* pada destinasi super prioritas (meningkatkan kualitas SDM), strategi ST melalui kolaborasi dengan *stakeholders* mendukung *Quality tourism* pada destinasi super prioritas Indonesia, dan strategi WT dengan mengevaluasi promosi destinasi super prioritas dan menarik investor.

**Kata kunci:** *Destinasi Superprioritas, Tourism, Quality*

## INTRODUCTION

The development and improvement of priority destinations is a form of realization of the national tourism development master plan for 2010-2025 which is regulated in Government Regulation (PP) no. 50 of 2011. This Government Regulation is the basis for tourism development in order to increase the quality and quantity of destinations and create a tourism industry that is capable of driving the national economy. In 2015, the government for the first time initiated a more focused tourism development, namely on 10 Indonesian priority tourist destinations outside Bali. President Jokowi said that the trend of increasing foreign tourist visits to Indonesia must be a momentum to strengthen tourism and bring in more. The government needs to focus on developing and revitalizing several selected tourist destinations to strengthen Indonesian tourism. As time went by, the government refocused its development focus on five places which became known as the 5 Super Priority Destinations, namely Borobudur, Mandalika, Labuan Bajo, Lake Toba and Likupang, which were added to the list in 2019 (Wulung, 2020).

Indonesia experienced an increasing trend in foreign tourist visits every year from 2010 to 2019 (Maulana, 2021). The Indonesian Central Statistics Agency (BPS) recorded that the number of foreign tourist visits reached 16.11 million throughout 2019. This figure has increased sharply compared to 7 million visits in 2010. However, foreign tourist visits are still centered on the island of Bali. Even in the 2020-2024 RPJMN, it is stated that 41 percent of Indonesian tourism still relies on Bali. Data from BPS also shows that Ngurah Rai International Airport in Bali is still the largest entry point for foreign tourists from year to year. Therefore, developing and developing priority destinations outside Bali is becoming increasingly important because it is hoped that it will be able to create equality and economic growth in the tourism sector, outside the Island of the Gods (Hayati and Novitasari, 2017).

Talking about Indonesian tourism, Bali is still the favorite. In fact, Indonesia has various other tourist destinations with natural beauty and culture that are no less interesting than the Island of the Gods (Rahma, 2020). Starting from there, in the last few years the government has begun to devote time and energy to developing a number of other tourist destinations outside Bali. Five of them are now named the Five Super Priority Destinations (5 DSP), which are believed to be able to boost Indonesia's tourism industry in the future (Fauzi, 2023).

The five DSPs which are National Tourism Strategic Areas (KSPN) are spread across five provinces in western, central and eastern Indonesia. The five DSPs are Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara (NTB), Labuan Bajo in East Nusa Tenggara (NTT), and Likupang in North Sulawesi. These five destinations have great potential, uniqueness and tourist attraction, but still need many touches to be developed (Halum, 2021).

Quality tourism is a tourism concept that is in contrast to the concept of quantity tourism. This means that managers no longer focus on finding ways to bring in as many tourists as possible (mass tourism), but instead think about how tourists will be impressed and spend a long time in that place so that the amount of spending will be greater. Meanwhile, according to Vendrell (2003), findings can be used to

evaluate the quality of performance of tourism destinations and services (Akbar, 2021).

The shift from the concept of quantity tourism to quality tourism has previously been carried out by neighboring countries, one of which is Australia. Tourist visits were only 10 million people but foreign exchange reached US\$45 billion. Focusing on quality tourism will have a big impact on the country's economy (Nasution, 2021). Minister of Tourism and Creative Economy, Sandiaga said that the focus on development was so that these 5 DSPs could have world class quality. DSP development is carried out comprehensively, including the development of accessibility infrastructure, amenities, and telecommunications networks. This also includes developing tourism products, improving the creative economy ecosystem, and preparing human resources in each location (Sutono, 2023).

As a super priority destination, interconnection in terms of infrastructure must be worked on seriously. Such as airports, ports, and land roads. Everything must have world class quality. The development of priority tourism destinations is included in Indonesia's National Medium Term Development Plan (RPJMN) 2020-2024. In the RPJMN, it is stated that through these 5 DSPs the government targets that by 2024, the contribution of the tourism sector in GDP will increase to 5.5%, foreign exchange from the tourism sector will be 30 billion USD, and the number of domestic tourists will reach 350-400 million trips and 22,3 million foreign tourists.

This research aims to determine (1) the potential for quality tourism in Indonesian Super Priority Destinations; and (2) tourism development and improvement strategies in Indonesian Super Priority Destinations through quality tourism.

## METHODS

This research is descriptive qualitative research so that explanations and research findings are described in the form of words (descriptions). The qualitative descriptive research method is a research method that describes research findings in detail (Semiawan, 2010). In accordance with the aim of this research, it is to describe tourism development and improvement strategies in Indonesian Super Priority Destinations through quality tourism.

The data sources for this research were obtained through books, websites and literature related to tourism development and improvement strategies in Indonesian Super Priority Destinations through quality tourism. The data collection technique in this research is by reading relevant sources and then sorting the data as material for discussion. The data analysis technique used in this research is SWOT analysis related to tourism development and improvement strategies in Indonesian Super Priority Destinations through quality tourism.

**RESULTS AND DISCUSSION**

**Potential of Quality Tourism in Indonesian Super Priority Destinations**

The findings of this research show that Indonesia's super priority (DSP) tourist destinations have the potential to develop and improve quality tourism as a tourist attraction as shown in the following table.

**Table 1.1 Potential Quality Tourism in Indonesian Super Priority Destinations**

|                               | <b>Toba Lake</b>          | <b>Borobudur</b>  | <b>Mandalika</b>      | <b>Labuan Bajo</b>     | <b>Likupang</b>                        |
|-------------------------------|---------------------------|---|-----------------------|------------------------|--|
| <b>Location (6 provinces)</b> | North Sumatra             | Central Java  | West Nusa Tenggara    | East Nusa Tenggara     | North Sulawesi                         |
| <b>Uniqueness</b>             | The largest volcanic lake | Most visited tourist attraction                                 | Host of MotoGP racing | There is Komodo Island | Beach tourism and underwater panoramas |
| <b>UNESCO Heritage Site</b>   | -                         | Borobudur Temple, Sangiran Ancient Human Site, Prambanan Temple | -                     | Komodo National Park   | -                                      |

Source: Data processing results, 2023

The table above shows the tourism attractions of the 5 super priority destinations (DSP) that have the potential to become magnets for domestic and foreign tourists. The five of them have natural beauty, cultural richness and local wisdom. 5 super priority tourist destinations are located in 6 different provinces, Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara (NTB), Labuan Bajo in East Nusa Tenggara (NTT), Likupang (North Sulawesi). Around 150 tourist villages are in the five super priority destination areas.

3 out of 5 super-priority tourist destinations have the strength and potential of marine tourism and underwater tourism. As many as 3 of the total 5 DSP areas developed by the government are DSPs that have rich and strong marine tourism potential. The DSPs are Mandalika, DSP Likupang, and DSP Labuan Bajo. Another potential is that the UNESCO world heritage in Indonesia is in the DSP area, including Borobudur Temple, Komodo National Park, Sangiran Early Human Site, and Prambanan Temple.

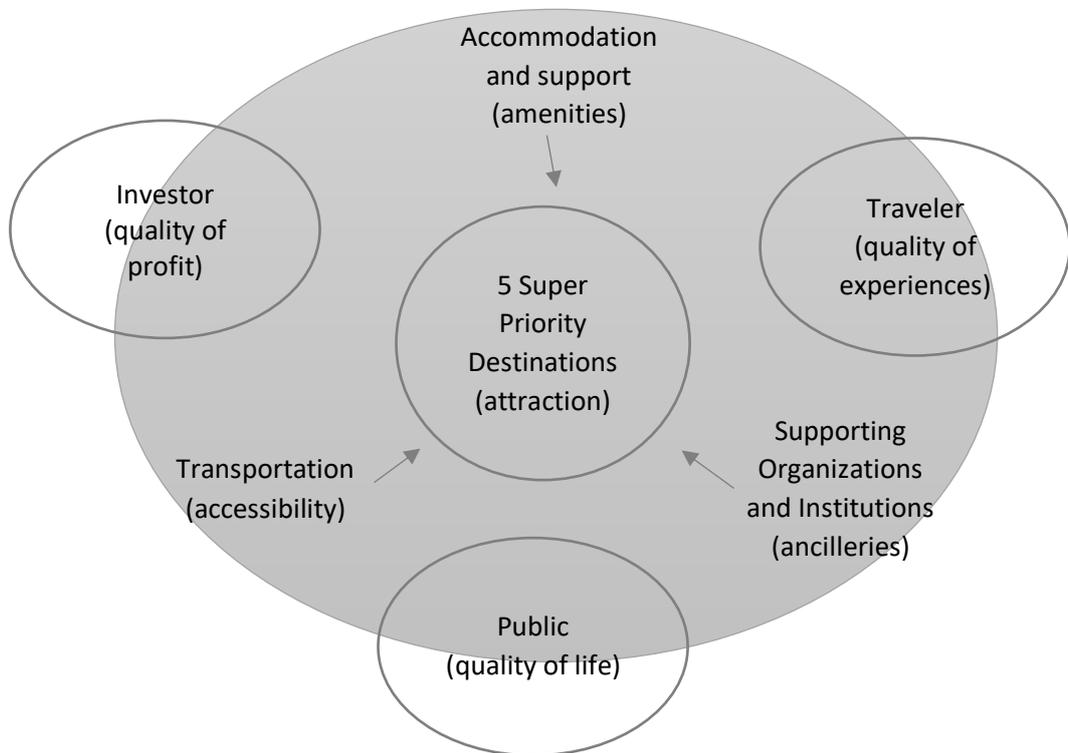
Super Priority Destinations are part of the "New Bali" program launched by the Government. These destinations can not only attract tourists, but also foster a creative economic ecosystem that involves local residents. First, Lake Toba which is located in North Sumatra is the largest volcanic lake in the world. Second, Borobudur, which is located in Central Java, is the single tourist attraction in the country that is most visited by tourists. Third, Mandalika is located in West Nusa Tenggara which

hosts the MotoGP world racing event. Fourthly, Labuan Bajo is located in East Nusa Tenggara which has Komodo Island as the only natural habitat for Komodo dragons in the world. Fifth, Likupang is located in North Sulawesi and has marine tourism with beautiful beaches and underwater panoramas.

**Tourism Development and Improvement Strategies in Indonesian Super Priority Destinations Through Quality Tourism**

The quality of tourist destination services is measured based on the manager's ability to meet the needs and expectations of tourists as consumers. There are at least 4 (four) benefits in implementing the quality tourism concept, namely 1) increasing customer loyalty, 2) creating more profits, 3) improving a better quality of life for local residents, and 4) encouraging a stable and guaranteed tourism industry. work. In line with this, there are 4 indicators of quality tourism, namely tourist satisfaction, tourism industry satisfaction, improving the quality of life of local communities, and improving environmental quality.

**Figure 1.1 Quality Tourism in 5 DSP Model**



Based on the quality tourism model, researchers found tourism development and improvement strategies in super priority destinations by utilizing SWOT analysis as in the following table.

**Table 2.1 SWOT Analysis related to Quality Tourism Development and Improvement in 5 Super Priority Destinations**

|  |   |  |
|--|---|--|
| <p><b>OT</b></p> <p style="text-align: right;"><b>SW</b></p>   | <p><b>Strengths (kekuatan)</b></p> <ol style="list-style-type: none"> <li>1. It has natural beauty, cultural richness and local wisdom.</li> <li>2. 3 DSP has the potential for marine tourism and underwater tourism which is being developed by the government.</li> <li>3. 4 UNESCO world heritage sites are in the DSP area</li> <li>4. Around 150 tourist villages are in the five super priority destination areas</li> </ol> | <p><b>Weakness (kelemahan)</b></p> <ol style="list-style-type: none"> <li>1. Access to the DSP tourist area is quite far</li> <li>2. Requires relatively high costs</li> <li>3. Minimal development of new tourism products</li> </ol> |
| <p><b>Opportunity (peluang)</b></p> <ol style="list-style-type: none"> <li>1. Located in 6 different provinces which shows equal distribution of tourism development</li> <li>2. Strong tourism potential</li> <li>3. More and more digital platforms can be used for promotions so they can reach consumers all over the world</li> <li>4. Community attention and</li> </ol> | <p><b>SO Strategy</b></p> <p>Planning tourism development and development through infrastructure improvements and promotion to create quality tourism</p>   | <p><b>WO Strategy</b></p> <p>Offers the concept of quality tourism in super priority destinations (Improving the quality of human resources)</p>   |

|  |  |  |
|--|--|--|
| <p>positive attitude towards DSP development</p> <p>5. A pleasant experience for domestic and foreign tourists</p>   |  |  |
| <p><b>Threat (tantangan)</b></p> <ol style="list-style-type: none"> <li>1. There have not been many marketing efforts or marketing communications in a comprehensive and integrated manner.</li> <li>2. Lack of understanding of superior product innovation</li> <li>3. Still using conventional methods</li> <li>4. Not yet maximizing online marketing</li> </ol> | <p><b>ST Strategy</b></p> <p>Collaboration with stakeholders supports Quality tourism in Indonesia's super priority destinations</p> | <p><b>WT Strategy</b></p> <p>Evaluate the promotion of super priority destinations and attract investors</p> |

Source: Data processing results, 2023

Based on the SWOT analysis above, it is known that several strategies can be implemented in Indonesian tourism development strategy through the quality tourism as follows:

*SO Strategy: Infrastructure Improvements to Create Quality Tourism*

Development in the five super priority destinations (DSP) generally includes physical and non-physical infrastructure development. Physical development focuses on building amenities, accessibility and tourist attractions. Meanwhile, non-physical development includes developing human resource (HR) competencies, developing travel patterns for promotional efforts and the creative economy in each destination.

President Joko Widodo (2019) emphasized six important points that need to be addressed in each DSP, including: regulating and controlling spatial planning, building access and connectivity to tourist destinations, building facilities at tourist locations including structuring street vendors and improving quality and cleanliness. toilets (sanitation facilities) at tourist attractions, improving the quality of human resources, marketing local products, large-scale promotions.

The government, through the Ministry of Tourism and Creative Economy and a number of other ministries and institutions, will ensure that tourism development

in the five DSPs must uphold the principles of quality, sustainable tourism and uphold the empowerment of local communities in each super priority destination area. Supporting the Ministry of Tourism and Creative Economy's plans, the Minister Public Works and Public Housing (PUPR) Basuki Hadimuljono said that infrastructure development in each DSP area must be carried out in an integrated manner through a development master plan. Road construction, area planning, provision of raw and clean water, sanitation development, waste management, destination improvements and residential areas must be carried out in an integrated manner.

Development at five DSPs is carried out periodically. The 2020-2024 RPJMN mandates that development be prioritized for the development of supporting roads, ports and airports, pioneering tourism destinations, development of tourist villages, development of tourist area amenities, and development within regions and areas. Each DSP area has its own development master plan that follows the needs of each destination.

### *WO Strategy: Improving The Quality Of Human Resources*

This plan provides benefits to micro, small and medium businesses. By fostering and developing MSMEs, carrying out more creative innovations and promotions, improving the management of MSMEs, and increasing good communication between the government and MSMEs, MSMEs in DSP hope to achieve the WO's strategic goals, namely developing competitive tourism and creative economy industries and institutions.

By using this approach, a person tries to maximize strengths while reducing weaknesses. Regarding WO, the Government can manage and market MSMEs by (1) Providing guidance for established MSMEs and adding an educated workforce; (2) Improve and modernize information technology and marketing network infrastructure to facilitate R&D for MSMEs; (3) Continuously improve processes, systems, administration and marketing strategies to increase output; (4) Registering MSMEs in DSP that are not yet members of established business associations/organizations will facilitate their access to marketing and business networks.

### *ST Strategy: Collaboration with Stakeholders to Support Quality Tourism in Indonesian Super Priority Destinations*

The improvement and development of five Super Priority Destinations (DSP) is carried out by involving collaboration and cooperation from various parties. Collaboration between ministries, institutions, regional governments, authority bodies and the private sector is important to make the 5 DSPs into world-class tourist destinations. The development of five DSPs is a project that must be worked on collaboratively by various ministries and institutions. All parties play important roles and have different duties and functions.

The following are some of the ministries that play a major role in the development of the five DSPs, including; (1) The Ministry of Tourism and Creative Economy plays a major role in preparing master plans for tourism and creative economy development in each priority destination. This ministry also plays a role in

preparing the tourism ecosystem in each destination starting from increasing human resource capacity in the five DSPs, helping to strengthen the creative economy industry and helping to promote the creative industries of each DSP; (2) The PUPR Ministry plays a role in developing basic infrastructure such as roads, toll roads and bridges to improve connectivity to destinations as well as providing raw and clean water and waste management. PUPR also plays a big role in the development of tourist areas starting from area planning, building supporting facilities such as sanitation, building commercial areas, building public spaces, to improving residential areas in tourism areas; (3) The Ministry of Transportation is also tasked with ensuring public transportation in tourism destinations; (4) The Ministry of Finance plays an important role in allocating the budget for the development of the five DSPs. Every year the Ministry of Finance is the party that allocates funds for tourism development. In 2021 itself, for example, the Ministry of Finance allocated a state budget of IDR 14.2 trillion for overall tourism development in Indonesia where the development priorities are tourism development in five DSPs, development of tourist villages, construction of roads, railway bridges and ports as well as for promotional needs. tourism investment; (5) Kemenkomarves coordinates a number of ministries and institutions involved in the development of the five DSPs including the Ministry of PUPR, Transportation, Ministry of Tourism and Creative Economy and other agencies involved; And

Each DSP has a party appointed as the manager and developer of this tourism area, including the Borobudur Authority Body (BOB), the Lake Toba Authority Body (BODT), the Labuan Bajo Flores Authority Implementing Body (BPOLBF), the Indonesia Tourism Development Corporation (ITDC), PT Minahasa Permai Resort Development (PT MPRD).

### *WT Strategy: Promotion of Super Priority Destinations and Attracting Investors*

In general, the construction of the five DSPs uses various funding schemes. Apart from funding through the APBN, various funding schemes such as Public Private Partnership or PPP (Government Cooperation with Business Entities), as well as private investment are also encouraged to finance development in the five DSPs. For this reason, the Indonesian government openly invites the business world and investors, both domestic and international, to invest and be involved in developing the five DSPs.

On various occasions, the Minister of Tourism and Creative Economy, Sandiaga Salahuddin Uno, invited investors and business entities to invest in the tourism sector, especially in the five DSPs. The investment itself is expected to help in the construction of various infrastructure or facilities and accommodation in the five DSPs, such as investment in the construction of hotels and resorts, restaurants and various other facilities.

With strong tourism potential, the construction of five DSPs alone has attracted various investors. Shana Fatima, Main Director of the Labuan Bajo Flores Implementing Agency, said that investor interest in entering Labuan Bajo is very large. Meanwhile, Mrs. Indah Juanita, Main Director of the Borobudur Authority Agency (BOB) also stated that her party had also obtained investors for the

construction of accommodation in the Borobudur authority zone, Borobudur Highland.

The development of priority tourism destinations itself is included in the list of priority projects in the 2020-2024 Investment Coordinating Board (BKPM) strategic plan, where BKPM is committed to encouraging the realization of investment in this development project.

## CONCLUSION

Based on the research results, the conclusions of this research show that the potential of Super Priority Destinations is not only to attract domestic and foreign tourists along with the natural beauty, cultural richness and local wisdom of the 5 DSPs but also to foster a creative economic ecosystem that involves local residents. The strategy for developing and building quality tourism in Indonesian Super Priority Destinations includes the SO strategy by planning tourism development and improvement through improving infrastructure and promoting quality tourism, the WO strategy by offering the concept of quality tourism in super priority destinations (improving the quality of human resources), the ST strategy through collaboration with stakeholders to support Quality tourism in Indonesia's super-priority destinations, and WT's strategy by evaluating the promotion of super-priority destinations and attracting investors.

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