TOURISM STRATEGY MANAGEMENT IN POST ECONOMIC RESILIENCE COVID-19 PANDEMIC
(STUDY ON SITU GEDE TASIKMALAYA TOURISM OBJECT)

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Abstract: This research aims to analyze the competitiveness of the Tasikmalaya Regency tourism sector and to find out the factors that determine and influence competitiveness as well as strategies that can be taken to increase the competitiveness of the tourism sector. The data used is secondary and primary data, namely GRDP data for Tasikmalaya Regency in 2017-2021 and supporting tourism-related data as well as in-depth interviews with the Tasikmalaya Regency Tourism, Youth and Sports Department (DISPARPORA). In this research, the Porter's Diamond model approach was carried out which was calculated using a composite index and quadrant analysis. The results of the shift share analysis show that in 2017-2021 the tourism sector experienced rapid growth and was able to compete with the same sector at the national level. In line with the shift share results, the results of analysis using the Porter's diamond model approach show that the Tasikmalaya Regency tourism sector has quite good competitiveness compared to its comparison provinces. Factors that have advantages in determining competitiveness are related supporting industry factors and factor conditions.

Keywords: *Competitiveness; Tourist; Competitiveness Monitor; Porter's Diamond.*

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1. Introduction

The tourism sector is one that has an important role in national and regional economic growth and is the government's foundation in developing regional potential and community welfare. Indonesia is known as an archipelagic country with a variety of natural riches and has a lot of tourism potential that has not been managed well, thus opening up opportunities for tourism development in Tasikmalaya Regency. According to the 2019 World Travel and Tourism Council (WTTC) Annual Economic Impact Report, it shows that while the global economy grew by 3.2%, Indonesia's tourism sector grew more significantly by 3.4%. Tourism in Indonesia has an influence on the national economy by providing a large contribution to the country's foreign exchange, Based on data from the Central Statistics Agency (BPS), there was an increase in the amount of foreign exchange in the tourism sector in 2018 reaching US $ 19.29 billion, compared to previously in 2017 amounting to US $ 15.24 billion. Tourism growth is also evidenced by the increase in the number of tourist visits which continues to increase every year. Based on data from the Central Statistics Agency (BPS), in 2021 when

compared during the Covid-19 pandemic, namely 2020 to 2022, the achievement of foreign tourist visits in 2022 is considered to be the highest. If you look at previous data, total foreign tourist visits in 2020 reached 4.05 million, while in 2021 only reached 1.56 million visits. Tourism is a very multidimensional concept like the definition of tourists (Haryanto, 2014). Tourism is also referred to as everything related to tourism. Tourist objects and attractions are the main targets for attracting tourists to visit tourist areas. The government has designated the tourism industry as a priority sector in development. The government needs to strive to develop products that are related to the tourism sector in order to further strengthen the growth of the tourism sector which supports the achievement of development targets. Tasikmalaya Regency is a Regency in West Java Province, Indonesia. The capital is Singaparna Regency. This Regency borders Majalengka Regency and North Tasikmalaya City, Samudra Hidia to the South, Ciamis Regency and Pangandaran Regency to the East, and Garut Regency to the West. Most of the Tasikmalaya Regency area is hilly, especially in the eastern area of the Regency. Some are mountains, as seen in the northwestern part where the Galunggung mountains are located. Only 13.05% of the Regency is located in the lowlands with heights from zero to 200 meters. Meanwhile, the average height of this Regency is 200 to 500 meters. The rest rises to the height of the peak of Mount Galunggung, 2,168 meters. This Regency is traversed by a chain of volcanoes inJava Island, where the area naturally has rich and fertile soil, and provides an abundance of water resources. Tasikmalaya Regency is also located low in the mountain slopes, which supplies more rainfall and water catchment areas. These advantages are supported by a tropical rainforest climate where Tasikmalaya Regency receives heavy rain (www.tasikmalayakab.go.id).

Tasikmalaya Regency, is one of the Regencys in the West Java region. Tasikmalaya Regency is also known as the area of a thousand hills, because most of its area is hilly. Considering the natural conditions that thrive, this area has many potential tourist attractions. Starting from mountain tourist attractions, such as the very legendary Galunggung and Talaga Bodas, waterfalls or waterfalls such as Batu Blek waterfall, Hanoman waterfall, and many more spread across various regions... Along with the multiplier impact produced by the tourism sector, it can be a further contribution. in increasing local revenue. The tourism sector also encourages and accelerates Gross Regional Domestic Product. Gross Regional Domestic Product (GRDP) data is useful for showing economic growth in a region which is closely related to increased production of goods and services, and also as an indicator to determine the economic condition of a region in a certain period. Tourist visits to Tasikmalaya Regency increased sharply after the Tasikmalaya Regency Government made tourism breakthroughs and innovations that are global today. In line with the development policy direction from the Spatial Planning aspect in the Tasikmalaya Regency RPJMD, namely the development of an integrated tourism area based on the potential for natural tourism, cultural tourism and artificial tourism, It will be easier if you know the tourism competitiveness of Tasikmalaya Regency to be able to find out the potential of the tourism sector that Tasikmalaya Regency has so that it will make it easier for decision makers to implement policies that can improve the tourism sector in Tasikmalaya Regency. This research uses the competitiveness indicator or Competitiveness Monitor from WWTC with 8 indicators and factors from Michael Porter's Porter's Diamond analysis. It is important to carry out an analysis of the competitiveness of the tourism sector to show the competitive position of the Tasikmalaya Regency tourism sector which can have implications for the Tasikmalaya Regency government's policy to develop the tourism sector by looking at its competitiveness.

2. Research Methods

This research uses a descriptive quantitative research type (descriptive approach). Researchers chose Tasikmalaya Regency as the research location because there was increasing growth in the tourism industry in the region. The tourism industry has an impact on the region's economic growth. Meanwhile, the research object used is the tourism sector of Tasikmalaya Regency with the comparison areas namely Ciamis Regency, Pangandaran Regency. The variable used in this research is the tourism sector competitiveness index which is formed from eight indicators that have been determined by the World Tourism Organization, namely the Human Tourism Indicator (Tourism Influence Indicator), Price Competitiveness Indicator (Price Level Competition Indicator), Infrastructure Development Indicator, Environment Indicator, Human Resources Indicator, Openness Indicator, Social Development Indicator, Technology Advancement Indicator World Tourism Organization, 2008). The population of this study were 30 residents around the Situ Gede tourist attraction and traders who lived in the Situ Gede tourist attraction area. And the four important elements of Porter's Diamond analysis are factor conditions, demand conditions, related supporting industries, and strategy, structure and competition (Porter, 2016).

Quadrant Analysis:
1) Quadrant 1, describes areas that have a negative role from the government or have low tourism competitiveness. This quadrant is also called "the-worst-case-scenario".
2) Quadrant 2, describes regions where the government's role and opportunity role have a positive role or have good or high tourism competitiveness. This quadrant is called "the self-made-scenario".
3) Quadrant 3, describes regions that have a lower government role compared to the role of opportunity. This quadrant is called "the-prodigal-son-scenario".
4) Quadrant 4, describes regions where the government's role is higher than the role of opportunity. This quadrant is called "the-best-case-scenario".

3. Results and Discussion

Many studies have been conducted previously regarding the development of tourism villages based on community empowerment in various regions of Indonesia. Research by Abdur Rohim, 2013 regarding community empowerment through the development of tourist villages, a case study in the Beji Harjo tourist village, Karang Mojo sub-district, Gunung Kidul district, DIY, found the results of the research that, tourism managers carry out attractions, accommodation and human resource preparation, this activity has provided socio-cultural and economic impacts on village communities and also blessings for surrounding communities (Rohim, 2013). Another research by Titik Murianti 2018, regarding Community Economic Empowerment through Increasing the Capacity of Tourism Awareness Groups and Innovation in Tourist Attraction Objects (ODTW) in Sawahan Village, Watulimo District, Trenggalek Regency, found that through the Sapta Pesona education program, management training, home stay management, and Innovating tourist attraction objects and tourist packages, Pokdarwis can utilize their potential to increase competitiveness so that the welfare of Pokdarwis in particular and the community in general can be improved through social entrepreneurship in tourist villages (Murianti, 2018).

Further research based on community empowerment in an effort to achieve economic and food security was carried out by Nano Prawoto, 2012. His research aimed to find strategic programs and activities in an integral and comprehensive manner in increasing the economic empowerment and food security of the Dieng community (Prawoto, 2012).

**Table 1. Development of Tourism Competitiveness Indicators for
Tasikmalaya Regency, Ciamis Regency and Pangandaran Regency 2020 – 2022**

Indicator	Region	2020	2021	2022
Human Tourism Indicator	Tasikmalaya Regency	**0.0254**	**0.0245**	**0.0276**
	Ciamis Regency	0.0070	0.0071	0.0064
	Pangandaran Regency	0.0112	0.0123	0.124
Price Competitiveness Indicator	Tasikmalaya Regency	**0.81**	**0.82**	**0.83**
	Ciamis Regency	0.77	0.67	0.78
	Pangandaran Regency	0.67	0.65	0.54
Infrastructure Development Indicator	Tasikmalaya Regency	**76.99**	**77.67**	**75.16**
	Ciamis Regency	33.23	35.67	33.89
	Pangandaran Regency			
Environment Indicator	Tasikmalaya Regency	**124**	**156**	**167**
	Ciamis Regency	113	124	116
	Pangandaran Regency	104	106	108
Social Development Indicators	Tasikmalaya Regency	**2.5**	**2.7**	**2.7**
	Ciamis Regency	2.13	2.34	2.21
	Pangandaran Regency	2.11	2.12	2.14

Source: Processed Data, 2023

On the Tourism Influence Indicator among other Regencys,Tasikmalaya Regencyhas valueTourist Impact Indexthe tallest. The Price Level Competition Indicator shows good purchasing power index growth atTasikmalaya Regency Ciamis Regency and Pangandaran Regencycontinues to increasesetevery year. Indicator Infrastructure Development experienced fluctuating growth, experiencing a decline in 2020-2021. Environmental Indicators show population density inTasikmalaya Regencyhas increased every year.Human Resources Indicators showTasikmalaya Regencyhas a higher education index than the indexEducationwhich are ownedCiamis Regency and Pangandaran Regency. Openness Indicator shows a value that continues to increase every year, the lowest value is shown in the year 2020with value 0.0909 while the highest value was 0.1090 in 2022. Indicator Indicator Social shows in 2020 hinot 2021 indicator valueTasikmalaya Regencyhigher compared toCiamis Regency. As for analysisPorter's Diamondshows the index of factor conditions, demand condition index, the regional strategy index, supporting industry index, and total competitiveness index show that competitivenessTasikmalaya Regencyis the highest compared to Ciamis Regency and Pangandaran Regency. In the quadrant analysis,Tasikmalaya Regencyis in quadrant II which means the role of government and The role of opportunity has good competitiveness compared to other regions

Role of Government	Quadrant I	Quadrant II **Tasikmalaya Regency**
	Quadrant III **Ciamis Regency** **Pangandaran Regency**	Quadrant IV

The Role of Chance

Figure 1. Distribution Position of the Tourism Competitiveness Index for Tasikmalaya Regency, Ciamis Regency and Pangandaran Regency

Viewed from the condition factors represented by the variables number of tourist attractions and number of tourism workers, tourism sectorTasikmalaya Regencyhas good competitiveness compared to its comparison areas. A long-term strategy that can be taken is to add tourist attractions to increase tourist interest. Adding tourist attractions can increase tourism employment which will reduce regional unemployment rates. InTasikmalaya RegencyIt turns out that there are still several places found that have the potential to become tourist attractions but have not been touched by the government. So far, although this tourist attraction has been visited by several tourists, the condition of the infrastructure is still very poor because it is only managed independently by local residents. In this case, the government needs to immediately develop the untapped tourism potential by developing infrastructure and promoting it to the community. In demand conditions, the tourism sectorTasikmalaya Regencyalso has good competitiveness value, meaning tourist visits toTasikmalaya Regencyvery good compared to the comparison areas and every year it increases. A long-term strategy that can be adopted by local governments in order to maintain excellent competitiveness is to intensively promote using technology, apart from that, adding tourist attractions can also attract tourists to visit. For regional strategy factors, the tourism sectorTasikmalaya Regencyhas excellent competitiveness too. Because of the governmentTasikmalaya Regencyhas been able to make the tourism sector one of the priority sectors in the Draft Regional Government Budget (RAPBD), in the long term tourist attractions need to continue to be developed by preparing programs so that they can attract cooperation with related external parties such as institutions providing capital assistance or private institutions to support additional budgets.

Apart from that, the condition of the infrastructure as represented by the good condition of the roads when compared to the comparison areas is very good, but needs to be developed further for tourist attractions in remote areas inTasikmalaya Regencyso that tourists have easy access to transportation when traveling. In this case there are similarities with the analysis of the Competitiveness Monitor, Department of Culture and TourismTasikmalaya Regencyit is necessary to establish synergy with the Public Works Department to improve the quality of infrastructure such as good road conditions and lighting that supports the development of

tourist attractions. Apart from that, it is also necessary to collaborate with external parties to invest in tourist attraction development projects. The competitiveness of related supporting industries, represented by the number of hotels, the number of restaurants and the number of travel agencies, shows good competitiveness. The long-term strategy that can be taken is to complete the facilities and services related to supporting industries. Which will later improve amenities and support increased competitiveness. Amenities are closely related to the quality of tourism human resources.

4. Conclusion

After analyzing the competitiveness of the Tasikmalaya Regency tourism sector through analysis of the Porter's diamond model approach with indexation, the following conclusions were obtained: (1) Based on the results of the shift share analysis in 2020-2022, the Tasikmalaya Regency tourism sector experienced rapid growth and was able to compete with other sectors. the same at the national level. (2) Through the Porter's Diamond model approach which uses four factors, namely factor conditions, demand conditions, regional strategies, related supporting industries, measuring the competitiveness of the Tasikmalaya Regency tourism sector is carried out using a composite index. Results of indexation and comparison with the provinces of Banten, DKI Jakarta, West Java, East Java, Central Java, and Bali show that the tourism sector of Tasikmalaya Regency can be competitive quite well, as evidenced by the total competitiveness index of 0.0909, which is ranked second among the comparison provinces. The condition factors show that the Tasikmalaya Regency tourism sector is ranked second below the comparison province with sufficient competitiveness. (3) Factors that have advantages in determining and building the competitiveness of the Tasikmalaya Regency tourism sector are related supporting industry factors represented by the number of hotels, the number of restaurants or eateries, and the number of travel agencies. Then the condition factors are represented by the variables number of tourist attractions and number of workers in the tourism sector. Meanwhile, the factor that is less superior is the demand condition which is represented by the variable number of foreign tourists and domestic tourists. Apart from that, regional strategy factors are represented by the variables of the amount of government budget in the tourism sector and good road conditions.

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