

## Optimizing Tourism Development Strategies in Increasing Regional Original Income in Karo Regency

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### ABSTRACT

This study aims to analyze and optimize tourism development strategies in Bukit Kubu, Karo Regency, in order to increase Regional Original Revenue (PAD). The SWOT approach is used to evaluate four variables, namely tourism marketing strategies, tourism infrastructure, the role of local governments, and contributions to PAD. The results show that an effective marketing strategy, supported by adequate infrastructure and support from local governments, has a positive influence on increasing PAD. The main conclusion of the study is that strong infrastructure and proper promotion are key factors in attracting tourists. The recommendations given emphasize the importance of infrastructure improvements and increased government support to achieve sustainable improvement in the tourism sector and contribution to PAD.

**Keywords:** *Optimization, Strategy, Tourism, PAD*

## Introduction

Tourism is one of the sectors that has great potential in increasing Regional Original Revenue (PAD), especially in areas that have superior destinations. Karo Regency, with the attraction of Bukit Kubu as one of its natural tourist destinations, has significant potential for the development of this sector. However, despite the high tourist attraction, the contribution of the tourism sector to the PAD of Karo Regency is still not optimal and requires further attention. Factors such as inadequate infrastructure, less intensive promotion, and limited tourist facilities are the causes of fluctuations in the number of tourists visiting Bukit Kubu. In addition, the impact of the COVID-19 pandemic has exacerbated the decline in the number of tourist visits, so a more targeted strategy is needed to increase tourist visits and revenue from the tourism sector. This emphasizes the importance of optimal measures to improve the current conditions. Previous research has also shown the importance of tourism development in increasing regional PAD. (Aini et al., 2023; Nuraini, 2021; Wiwin et al., 2024) highlighting the importance of collaboration between local governments, communities, and business actors to increase tourism attractiveness and the local economy. Meanwhile, research (Abdi Sugiarto et al., 2023; Muazir et al., 2024; Nuraini, Alamsyah, et al., 2023) At the international level, it emphasizes that the success of tourism development depends on sustainability, product innovation, and the participation of local communities in its management.

This research aims to identify effective strategies in tourism development in Bukit Kubu to increase the PAD of Karo Regency. The focus of the research is directed at variables such as marketing strategies, infrastructure development, and the involvement of the government and local communities. The optimization of the strategy is expected to answer existing challenges and contribute significantly to regional economic growth (Aini et al., 2023; Hidayat et al., 2023; Sinar et al., 2023). In the context of regulations, the development of the tourism sector in Karo Regency is regulated through Regional Regulation No. 12 of 2020 which emphasizes the importance of cross-sector collaboration. This regulation also focuses on the preservation of the local environment and culture as part of sustainable tourism development efforts, ensuring that tourism potential can continue to have a positive impact on the region.

## Methodology

This study uses SWOT analysis as the main method in analyzing tourism development strategies in Bukit Kubu, Karo Regency. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a technique used to identify and evaluate internal and external factors that affect an organization or program, in this case tourism development (Hidayat et al., 2023; Nuraini, Sitompul, et al., 2023). This method aims to formulate the right strategy based on the results of an evaluation of the strengths, weaknesses, opportunities, and threats faced by Bukit Kubu tourist destinations. According to (Setioko & 'Ulya, 2024), SWOT analysis is an effective tool for understanding the internal and external conditions of an organization. This analysis groups factors into two broad categories: internal factors (strengths and weaknesses) and external factors (opportunities and threats). Internal factors include aspects that are under the control of tourism managers, such as human resources, facilities, and infrastructure (Milanie et al, 2024b). Meanwhile, external factors include economic conditions, government policies, and broader tourism trends.

This study uses two types of data sources, namely:

- a) Primary Data: Primary data is collected through surveys and in-depth interviews with Bukit Kubu managers, the Karo Regency Tourism Office, and visiting tourists.

The survey was conducted using a questionnaire to obtain information about visitors' perceptions of strengths, weaknesses, opportunities, and existing threats.

- b) Secondary Data: Secondary data comes from Tourism Office reports, previous research, as well as academic literature relevant to tourism development and SWOT analysis.

One of the main references used is a book by Rangkuti (2021) in (Nugroho, 2024) which discusses SWOT analysis in the context of developing business strategies, including the tourism sector. After the data is collected, a SWOT analysis is carried out by identifying every factor that affects the development of Bukit Kubu. Then, a SWOT matrix is prepared that connects strengths with opportunities to produce offensive strategies (utilizing strengths to seize opportunities), as well as connecting weaknesses and threats to formulate defensive strategies (minimizing weaknesses in order to overcome threats). This SWOT matrix will be the basis for formulating recommendations for tourism development strategies in Bukit Kubu. SWOT analysis was chosen as the method in this study because of its comprehensive ability to identify and formulate strategies based on the evaluation of internal and external situations (Milanie et al, 2024a). As stated by (Anggraini et al., 2024), SWOT analysis allows researchers to better understand the local and global contexts that affect tourism development, so that the resulting strategies can be more effective and on target (Milanie, 2021; Milanie, 2014).

## **Literature Review**

### **A. Theory of Sustainable Tourism Development**

According to Butler (1980) in (Lasarudin & Yoanda, 2024), Sustainable tourism is the development of tourism that pays attention not only to economic growth, but also to the balance between economic, social, and environmental interests. In the context of the development of Bukit Kubu, this approach is important to preserve local nature and culture so that it is not damaged by uncontrolled development. Sustainable tourism development ensures that the needs of today's tourists can be met without sacrificing the ability of future generations to meet their needs.

### **B. Tourism Marketing Strategy Theory**

The Theory of the 4P Marketing Strategy in Tourism, Kotler (2017) in (Nugrohanto et al., 2024) stated that marketing strategies in tourism can be grouped into four main elements known as the 4P concept: Product, Price, Place, and Promotion. Where (1) Product (Product): In tourism, the products offered are not only tourist attractions but also experiences provided to visitors. In Bukit Kubu, the products in question are the natural beauty, facilities offered, and other tourist attractions. (2) Price: The price includes the entrance fee or the cost of the tour package which must be proportional to the experience that the traveler gets. (3) Place: Tourist locations that are easily accessible and have adequate facilities will affect the number of tourist visits. (4) Promotion: Promotion is an important element that aims to attract tourists through various media and communication methods. Here, social media and digital platforms can be an effective strategy to increase visits to Bukit Kubu.

### **C. SWOT Analysis Theory**

SWOT analysis, which was first introduced by Andrews (1971) in (Mubarok et al., 2023; Nugroho, 2024), is a method to analyze strengths, weaknesses, opportunities, and threats faced by an entity, in this case tourism management in Bukit Kubu. It is further elaborated as follows (1) Strengths: The strengths possessed by Bukit Kubu, such as natural beauty and accessibility, can be utilized to attract more tourists. (2) Weaknesses: Existing weaknesses,

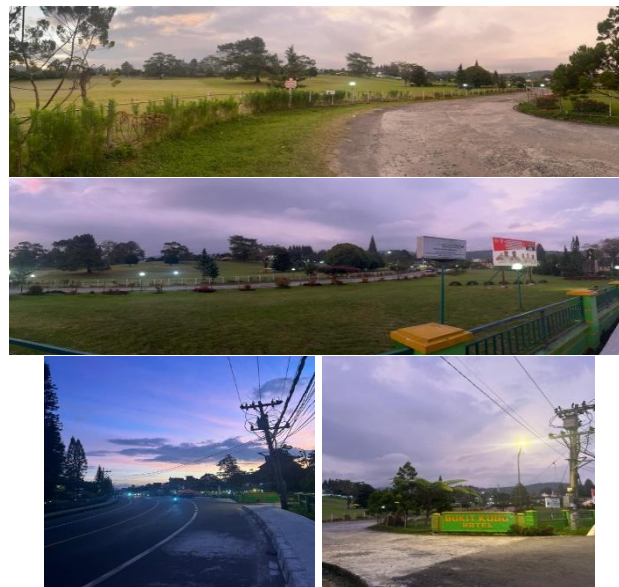
such as inadequate infrastructure, must be improved to make this tourist destination more competitive. (3) Opportunities: External opportunities, such as increasing natural tourism trends and government support, can be leveraged to further develop Bukit Kubu. (4) Threats: External threats, such as competition with other tourist destinations, need to be anticipated with the right strategy.

#### D. Theory of the Role of the Government in Tourism Development

According to Hall (2000) in (Anggraini et al., 2024; Risfandini & Sani, 2024), the role of government is very important in the development of the tourism sector, especially in terms of regulations, policies, and the provision of infrastructure. The government must play a role as a facilitator, regulator, and promoter in tourism development. In Karo Regency, the role of the government is very important in regulating and managing tourist destinations, as stipulated in the Karo Regency Regional Regulation No. 12 of 2020. This regulation regulates the management and development of tourism, which includes environmental conservation, infrastructure improvement, and increased tourism promotion.

#### Results and Discussion

This study uses SWOT analysis to formulate an optimal strategy in tourism development in Bukit Kubu, Karo Regency, with the aim of increasing Regional Original Revenue (PAD). The results and discussion focused on the main variables of the study, namely tourism marketing strategies, infrastructure, the role of local governments, and their impact on PAD. Furthermore, the results of field observations are shown in the following figure:



**Figure 1.** Observation of Bukit Kubu Tourist Field

Source : Author Documentation, 2024

These images show the potential of Bukit Kubu in Karo Regency as a tourist destination that offers green natural scenery and wide open spaces, supported by basic infrastructure such as well-maintained roads, signage, and lighting in certain areas. Bukit Kubu has great attraction to be further developed, especially in the context of your research on optimizing tourism strategies to increase Regional Original Income (PAD). In terms of tourism marketing strategy, promotions can be focused on the natural beauty and tranquility that Bukit Kubu offers, attracting market segments looking for ecotourism-based tourism, relaxation, or family vacations. The current tourism infrastructure, although adequate, can be further improved with additional facilities such as play areas, comfortable seating, better

accessibility for all groups, and the addition of other recreational facilities that can enrich the visitor experience. In this case, the role of local governments is key in supporting the development of sustainable tourism, both through supporting policies, budget allocations, and fostering local communities to be actively involved in tourism activities.

Government support can also be directed to strengthen cooperation with the private sector and communities in managing this area professionally and environmentally friendly. With an effective marketing strategy, adequate infrastructure, and local government support, Bukit Kubu has great potential to increase Regional Original Revenue (PAD) through increased tourist visits, which has a direct impact on revenue from entrance tickets, local business contributions, as well as related sectors such as culinary, accommodation, and transportation. Optimizing the development of Bukit Kubu as a leading tourist destination will not only increase PAD but can also have a positive impact on the economy of the surrounding community, create jobs, and improve overall welfare. More clearly in the analysis through the SWOT model, the SWOT analysis identifies strengths, weaknesses, opportunities, and threats that affect the development of tourism in Bukit Kubu. Each element of this analysis is evaluated in the context of the research variables to formulate the right strategy.

#### **A. Identify Strengths**

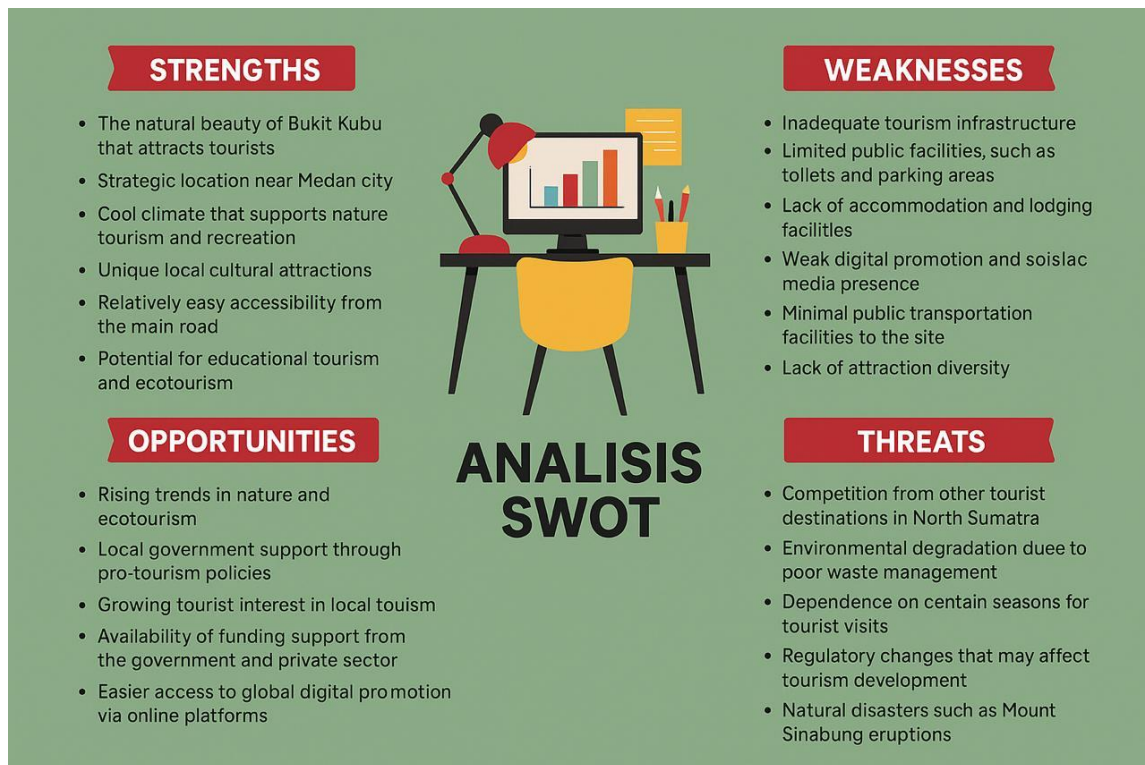
Based on the results of surveys and interviews with managers and visitors of Bukit Kubu, some of the main strengths found include the natural beauty of Bukit Kubu which is the main attraction for local and international tourists. This power can be leveraged as a key marketing asset. Previous research by Simarmata (2020) in (Pattaray & Herman, 2024; Setioko & 'Ulya, 2024) also mentioned that the natural potential in Karo Regency, including Bukit Kubu, has significant power in attracting tourists if managed properly. The strategic location is close to Medan, making it easy to access for tourists who want to visit. This supports the potential for an increase in the number of visitors in the long term.

#### **B. Identification of Weaknesses**

The weaknesses identified from the research results are the limitations of supporting infrastructure, such as roads to destinations that are still not good, limited public facilities, and lack of parking spaces. This is in line with the findings of Sutanto (2023) in (Nugroho, 2024; Pattaray & Herman, 2024) which states that inadequate infrastructure is the main obstacle in tourism development in North Sumatra, including in Karo Regency. The lack of digital promotion and social media, which causes Bukit Kubu to not be widely known among foreign tourists.

#### **C. Identify Opportunities**

Opportunities that can be utilized for the development of Bukit Kubu include the increasing trend of natural tourism and ecotourism among domestic and international tourists. Study by Richards & Hall (2021) in (Muazir et al., 2024; Wiwin et al., 2024) (Muazir et al., 2024; Setioko & 'Ulya, 2024; Wiwin et al., 2024) in the concept of the development cycle of tourist destinations. From the results of the identification above, the following is a SWOT matrix prepared to analyze and formulate a tourism development strategy for Bukit Kubu:



**Figure 2. Research SWOT Matrix**  
Source : Researcher Analysis, 2024

Based on the SWOT matrix above, the influence of each variable on Regional Original Revenue (PAD) can be described as follows in the Tourism Marketing Strategy Variables (Independent Variables) with the description

- Strengths:** By utilizing the natural beauty, strategic location, and unique attraction of Bukit Kubu, an effective marketing strategy can increase the visibility of destinations, both at the national and international levels. Optimal digital marketing and promotion through social media will attract more tourists. This will have a direct impact on increasing the number of visits and economic transactions around the destination, which will ultimately contribute positively to PAD.
- Weaknesses:** However, if the marketing strategy is not balanced with adequate infrastructure and good tourist facilities, tourist interest can decrease. Shortages in tourism support facilities will lead to visitor dissatisfaction and reduce marketing effectiveness, potentially hindering the increase in PAD.
- Opportunities:** The increasing trend of natural tourism and ecotourism provides opportunities to expand the tourism market. Promotions that are in line with these global trends will open up new markets, especially international tourists, which will ultimately increase PAD.
- Threats:** Competition with other tourist destinations can affect the attractiveness of Bukit Kubu.

If marketing strategies don't compete innovatively, there's a risk of losing tourists to destinations that offer more complete amenities or attractions, thereby lowering PAD's potential. The results of the SWOT analysis show that an effective marketing strategy is a key factor in increasing the attractiveness of Bukit Kubu. Previous research by Lubis (2020) in (Lasarudin & Yoanda, 2024; Nugrohanto et al., 2024) Supporting these findings, where digital promotion and cooperation with international travel agencies have been shown to increase tourist visits. However, another study by Siregar (2021) in (Hartini et al., 2023a;

Suprayetno et al., 2022) argues that without significant improvements in tourist facilities, marketing alone will not be enough to attract tourists.

The study reminds that poor infrastructure can limit the positive impact of marketing on PAD. Furthermore, in the Tourism Infrastructure variable (Independent Variable) with the description

- a) Strengths: Good infrastructure, such as access roads, parking facilities, and adequate public facilities, will increase visitor comfort and create a better tourist experience. This infrastructure upgrade will attract more tourists, which will increase the number of economic transactions and contribute directly to PAD.
- b) Weaknesses: Lack of tourism infrastructure, such as difficult road access or lack of basic facilities, can be a major barrier in attracting tourists. This will reduce the number of visits and significantly inhibit the growth of PAD, as has been noted in previous studies.
- c) Opportunities: With the support of the local government through tourism infrastructure development policies, facilities can be improved. This will encourage an increase in tourist visits, especially for tourists who prioritize comfort and accessibility, so that it will have a positive impact on PAD.
- d) Threats: Natural disasters or volcanic eruptions around the Karo area can damage tourism infrastructure and reduce the flow of tourist visits. This will have a negative impact on PAD in the short and long term.

Adequate infrastructure is an important factor that affects visitor satisfaction and their desire to return. Research by Ginting (2022) in (Lasarudin & Yoanda, 2024; Nugrohanto et al., 2024) shows that destinations with good infrastructure are better able to attract tourists, thus contributing to the increase in PAD. On the other hand, research conducted by Nasution (2020) in other tourist areas in Karo Regency found that underdeveloped infrastructure resulted in a decrease in tourist visits. The study agrees that infrastructure must be improved for effective marketing to produce maximum impact.

The next variable is the Role of Local Government (Moderation Variable) with the description

- a) Strengths: Local governments have a strategic role in providing regulations, incentives, and supporting infrastructure. Policy support and funding from local governments will help address weaknesses in tourism development and encourage sustainable development. With the active role of the government, the potential of PAD from the tourism sector will be more optimal.
- b) Weaknesses: Lack of involvement or coordination from local governments can lead to stagnation in infrastructure development and promotion. If the government does not provide sufficient incentives, the private sector may be reluctant to invest, which will hinder the increase in PAD.
- c) Opportunities: Local governments can accelerate development by fostering partnerships with the private sector and providing regulations that support tourism development. If the government's role is carried out properly, the increase in PAD from the tourism sector will be more guaranteed.
- d) Threats: Changes in policies or regulations that are not supportive, such as restrictions on development in certain tourist areas, can be a serious threat to tourism development and have an impact on decreasing the contribution of the tourism sector to PAD.

The role of local governments as a moderating variable is very important in the development of the tourism sector. Research by Simanjuntak (2023) in (Anggraini et al., 2024; Lasarudin & Yoanda, 2024) emphasized that regulatory support, promotion, and infrastructure from local governments have a significant influence on the growth of the tourism and PAD sectors. In the same study, governments that are inactive in supporting



infrastructure development are considered to be a major barrier to increasing PAD. Regional Original Revenue (PAD) Variable (Dependent Variable), overall influence: With a good marketing strategy, adequate infrastructure, and the active role of local governments, the number of tourists will increase. This will boost local economic transactions through ticket sales, accommodation, food, and souvenirs, all of which contribute to PAD (Hartini et al., 2023b; Nuraini, 2021; Sinar et al., 2023).

However, without the right infrastructure and policy support, marketing strategies alone are not enough to result in significant improvements in PAD. Threats from external factors such as competition and natural disasters can also affect other variables, so appropriate mitigation strategies need to be implemented to maintain PAD growth (Hartini et al., 2023b; Nuraini, 2015; Pattaray & Herman, 2024; Setioko & 'Ulya, 2024). By considering all elements in the SWOT matrix, the right strategy will help increase the attractiveness of Bukit Kubu as a major tourist destination in Karo Regency and directly boost the PAD of the tourism sector. All of the variables that have been analyzed contribute to PAD, but the synergistic effects of marketing, infrastructure, and the role of government are the main keys. A strong marketing strategy must be supported by good infrastructure and the right government policies to produce a significant increase in PAD.

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