

TOURISM DEVELOPMENT STRATEGY IN DAIRI REGENCY

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ABSTRACT

Tourism is a community need and the government's mainstay to earn non-oil and gas foreign exchange. Dairi is one of the regency that has huge tourism potential, but it has not been managed properly and has an impact on socio-economic conditions. The purpose of this study is to find out how the strategy that has been carried out by the Department of Tourism and Culture of Dairi Regency to develop tourism and to find out what strategies can be used to develop tourism. This research process begins by identifying and analyzing strategic values, internal and external environment, as well as supporting and inhibiting factors. The next process is determining strategic issues using SWOT analysis techniques and formulating tourism development strategies. The method is a descriptive research method with a qualitative approach. The steps used in data collection include: interviews, observation, documentation, and literature study. The strategies used in developing tourism include: SO strategy (Strength Opportunity), ST strategy (Strength Threat), WO strategy (Weakness Opportunity), and WT strategy (Weakness Threat). The results of the research on the SO strategy showed that Dairi Regency has good potential in the tourism sector due to its geographical location and a large number of tourism destinations. For ST strategy, the Department of Tourism and Culture in Dairi Regency always coordinates with relevant agencies in the maintenance and development of existing and new tourist destinations. The WO strategy found that there was a lack of financial support from the local government and inadequate human resources. The WT strategy found a lack of improvement in service quality, and uneven infrastructure development.

Keywords: *Strategy, Tourism Development, Local Revenue, SWOT Analysis*

A. INTRODUCTION

Indonesia is the largest archipelagic country in the world which is located on the equator. The area of marine waters is more than 75% which reaches 5.8 million square kilometers with 17,500 islands and a coastline of about 81,000 km (Ikhsan, 2017). Its position in the equatorial zone makes Indonesia one of the

countries with very abundant natural resource potential, including natural beauty and potential in tourism development.

Tourism has become an important sector that has an impact on development of country economy. The tourism sector increases employment opportunities for communities around tourism areas such as accommodation, restaurants, tour guides, travel agencies and other services. The tourism sector also contributes directly to other sectors in the form of efforts to build or repair roads, ports, airport, cleaning programs, all of which can provide benefits for both the surrounding community and tourists. The tourism sector stimulates and contributes to the implementation of projects in various sectors in developing and developed countries (Utami, 2017). The tourism sector contributes a lot of income to the government which is used for the welfare of the people, in Indonesia the tourism sector is relied on the government to earn foreign exchange from non-oil and gas income. This is very beneficial for the community and the government because it can create social welfare.

Indonesia is a country that has a wealth of tourism locations that can be utilized. The beauty and uniqueness that is not owned by other countries is also a more attraction for tourists. The addition of tourist destinations must always be supported by the government, including tourism development efforts in some areas. Dairi Regency is one of the tourist destinations in North Sumatra which has no less interesting potential than other tourist destinations. Dairi Regency is located in the southwest of North Sumatra with an area of 1,927.80 km² Dairi Regency has mountainous nature with cool air and various beauty and tourist attractions. Dairi Regency has many tourist attractions that can be visited such as nature tourism, arts and culture tourism, and historical heritage tourism.

Dairi Regency has three types of potential tourism objects; nature tourism, arts/culture and faith tourism, so this tourism sector can be used as a source of local government income in increasing Regional Original Income. In fact, this sector has not been able to contribute according to the target, and has not produced maximum results when compared to the existing tourism potential through regional retribution income to Dairi Regency's Original Regional Revenue. The existing potential cannot be utilized due to various factors, which are limited funds in its development. This refers to the strategies that are actually used by local governments in carrying out the vision and mission that have been made previously. The study of (Primadany, 2013), states the tourism sector requires a strategy with a planned or structured pattern of tourism development so that its potential can be developed optimally. Regional potential is the most important asset to be explored properly; the area has cultural advantages, advantages of natural resources so that its charm can make tourism as a host in improving its economy. The point is that the potential of the region can be the main indicator of success in implementing tourism management strategies in Dairi Regency.

Tourism has a major role in Dairi Regency, because tourism contributes to regional development. (Atun Yulianto & Anis Kumalamingrum, 2020) stated that to advance an area into a tourist area, an active role of the government and related parties is needed in growing sympathy and awareness of the community about the

importance of preserving the natural and cultural environment as potential objects in tourism development which indirectly it supports the economy and national development. In addition to the tourist attractions above, there are many other tourist sites that have not been developed more optimally by the government. The related agency, The Department of Tourism and Culture of Dairi Regency, still needs to develop its tourism area so that it can be utilized optimally and have a big impact on the community. The Dairi Regency Government should carry out tourism development optimally by optimizing cooperation with the private sector and the community. As emphasized by (Maximianus Agus Prayudi, 2020) that the tourism sector is projected to be the largest foreign exchange earner and one of the keys to developing the country's development and improving people's welfare. Tourism plays a role as a factor of export income, creating jobs, infrastructure development and business opportunities.

Table: Number of Foreign and Domestic Tourist in Dairi Regency by Year (person), 2014-2020

| Year | Foreign Tourist | Domestic Tourist | Amount |
|------|-----------------|------------------|---------|
| 2014 | - | 103.682 | 103.682 |
| 2015 | - | 125.503 | 125.503 |
| 2016 | - | 126.866 | 126.866 |
| 2017 | 180 | 115.013 | 115.193 |
| 2018 | 201 | 139.570 | 139.771 |
| 2019 | 215 | 118.294 | 118.509 |
| 2020 | 70 | 51.277 | 51.347 |

Source: BPS, Survey of Accommodation Service Providers/Businesses, 2020 Dairi Regency

Based on the data above, it can be seen that the number of visitors to tourist sites in Dairi Regency each year in each tourist attraction is still fluctuating and is dominated by domestic tourists. This problem is a challenge for local governments, especially the Department of Tourism and Culture of Dairi Regency to develop tourism in Dairi Regency so that it is known and attracts foreign tourists and can increase local revenue. If tourism is developed properly with appropriate and innovative strategies, the number of foreign and domestic tourists will increase. Based on preliminary observations in the study, it was also found that several problems in tourism development in Dairi Regency, including: 1) sources of funds and human resources, 2) support from the central government that has not been maximized, 3) accessibility and supporting infrastructure, and 4) promotional activities.

The implementation of a good strategy by utilizing the participation of the community and the private sector will make the development process of existing tourist sites maximized. Public policy in the tourism sector will also be determined by the political environment (Pathurrahman, 2015). Policy performance will be influenced by the political context in which the policy is implemented. Based on that background, the researcher will discuss about "Tourism Development Strategy in Dairi Regency". The urgency of this research

is to find out, analyze, and provide recommendations regarding the strategy for developing tourism destinations in Dairi Regency so that it can run optimally through appropriate strategic preparation regarding what strategic plans will be carried out in the future. Strategic preparation helps the Department of Tourism and Culture of Dairi Regency in collecting, analyzing and managing existing information, by unifying all elements from the planning stage to the strategy implementation stage, so that it will be able to absorb all existing proposals and not cause new problems.

B. METHOD

The type of this research is descriptive research with a qualitative approach. According to (Sugiyono, 2016), the qualitative research method is an artistic method because the research process is less patterned, and is referred to as an interpretive method because the research data relates to the interpretation of the data found in the field. (Sugiyono, 2016) defines descriptive research as research that conducted to determine the existence of the value of independent variables, either one or more (independent) variables without making comparisons or connecting with other variables. In this study, the authors describe tourism in Dairi Regency as well as identify the strengths, weaknesses, opportunities, and threats faced by Dairi Regency. This method is considered by the author to be very appropriate, considering that knowing these factors will make it easier for the author to create a tourism development strategy scheme in Dairi Regency.

(Moleong, 2017) describes informants as people in the research who are used to provide information about the situation and condition of the research. According to (Sugiyono, 2016), the determination of informants that is often used in qualitative research is purposive sampling. In this study, the determination of informants was selected by purposive sampling where the sampling technique of data sources was with certain considerations and objectives. Certain considerations in question are choosing data sources or people who are considered to know best about what is expected. In this study, the authors set 10 informants, i.e. the Head of the Dairi Regency Tourism and Culture Office, the Dairi Regency Tourism and Culture Department Head of Tourism, the Dairi Regency Tourism and Culture Department Head of Tourism Marketing, and the Dairi Regency Tourism and Culture Office Staff, Staff at the Department of Tourism and Culture of Dairi Regency, Head of the Regional Planning and Research Agency of Dairi Regency, Community or tourist visitors 9 (4 people).

The data analysis technique is SWOT analysis. SWOT is an acronym for strengths, weaknesses, opportunities, and threats, where SWOT is used as a model in analyzing a profit-oriented and non-profit-oriented organization with the main objective. To find out the state of the organization more comprehensively (Irham Fahmi, 2013). In this case, the author identifies the strengths, weaknesses, opportunities and threats in tourism sector in Dairy Regency. This analysis places situations and conditions as input factors, then grouped according to SWOT (Atmoko, 2014). Furthermore, from the results of the mapping, the author makes a tourism development flow based on the tourism development strategy in Dairi

Regency. The flow of tourism will be emphasized on regulatory and management aspects.

C. EXPLANATION

Analysis of Dairi Regency Tourism Strategic Values

Characteristics of Dairi Regency which has considerable tourism potential and has its own characteristics. In religious tourism, Taman Wisata Iman which is always crowded with pilgrims and is able to provide many opportunities for the community around the tourism object to open a business around the tourism object. Then on natural tourism, i.e. Tao Silalahi Sila tourism object and Panorama Puncak Sidiangkat which have natural beauty that supports Dairi Regency tourism. Religious tourism object in Dairi Regency is a tourist attraction that has a number of visits that are more crowded than other tourist objects. This religious/pilgrimage tourism object has the potential to be developed due to the condition of the people of Dairi Regency who are religious and consist of various beliefs.

Tourism potential is all objects (natural, cultural, artificial) that require a lot of handling in order to provide attractive value for tourists. The natural tourism potential in Dairi Regency in general still needs further improvement and development because the management is still not optimal in developing the potential of tourism objects. An example is the lack of management of natural tourism objects carried out by the Department of Culture and Tourism of Dairi Regency in the Tourism Sector because the management is carried out only on tourist objects with a high number of visits, but there are still many facilities and infrastructure that are damaged, not maintained and lost. Many tourism facilities in these attractions such as the destruction of buildings for tourists to rest and the loss of tourism facilities such as water ducks and water boats.

Analysis of Dairy Regency Tourism External Environment

Forces/Trend (Aspects that affect the Dairi Regency tourism)

Economic Aspect

The amount of costs for traveling in Dairi Regency such as the entrance counter which according to tourist visitors is still cheap and the souvenirs sold by traders around tourist attractions are also relatively cheap, in fact it has not had a significant influence on the tourism sector of Dairi Regency. This happens because of the lack of supporting facilities for tourism objects so that the quality of tourism in Dairi Regency has not experienced growth.

The facilities available at a tourist attraction are a supporting factor for the tourist attraction that is owned in improving the quality of tourism. Good management of each tourism object is needed to identify and improve the quality of the facilities and infrastructure needed for each tourism object. By improving the quality of these facilities and infrastructure, it is expected to increase the flow of tourist visits so that the tourism sector is able to contribute to the community's economy improvement.

Socio-cultural aspect

This socio-cultural aspect is quite influential for Dairi Regency tourism. The socio-cultural aspect is related to traditions, arts, culture and social values that

develop in the community. Socio-cultural aspects such as art traditions, culture and values that develop in society are quite influential in tourism activities in Dairi Regency. From the analysis of socio-cultural aspects, it can be seen that the people of Dairi Regency have good artistic and cultural traditions, i.e. there are several cultural traditions such as local customs which are always crowded with tourists. However, the community's social involvement in the tourism industry and the preservation of tourism objects is still considered lacking because many tourist facilities such as Taman Wisata Iman, Tao Silalahi tourism object are damaged by visitors and the community around the tourism object. This happened because of the lack of community participation in maintaining cleanliness and even scratching the tourist attraction building.

Tourist attractions not only talk about the charm of natural tourist attractions but can also come from cultural attractions. Culture means regional arts, such as dance, performances, local wisdom where the main actors are the community itself. Cultural preservation based on local wisdom can be done by building a culture-aware community (informal) and through educational curricula in schools (formal) (Prayogi & Danial, 2016).

Information Technology Aspect

The industrial revolution 4.0 has made the internet an effective communication medium today. Various functions are embedded in the internet, including information media, communication tools, education, entertainment, and others (Aisha, 2019). The use of information technology in the tourism industry in Dairi Regency is very supportive in tourism development, especially in promoting tourism. Technological findings can also have a significant impact, creating a stronger product appeal and increasing market share. Dissemination of information that is getting faster and easier to obtain can facilitate the performance of the tourism industry. This can be seen from the information and descriptions provided to introduce and promote tourism products to the wider community.

Utilization of information technology is needed to introduce and promote tourism potentials to the wider community. In addition to introduce it to the wider community, the use of information technology can also attract investors to actively contribute to efforts to increase tourism in Dairi Regency. However, the use of information technology through websites that have been provided by the local government has not been fully utilized to promote the tourism potential of Dairi Regency. This is proven by the absence of updated information and the lack of a real picture of the tourism potential of Dairi Regency which is described. So increasing the use of information technology in terms of quality and quantity for tourism development efforts in Dairi Regency still needs to be improved.

Key Resources Controller

Dairi Regency Government policies are very influential on the development of regional tourism. District government policies are the most decisive factor in the development of tourism in this area. The contribution of the Dairi Regency tourism sector to the area which is still relatively small when compared to surrounding areas such as Karo Regency, Simalungun Regency, and Southeast

Aceh Regency is due to the lack of priority of the Dairi Regency Government in the tourism sector.

Based on the results of the research, the placement of development priorities from the Dairi Regency Government to the tourism sector is still relatively small and still far below when compared to other fields such as education and health. The tourism sector has not been placed as one of the regional development priorities, making it difficult for many of the proposed program plans to be realized. One of these programs is a tourism potential development program based on the coverage of tourist areas. In its implementation, many programs contained therein have not yet been realized such as the development of educational tourism, entertainment, adventure, playgrounds, rest areas, sports, culinary; addition of street furniture, rest area facilities, snack centers, souvenirs and recreation areas; development of agro-tourism areas; development of convention tourism area; management in a structured, good and performance-based manner.

Competitor/Collaboration

Cooperation with stakeholders in the tourism sector

In improving the quality of tourism in Dairi Regency, good cooperation is needed with stakeholders in the tourism sector such as travel agencies, hotels, and also with other third parties. This collaboration is very necessary to improve the quality of tourism in Dairi Regency. According to one of the staff of the Department of Culture and Tourism of Dairi Regency in the field of tourism, good cooperation with stakeholders has been carried out such as by opening communication and opening cooperation and involving them in the preparation of tourism development programs and promotions.

Community participation in tourism

In tourism development, in addition to the unified vision of the government, related agencies and stakeholders, community participation or support is also very necessary in achieving the development of the tourism sector. This lack of public awareness can be seen from the damage to tourism facilities in Taman Wisata Iman and Tao Silalahi Tourism Parks caused by the lack of awareness of the community around the tourist attraction and visitors. Many tourist facilities and infrastructure are damaged and scribbled due to visitors and the community around the tourist attraction. Community participation is needed to support tourism development. Good cooperation is needed between the government and the community around the tourism object so that the community participates in maintaining and preserving tourism potential.

Analysis of Dairy Regency Tourism Internal Environment

Resources

Human Resources

Based on the research results, the majority of employees of the Department of Culture and Tourism in the tourism sector are not graduates of tourism studies. In addition, the human resources who work at the Department of Culture and Tourism in the field of Tourism, according to the recognition of the head of the tourism sector of Dairi Regency, are also understaffed, so that this can interfere with the implementation of the programs that have been prepared. Thus, the addition of employees in accordance with the fields occupied through educational

institutions is very necessary to improve the quality and number of human resources so that the objectives of the programs that have been prepared can be achieved.

Another thing that can be done to support the improvement of the quality of human resources is through the implementation of programs to improve the quality of human resources. The implementation of the program is very useful for training human resources in carrying out their obligations. In addition to human resources at the service, training for human resources working on tourism objects also needs to be carried out to improve performance at work and improve the quality of service to visitors so that tourists can feel satisfied being at these attractions.

Work facilities and infrastructure in offices and objects

Work facilities and infrastructure are important factors that must be considered, because these facilities and infrastructure are resources related to providing work comfort and supporting the effectiveness and efficiency of employees at work. For the Office of Culture and Tourism in the Tourism Sector, the work facilities and infrastructure in the office are adequate, but the work facilities and infrastructure in the object still have many limitations and still need to be developed. Regarding the work facilities and infrastructure on tourism objects, especially natural tourism objects in Dairi Regency, it is still considered very limited. The limitations of working facilities and infrastructure in the office are caused by the absence of a budget that is used to improve the quality of tourism objects. In addition to the budget, the absence of optimal management of natural tourism objects in Dairi Regency is the cause of the limitations of working facilities and infrastructure on tourism objects.

Present Strategy

Organizational vision, mission and goals

Regional autonomy brings regions to formulate regional vision, mission and goals so that all policies that have been and will be taken can be directed. The vision, mission and goals of the organization are important because they are views for an organization to formulate everything that is contained in achieving goals. The organization's vision provides a comprehensive picture of where the organization will be brought forward, while the mission is a statement of what various organizational units are doing and what they hope to achieve the organization's vision. The Department of Culture and Tourism of Dairi Regency has formulated the vision, mission and goals of the organization to develop tourism potential, but it is not enough just in the form of a vision and mission but to achieve the vision, mission and goals of the organization must be described in the form of a strategic plan so that what is the vision, mission and goals can be achieved.

Promotion and innovation of tourism activities

Tourist attraction is something that becomes the basis of the preferences of tourists who will carry out their tourism trips (Aprilia et al., 2017). Based on the results of the study that tourism in Dairi Regency is still considered lacking in promotions and innovations that are expected to increase the flow of tourist visits to come to visit Dairi Regency. The absence of an attractive promotion system

such as using banners, billboards or other promotional media causes tourism in Dairi Regency to be unknown to the wider community. The lack of tourism promotion and innovation in Dairi Regency is due to the fact that tourism has not been placed as one of the development priorities of the regional government so that the budgeted funds are still not sufficient to develop tourism products to be marketed or promoted. Marketing or promotion and innovation of tourism activities is important because it can attract tourists to visit. In tourism promotion and innovation, it must be supported by the availability of attractive facilities and infrastructure in tourism objects, so that they are able to influence visitors to come.

Implementation of tourism development strategies/programs

The implementation of tourism development strategies or programs is a variety of strategies for developing tourism potential that have been implemented in Dairi Regency. The strategy or program is formed by utilizing resources, funds/budgets, human resources, and facilities and infrastructure owned to carry out the development of tourism potential. In the opinion of one of the staff of the Department of Culture and Tourism of Dairi Regency in the field of tourism that the strategy that has been carried out is more focused on two programs, i.e. tourism destinations and marketing. The planning and implementation of strategies or programs that are pursued are affected by the funds budgeted by local governments.

Performance (output)

Quality of the Dairi Regency tourism sector

In general, Dairi Regency has nature tourism, religious tourism, and special interest tourism. Of all the categories of tourism objects, each has its own characteristics. This is inseparable from Dairi Regency which has quite abundant tourism potential which includes nature tourism, religious tourism and special interest tourism, but the local government development priorities for the tourism sector have not been placed, causing many limitations of tourism facilities.

Some of the problems that cause the lack of tourist attraction in Dairi Regency are the lack of proper arrangement of various kinds of tourism potential and facilities and infrastructure for tourism objects in the Regency. Many supporting facilities for tourism objects in Dairi Regency such as the Taman Wisata Iman are not maintained, neglected, and even lost. These tourist facilities such as signposts caused by lack of management and maintenance so that these attractions become damaged and neglected. The same thing is also experienced by the Tao Silalahi tourism object, which is the only tourist attraction managed by the agency, several tourism facilities contained in these attractions such as water tricycles and tourist boats are damaged and lost. The low quality of tourism in Dairi Regency is caused by the lack of development, management, and maintenance of tourism potential.

The limited facilities and infrastructure to support tourism is also the low quality of tourism in Dairi Regency. This is the impact of the lack of budget allocation of funds intended for the development of the tourism sector. The lack of attention from the district government to develop tourism potential and the lack of priority of the Dairi Regency Government towards the development of the tourism

sector are some of the reasons why the quality of tourism in Dairi Regency is still not optimal.

Inhibiting and Supporting Factors

Based on the identification and analysis process that has been stated, it can be drawn which are the strengths, weaknesses, opportunities and threats. Every threat and weakness becomes an inhibiting factor in strategy implementation, while opportunities and strengths are a supporting factor in strategy implementation

Inhibiting Factors

1. Lack of community participation in the tourism sector
2. Lack of district government development priorities from the tourism sector
3. Lack of quantity and specialization of human resources in the tourism office
4. Lack of cooperation with investors
5. There is no attractive promotion system yet
6. Limited facilities and infrastructure for work at the service and tourism objects.
7. Limited and lack of maintenance of supporting facilities for tourism objects

Supporting Factors

1. Regional autonomy
2. Geographical location of Dairi Regency
3. Has several tourist objects that are within the scope of the area
4. Has some excellent tourism potential
5. The use of information technology in the tourism sector
6. Established cooperation with stakeholders
7. There are regional cultural and artistic events that always attract many visitors

Analysis of Strategic Issues

Referring to the analysis of the external environment and internal environment that have been stated, then the process of analyzing strategic issues using SWOT is as presented below.

Strength-Opportunity Strategy (SO)

Based on the results of interviews conducted by researchers, it can be understood that with the increasing number of tourists visiting Dairi Regency, it will further encourage the economy by opening up employment opportunities and increasing the income of the community around tourism objects. Likewise, the potential of each existing tourist attraction can provide benefits for the area where the tour is located and provide opportunities for the community to improve the economy of the local community. From the information above, it can be concluded that the Department of Tourism and Culture of Dairi Regency has made several efforts which promote their tourism potential and develop it by always trying to add destinations, improve the facilities and infrastructure they have. Likewise with the Regional Planning and Research Agency of Dairi Regency which maximally works in supporting tourism development in Dairi Regency.

Based on the results of interviews, observations, as well as literature and documentation studies that Dairi Regency has many tourist objects which when viewed from the type there are natural, cultural and religious tourism objects, this makes tourists have many choices in visiting a tourist attraction of interest.

Related to this, the relevant agencies have a big enough opportunity to take advantage of the wealth of existing tourism objects by marketing and promoting them in various ways. The strategies used by the relevant agencies through promotional and marketing activities will be very profitable if they are well prepared and provide things that support the course of the plans that have been made, both facility and infrastructure, transportation, and other things to increase regional income through the tourism sector. Based on the data in table 2, it can be seen that the number of visitors to tourist sites in Dairi Regency each year in each tourist attraction is still fluctuating and is dominated by domestic tourists. Some of the things that cause it include: First facilities. Good management of each tourism object is needed to identify and improve the quality of the facilities and infrastructure needed for each tourism object. By improving the quality of facilities and infrastructure, it is expected to increase the flow of tourist visits so that the tourism sector is able to contribute to improve the community's economy.

Basically, inadequate facilities are a barrier for an area to progress its development. In general, several things that have not been running optimally from tourism development include road access, facilities, human resources, and tourism regulations (Itamar Samsu Alam, 2014). In addition, the development of tourism destinations is still minimal due to the lack of maintenance at every existing facility, the lack of education and training carried out for employees and managers in the field (Ervina, 2017). This confirms the facilities contained in tourism are one of the attractions for visitors. Second, the Dairi Regency Government's policy greatly influences the development of regional tourism. For example, (Primadany, 2013) said, Nganjuk Regency is experiencing tourism inhibition because there are no local regulations that regulate tourism development strategies in Nganjuk Regency. Another example, (Nurhadi, 2014) found three strategies carried out by Mojokerto Regency in tourism development in the region, tourism object development, tourism promotion, and tourism business development. The confirmation of the results of the study illustrates that local governments cannot turn away from ignoring tourism in their area.

Strenght-Threats Strategy (ST)

As the executor of regional autonomy in implementing regional government in the field of tourism and culture, we must be able to give our best in increasing development and change as well as tourist visits. Given that Dairi Regency also has tours that are no less interesting which have great potential in increasing regional income. The Department of Tourism and Culture has made efforts to promote destinations in Dairi Regency and carry out other strategies to increase tourist visits, but in carrying out a strategy it does not always run smoothly, there must be threats that hinder the implementation of a strategy. Threat is a condition that threatens from the external/external environment. This can interfere with an organization, a project or the business concept itself. The Department of Tourism and Culture also faces threats that hinder the achievement of a strategy and goal. Threats that hinder the implementation of the strategy can occur due to people who do not want to develop and the increasing interest of the community itself to make tourist visits to other areas.

The strategy carried out by the Dairi Regency Government is to work together and coordinate with related agencies. Besides that, in releasing and developing new destinations, large funds are needed so that it requires the government to look for other alternatives, namely collaborating with the private sector which will reduce regional spending by the government and add new destinations and also regional income. The next threat can also come from an uncertain nature that can hinder tourist visits. This threat cannot be predicted when it will come. The strategy used by the Department of Tourism and Culture of Dairi Regency in tackling this threat is to always improve destinations and improve existing facilities and also urge tourists and local communities to maintain and care for their tourism objects.

Based on the results of the researcher's observations, there have been changes and the development of new destinations and the services provided have been good. This is supported by the performance of the Department of Tourism and Culture of Dairi Regency in maintaining and dealing with various existing threats. In accordance with the results of interviews, observations, literature studies and documentation, it can be concluded that threats can arise from within or from outside, such as because there are too many tourism objects owned, maintenance and development do not run evenly. This can be caused by problems of funds, human resources (HR) and so on which can reduce the interest of tourists to visit. The Department of Tourism and Culture needs new innovations that are different from other regions in order to increase tourist visits so as to increase incoming income from the tourism sector.

Strategi Weakness-Opportunity Strategy (WO)

The obstacle obtained by the Dairi Tourism and Culture Office is the lack of professional Human Resources (HR) in managing existing tourism objects. This is very important in the development and improvement of tourism objects. Abundant natural resources will not mean much if they are not supported by adequate human resources. Availability of Human Resources in developing tourist attractions in Dairi Regency is very important because its role will determine the progress of tourism in Dairi.

The government's strategy is to empower the community to be aware of the importance of tourism for regional income. The higher the level of tourist arrivals, it will affect the regional original income which has an impact on increasing the regional economy. The lack of funds obtained by the Department of Tourism and Culture of Dairi Regency is a weakness where developing and building a tourism requires large funds. In this case the Department of Tourism and Culture of Dairi Regency requires cooperation with third parties in order to facilitate the development and development of existing tourism objects. Based on the observations of researchers, there has been assistance from BUMD Bank Sumut which helped build the statues in Taman Wisata Iman Sitinjo.

In accordance with the results of interviews, observations and documentation and literature, the grouping of main tourism objects and ordinary tourism objects will slow down the development of the tourism sector and will tend to be monotonous. By utilizing cooperation with investors, it will have a good impact on tourism due to lack of funds for the development and maintenance

of a tourist attraction so that they can compete with each other in getting tourist interest.

Weakness-Threats Strategy (WT)

If the Department of Tourism and Culture is able to empower and foster the managers of tourism objects in Dairi Regency by producing innovations that are able to compete with tourism outside the region, it will affect the level of tourist visits and will also reduce the desire of the Dairi people to travel outside the region. The current threat is that the public's interest in visiting other interesting areas is that the Department of Tourism and Culture must further improve the facilities and infrastructure as well as the management of existing tourist objects such as maintaining cleanliness, friendly service and the need for signage or signage, location plan to make it easier for visitors to visit and add new innovations that are more interesting so that tourists feel at home and want to come back again. By promoting tourism, either through print media or social media, it will be able to attract tourists to visit and always be active in reporting the situation and new destinations that exist, which will arouse people's curiosity to travel. The Department of Tourism and Culture of Dairi Regency always does things that support the progress of Dairi tourism and minimizes existing obstacles and threats by always actively promoting tourism in various ways. This is done to increase the flow of tourism to Dairi and thereby increase Regional Original Income.

Based on the results of interviews, observations and literature studies and documentation, the Department of Tourism and Culture of Dairi Regency has also done various things to minimize weaknesses and avoid threats that arise by following technological advances. In this sophisticated era, various things are connected to each other even though they are far apart, and thus the relevant agencies are following and taking advantage of the existing conditions to market Dairi Regency tourism, be it social media such as Facebook, Instagram and other media as well as looking for new innovations so that tourists are interested in visiting both domestic and local.

D. CONCLUSION

Based on the results of research and analysis conducted by researchers on the Tourism Development Strategy in Dairi Regency, the following conclusions are drawn:

Strength-Opportunity Strategy; based on the results of interviews, observations, as well as literature and documentation studies that Dairi Regency has many tourist objects which when viewed from the type there are natural, cultural and religious tourism objects, this makes tourists have many choices in visiting a tourist attraction of interest. Related to this, the Department of Tourism and Culture of Dairi Regency has a large enough opportunity to take advantage of the wealth of existing tourist objects by marketing and promoting them in various ways. The strategies used through promotional and marketing activities will be very profitable if they are well prepared and provide things that support the course of the plans that have been made, both of facilities and infrastructure, transportation, and other things to increase regional income through the tourism sector.

Strength-Threats Strategy; in accordance with the results of interviews, observations, literature studies and documentation, it can be concluded that threats can arise from inside or outside, such as because there are too many tourism objects owned, maintenance and development are not run evenly. This can be caused by problems of funds, human resources (HR) and so on which can reduce the interest of tourists to visit. The Department of Tourism and Culture needs new innovations that are different from other regions in order to increase tourist visits so as to increase incoming income from the tourism sector.

Weakness-opportunity Strategy; in accordance with the results of interviews, observations and documentation and literature, the grouping of main tourist objects and ordinary tourist objects will slow down the development of the tourism sector and will tend to be monotonous. By utilizing cooperation with investors, it will have a good impact on tourism due to lack of funds for the development and maintenance of a tourist attraction so that they can compete with each other in getting tourist interest.

Weakness-Threats Strategy; based on the results of interviews, observations and literature studies and documentation, the Department of Tourism and Culture of Dairi Regency has also done various things to minimize weaknesses and avoid threats that arise by following technological advances. In this modern era, various things are connected to each other even though they are far apart, thus the relevant agencies follow and take advantage of the existing conditions to market Dairi Regency tourism, be it social media such as Facebook, Instagram and other media as well as look for new innovations so that foreign and domestic tourists are interested in visiting tourist areas in Dairy Regency

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