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**DEVELOPMENT OF ALTERNATIVE TOURISM IN LAMPUNG IN
AN EFFORT TO INCREASE INVESTMENT**

**Deny Sanjaya¹, Nurliah Nurdin², Tri Widodo Wahyu Utomo³,
Hendrikus Tri Wibawanto Gedeona⁴**

¹*Department Doctoral of Administrative Science, Politeknik STIA LAN Jakarta, Jakarta City, Indonesia, d3ny.sanjaya@gmail.com*

²*Department Doctoral of Administrative Science, Politeknik STIA LAN Jakarta, Jakarta City, Indonesia, nurliahnurdin@stialan.ac.id*

³*Department Doctoral of Administrative Science, Politeknik STIA LAN Jakarta, Jakarta City, Indonesia, triwidodoutomo@gmail.com*

⁴*Department Doctoral of Administrative Science, Politeknik STIA LAN Jakarta, Jakarta City, Indonesia, herigd@yahoo.com*

ABSTRACT

The purpose of this study, among others, is to analyse the Whole of Government in the development of investment in the tourism sector of Metro city, as well as in efforts to increase investment and development model of investment in the tourism sector of Metro city. The method in analyzing the data of this research uses descriptive qualitative and data collection techniques with interviews, literature reviews, document reviews, and field surveys so that it is rich in information in data collection. The results showed that Metro City has considerable potential in the tourism sector, so that the condition of the destination needs to be improved continuously and attractive promotion for tourists. In addition to the lack of competent human resources, as well as the whole of government that is still partial. There are four types of tourist destinations, in an effort to increase investment in the tourism sector, public service malls are a necessity for investors. The conclusion in this study is that the whole of government needs to be implemented by every OPD in the Metro City government, with the design of the tourism sector investment development model as an alternative input to overcome problems more comprehensively.

Keywords: *Investment, Tourism, Whole og Government, Lampung.*

1. Introduction

The government as a policy maker has implications not only of an economic nature but macro-management policies and environmental effects must be implemented firmly (Tong & Zhang, 2022). Opportunities from nature as a business resource provider for innovation and sustainable development (Li et al., 2022; Liu et al., 2020). Malaysia is a country that has attracted tourism promotion of a number of stunning and famous lakes in the coastal area. Significant contribution from the tourism industry has done the focus of ecotourism product promotion Low visitation rate, gradually incurring annual losses and contributing to the closure of ceased operations due to few guests such as Malaysian National Parks so the implementation of management effectiveness should be recommended (Yusof & Che Jamil, 2013; Wei & Lihua, 2022).

Indonesia, which has a lot of natural potential and also human resources, improves the welfare of the community by making various efforts, including encouraging the tourism sector as a global industry (Nasution et al., 2018). the tourism industry is important for Indonesia's overall economic growth, despite

facing various pressures from the impact of the Covid-19 pandemic in 2020 (Pitana et al., 2022; Rosalina et al., 2014). North Kalimantan Province in several villages has developed agro-economy tourism based on local wisdom of agricultural and plantation resources, facilities and accessibility contributing to sustainable development, especially in Bulungan Regency, namely Panca Agung village (Utomo et al., 2023; Widianingsih et al., 2023). Tourism with a tourism village model based on culture and community development, in Panjalu village, Ciamis district, West Java province (Saputro et al., 2023). The priority programme of the tourism sector in infrastructure development, development of information and communication technology, requires strengthening private investment, strengthening governance (Saputro et al., 2023). The Kedung Ombo area in Tenga Java Province, Indonesia is a representative area for tourism involving several districts and other public organisations as stakeholders. The pandemic has brought changes globally, especially in the tourism sector industry (In, 2020). Halal tourism is also implemented in the region (Bahrudin, 2022; Mu'tashim, 2021).

The tourism models developed in Metro City today include: religious, natural, historical and family tourism. Of the 21 tourist destination locations that have been developed, the conditions are poorly maintained and not developed so that tourists or visitors are less interested in travelling. The condition of tourism in Metro City is very clear that has considerable tourism potential. In Metro City is still limited and inadequate and is carried out partially in this case the Metro City Government through the Metro City Youth, Sports and Tourism Office itself and has not been carried out holistically. The holistic concept must also involve all relevant stakeholders such as the offices of culture, youth and sports, environment, transportation, and the community as tourism actors themselves. This is important so that tourism development can be carried out holistically and sustainably. Based on the phenomenon, this study aims to analyse the Whole of Government in the development of the Metro City tourism sector, and the development model of investment in the Metro City tourism sector.

2. Literature Review

External factors are beyond the control of the organisation and may include economic and political factors, new technologies, and competition for limited resources (Khaleli Koure et al., 2022). Based on the results of the search for regulations for tourism development, the following laws were issued: 1) UU Number 10 of 2009 concerning Tourism; 2) UU No. 5 of 1990 on the Protection of Biodiversity and Ecosystems; 3) Forestry Law No. 41 of 1999; 4) UU No. 27 of 2007 on the Management of Coastal Areas and Islands; and 5) Law No. 23 of 2014 on Provincial Government. UU No. 9/2010 on Tourism. UU No. 9/2010 allows the government to regulate its nature and hierarchy, namely: a) two government resolutions; b) four presidential decrees; c) ministerial decrees; and d) three ministerial regulations. Local Government UU No. 23 of 2014 on Local Government is a legal provision that replaces the old State UU No. 23 of 2014. 32 Year 2004. In UU No. 23 Year 2014, tourism-related arrangements are optional government affairs. Section 1 Paragraph 15 of Law No. 23 Year 2014 states that elective government affairs are government affairs that must be handled by the regions in accordance with their capacity. In tourism affairs, UU No. 23 Year 2014 provides alternative government affairs. Selected council affairs are divided into two parts, namely: a) mandatory; and b) selection. The choice of government affairs is the responsibility of the local government.

In the Metro City Regional Tourism Development Master Plan 2015 and contained in Metro City Regional Regulation No. 3 of 2015 that: a) natural resources, historical heritage, cultural heritage, and regional arts are potential for tourism business in Metro City, so it needs to be developed to support regional development, especially tourism development; b) tourism development in Metro city aims to increase regional development, and encourage regional development, while still paying attention to aspects of religion, education, culture, environment, peace and order, and comfort in the community. In the Metro City Regional Regulation, article 1 paragraph 11 that ecotourism is a tourism activity based on ecological (environmental) principles (<https://jdih.metrokota.go.id> BAGIAN HUKUM SETDA KOTA METRO, n.d.). The tourism sector in Metro city has received attention to be able to support regional development programmes so that the potential of the local area can be explored to be of value to the fabric of people's

lives.

A. Whole of Government at Tourism Sector

In tourism decentralisation involves the promotion of public and private sectors for government performance reporting in financial stability. Global fiscal management in capital markets, decentralised financial consolidation is important. For government accountability and transparency to ensure equity at the macro level, it is based on whole-of-government reporting (Vivian & Maroun, 2018). Public sector challenges can arise from whole-of-government reporting (Grossi & Argento, 2022). A whole-of-government approach with broad expertise and powers is needed. Based on empirical studies of how authorities in cities (Goodwin, 2021). Previous case studies state that the most effective public sector management by managers is done at the local level. The involvement of public bodies and non-governmental organisations in formal decision-making processes, in building a functional collaborative model, needs to be involved. To implement public programmes and policies, decisions must be consensus-oriented and role-sharing (Rahmafitria et al., 2021). Growing tourism requires a diversity of tourism products and services (Chan et al., 2019; Dladla, 2019).

Collaboration among stakeholders is essential for tourism development. In multi-ethnic societies, competition for tourism and natural resources can be highly ethnicised. Previous researchers have observed an ethnic division of labour in multi-ethnic tourism communities, with different ethnic groups occupying very different roles and therefore bringing different goals and expectations to tourism, but inter-ethnic partnerships are essential for tourism success. The maintenance of interethnic power balance, inclusive tourism planning, as well as the solution of the authenticity gap in indigenous tourism are key in sustaining multiethnic collaboration in tourism.

B. Investment at Tourism

Improvements in regulatory quality and levels of corruption are absolutely essential factors in encouraging tourism investment (Qasem et al., 2023; Hanafiah & Zulkifly, 2019; Spencer & McBean, 2020). Investment is needed to lay the foundation for tourism (Santos et al., 2022). It is essential to attract investors to the region to develop a methodological approach to assessing tourism investment attractiveness that can be used by investors and local authorities. It was concluded that assessing the destination's investment attractiveness requires a specialised methodology due to the uniqueness of the region (Kurochkina et al., 2023). Investments are made in one or more assets, usually over a long period of time, to predict future returns. Investing is a familiar term in both law and business. Although investment is more commonly used in legal and statutory language, the term is still widely used in business. They essentially mean the same thing, which is why they are sometimes used interchangeably. Both phrases are translations of the English word "invest" which means to spend money or capital. Resources that are not optimally developed or utilised are those that have investment potential. However, the idea of an investment opportunity is an opportunity to invest for future financial gain.

The theory of value investment by Graham (Jiang, 2023), mainly includes two aspects, one is intrinsic value and the other is safety margin. However, he also emphasises long-term investment and diversification. 1) Intrinsic value is the basis of stock value. Graham does not believe that "stock price equals stock value", in practice, stock prices often deviate from their intrinsic value, but stock prices also fluctuate around their intrinsic value, and when deviations occur, efficient markets tend to reverse the direction of price and intrinsic value. However, the price-value acquisition process is not achieved overnight and can also be very slow, which is closely related to market sentiment and market sentiment, so there is a certain investment risk. Another is the margin of safety theory, which suggests buying stocks that are relatively undervalued. Graham believes that risk largely depends on the lower the market price below the limit, the lower the risk and the greater the safety margin; 2) Graham recommends long-term investment, but he believes that long-term investment is not about buying and holding all the time, but about making value judgements and changes in the moment at the same time. He believes that the role of technical analysis is weak and investors

should benefit from time. In investment theory, the corresponding business cycle is possible to achieve much higher investment returns than what detailed investors are looking for. Inflation rate and government bonds rise, even if the model parameters are modulated, the results obtained are higher than the retail investment model, and these results are relatively stable, and the withdrawal situation is in line with the general market situation. With this method, it is possible to achieve constant growth in the income of the ecotourism sector, maintain and increase its value, and enjoy the benefits of various business sectors of the community that participate in the tourism business. If investors know how to use this indicator correctly when selecting stocks, they can select the right stocks, reduce the impact of market sentiment, and avoid excessive losses in the market in the presence of ecotourism activities in the region.

C. The Tourism Sector and Its Development

Tourism is an important means by which local communities can achieve sustainable development and preserve natural ecosystems and biodiversity and exploration. Tourism as an alternative- focuses on loyal travellers who can be used as an investment in order to return many times in the future. An increase in accommodation costs can affect the number of arrivals of loyal tourists who tend to return to a place. Thus, the optimal policy for investment is related to increasing comfort capacity and improving the natural and cultural characteristics of the area, which maximises the average future net benefits of the entire community (Lee & Iwasa, 2020; Huseynli, 2023; Wisnumurti, 2023).

Travel and tourism, become a rapidly growing industry and a major source of income for many developing countries, including Indonesia. About 35% of the main natural tourism product portfolio is ecotourism (Ministry of Tourism and Creative Economy, 2019). The development of ecotourism is based on an awareness of understanding every environmental condition that is oriented towards conservation and concern for local culture and local civilisation. Therefore, community interaction is a guarantee of the sustainability of ecotourism development (Guo & Wu, 2023). The many benefits offered by the concept of ecotourism do not keep this concept from various criticisms, related to the low involvement of local communities in ecotourism management. The involvement of local communities will be reviewed from the level of ecotourism planning, participation in the implementation of ecotourism development and participation in its utilisation. The involvement of local communities in ecotourism management in Indonesia is still limited to the level of utilisation. From an operational point of view, the limited involvement of local communities is caused by the limited availability of information about ecotourism to local communities, the centralisation of tourism management, and the lack of coordination between stakeholders. E-marketing is a diverse toolbox in a highly integrated and focused approach to be a source of competitive advantage (Mara, 2020; Ahmad, 2021). The informal economy of tourism intersects with the formal private and public sectors, so it will assist tourism governance officials in developing initiatives and policies that can make their destinations more equitable and competitive (Simões Ferreira, 2019; Demir et al., 2020; Plzakova, 2022).

The environmental, social and economic vulnerabilities that make up a region require integrating various aspects of sustainability into the decision-making process regarding the definition of investment plans and programmes in the tourism sector with increasing urgency (Nesticò & Maselli, 2020; Lapuz, 2023). Several tourism models that have been developed in Indonesia:

1. Community-based Tourism (Sayuti, 2023)
2. Halal Tourism (Rusli, 2018)
3. Heritage Destination Tourism
4. Geopark Tourism

The tourism sector has an important role in creating jobs, but it needs the ability to attract investment that will certainly contribute to driving economic growth.

3. Research Method

The object of research was conducted in Metro City, Lampung Province. With a descriptive qualitative approach, data were obtained from surveys, document studies and literature reviews, and questionnaires (Naresh et al., 2018; Sugiyono, 2014; Sugiyono, 2018; Cardona Triana & Trejos Parra, 2020). In the questionnaire data. The data sources for this research are visitors to tourist destinations, sources from the Metro city government and related agencies, were 100 visitors at tourist destinations in Metro City. The research was conducted from March 2022 to September 2023. Data analysis using QDA Miner Lite and assisted with SPSS 26.

4. Results and Discussion

A. Whole of Government in Metro City Tourism Sector Development

The total area of Metro City is 73.21 km² with a height of 52.5 m above sea level, divided into 5 sub-districts namely Metro Pusat, Metro Selatan, Metro Barat, Metro Timur, and Metro Utara. The total area of Metro City in percentage is divided into 5 regions, namely South Metro 20.53%, West Metro 15.76%, East Metro 17.61%, Central Metro 15.84%, and North Metro 30.26%. Some tourist destinations in Metro City include the Asri Bougenville Flower Park, inaugurated in 2021 this park is a fairly popular tourist destination in Metro City Lampung. Apart from the beautiful and colourful flower beds, it offers interesting photo spots such as a replica of the Eifel tower. One more tourist attraction in Metro Lampung City that presents a destination in the form of an attractive garden is Sakura Garden. Sakura itself is a type of flower that is an icon of Japan. However, at this time a view of cherry blossoms is offered in Metro Lampung City. This tour in Metro Lampung City is located in Summersari, South Metro, Metro City, Lampung. Tours in Metro Lampung City are not only in the form of flower gardens, but also beautiful and charming waterfalls, one of the popular waterfalls is Padas Grojok Waterfall. This tour in Metro Lampung City is an artificial waterfall whose water flow comes from rice fields which are located not far from this tour. This waterfall has a height of about 3 metres and is surrounded by various plants that make this artificial waterfall feel natural. This tour in Metro Lampung City is located in Iringmulyo Village. Then there is Capit Urang nature tourism is a tour in Metro Lampung City which is quite popular next. offers a variety of exciting rides and activities in it. This one tour is suitable to be a means of education and play for children to be more active and dexterous.

Located in Purwosari, North Metro, Metro Lampung City. Actually, this tourist destination is a fairly new tourist destination in Metro Lampung City, but because it offers a variety of different activities and not many of its kind, this destination is quite crowded, especially during holidays. Here you can enjoy several rides including duck boats, riding dirt bikes, to just relaxing in the gazebo while eating lunch around the tour. Religious tourism, namely related to the existence of the Great Mosque Taqwa itself, is one of the icons of Metro Lampung City. Having a beautiful and stunning architectural design makes this mosque a popular destination. This mosque is one of the largest mosques in Lampung. The mosque building itself has been around since 1967 and has become an icon for the city of Metro Lampung which blends with the independent park which is very shady and beautiful in the middle of Metro City. Not to mention the location of metro city which is not far from the airport and becomes a crossing to Way Kambas National Park (TNWK) which is centred in East Lampung is a national elephant protection park precisely in Labuhan Ratu District, East Lampung, Indonesia since 1985. Besides Way Kambas, it is also an elephant training centre. The number of Sumatran elephants (*Elephas maximus sumatranus*) is decreasing, so Way Kambas National Park is designated as an ASEAN Heritage Park. The following is data on tourist visits to the city of Metro:

Table 1: Number of tourist visits to Metro City

NO	TAHUN	TARGET KUNJUNGAN WISATAWAN	JUMLAH WISATAWAN MANCANEGARA	JUMLAH WISATAWAN NUSANTARA	TOTAL KUNJUNGAN WISATAWAN
1	2017	250.000	26	262.214	262.240
2	2018	270.000	16	374.082	374.098
3	2019	290.000	29	1.018	1.047
4	2020	5.000	-	1.509	1.509
5	2021	-	-	-	-
6	2022	1.000.000	-	26.184	26.184
7	2023	250.000	5	10.538	10.543

Source: Metro City Youth, Sports and Tourism Office (2023)

Based on table 1, the condition of tourism in Metro City is very clear that has considerable tourism potential. However, limited and inadequate and is carried out partially in this case the Metro City Government through the Metro City Youth, Sports and Tourism Office itself and has not been carried out holistically. As for the condition of the 21 tourist destinations in Metro City, the following are shown, among others, religious destinations, namely At Taqwa mosque, Santa Maria historical destination, Summersari natural destination, and family tourism destination, Taman Merdeka Kota Metro:

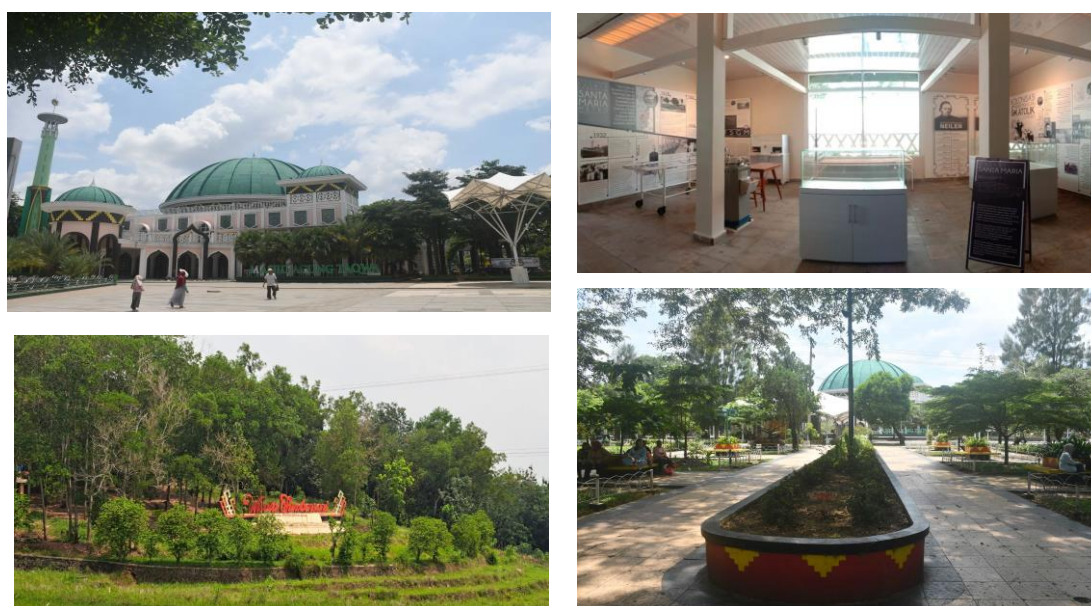


Figure 1. Condition of tourist destinations in Metro city

Source: Documentation by the researcher (2023)

The tourist destination physically looks organised and worthy of being a means of community recreation. However, it is necessary to make improvements and development efforts in a sustainable manner and pay attention to environmental conditions. Meanwhile, based on the results of in-depth interviews related to the Whole of Government and the development of tourism sector investment, the following information was obtained:



Figure 2. Distribution with Whole of Government Code

From Figure 2, the results of interviews with resource persons in the discussion of the Whole of Government, in the results of the source data, planning, Bappeda, and OPD are discussed the most. Then the government and public servants. Then discussed stakeholders local, blue prints, budgets, public works agencies, environmental agencies, regional regulations, RPJMD, and laws that can be a determining factor in efforts to develop tourism and investment. Only a few speakers gave opinions in the discussion of WG implementation, the authority of the Department of Youth and Sports, studies to be able to analyse the extent of the implementation of a program and model, the Department of Transportation, history, collaborative governance and Communication and Information.

Each OPD is still carrying out their main functions and duties in accordance with their official duties, not doing much WG. The discussion of planning by each resource person conveyed that there needs to be a structured plan so that WG can be implemented and become the responsibility of each OPD. As a public servant, ASN carries out its duties together in order to achieve the goals that have been mandated in the laws and government regulations. For the City's local regulations in tourism development by referring to 3 documents; *Metro City Regional Regulation Number 11 of 2012*, (*Metro City Regional Regulation Number 11 of 2012.Pdf, n.d.*), *Metro City Regional Regulation No. 10 of 2017* (<https://jdih.metrokota.go.id> PART OF LAW SETDA METRO CITY, n.d.), and RIPPARDA. The Whole of Government category as one of the variables in this study is related to tourism, which is a tool for economic growth. With the tourism policy-making process, as a regulator, planner, promoter, coordinator, and educator. With tourism policies and strategies, it requires WG for tourism development and growth. At all levels, governments are responsible for engaging in tourism destination planning and development. sustainable tourism agenda.

B. Tourism Sector Investment Development Model

he types of tourism that already exist in Metro city are diverse. As an area that has few natural resources that can be explored into natural destinations, Metro City has the potential to be developed because it is located in the middle of Lampung Province. This is certainly part of the local government's planning to be able to increase investment in the tourism sector through various alternatives. There are 21 tourist destinations in Metro City in 2023. However, of the 21 destinations, not all of them are developing and or experiencing an increase in their development.

The percentage and types of tourism developed were: religious tourism with 1 destination or 4.8%, family tourism with 13 or 61.9%, historical tourism with 3 or 14.3%, and nature tourism with 4 or 19%. Thus, there needs to be a choice of types of tourism for new tourist destinations that are more attractive and conceptualised by incorporating elements of sustainability. Although natural resources are limited, the model or type of tourism to be developed can adopt areas that have similarities or geographical similarities to Metro City, thus utilising the capabilities of human resources and WG so that incoming investment can increase the quality and quantity of tourism activities. Knowledge is more valuable when it is created and shared with stakeholders. Applying knowledge management principles can help the tourism sector achieve a competitive advantage with sustainable development goals. Of course, taking into account the tourism context.

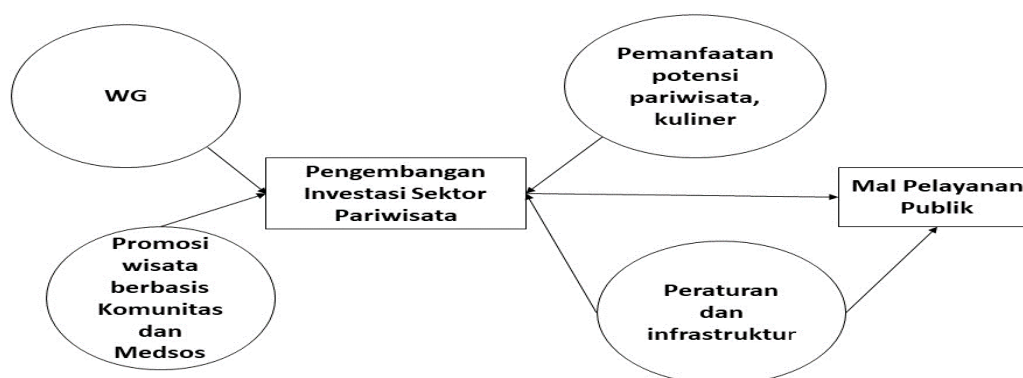


Figure 3. Whole of Government Design of Metro City Investment Development

Source: Draft by researcher (2023)

Based on Figure 3, from the results of this study it can be stated that in the programme there is a WG policy to develop investment, especially the tourism sector in Metro City. Tourism promotion can be done with community base and social media. The development of tourism potential can be recommended which is adopted from other tourism areas that have developed and conducted a study beforehand whether it can be developed in Metro City. In addition, Metro City has culinary diversity so that this is one potential that can be highlighted in tourism activities. The most important thing for investment development is regulation and infrastructure. From the research results, the local government of Metro City needs to add Metro City local government regulations or Metro Mayor Regulations that regulate tourism development in accordance with the policies of the Central Government Regulations. The Public Service Mall (MPP) which really needs to be developed to increase the flexibility of access for business people and especially investors in participating in carrying out sector activities practically and more effectively. MPP is the concept of a one-door service system to obtain services from various agencies more easily for the community. Thus, in addition to the tourism sector should actively seek capital utilisation and fixed asset investment, reduce independence to be more integrated or connected with other industries in the role of economic growth. Governments as municipal policy makers should be fully aware of their own (tourism) resource wealth and changes in the internal and external environment to choose the appropriate tourism sector investment development model. Sector investment in tourism is an investment in tourism accessibility, investment in tourism facilities, as well as investment in additional tourism. A sustainable investment strategy is a strategic plan that is sustainable by creating a model. In Metro City, there is still a need for improvement in the transportation sector; development of tourism amenity (facilities) by the private sector; MPP services of Metro City Government.

4. Conclusion and Implications

The implementation of WG in the tourism sector of Metro city has not been holistically implemented in increasing the development of tourism sector investment in Metro city. In addition, tourism in this area needs sustainable development so that tourist interest can be maintained to come travelling. Implication in tourism development, not only physical buildings, human resources, tourism promotion, and the increasing need for services that can provide ease and security of doing business for private investors and the community who participate in investing so that it is necessary to develop a Public Service Mall (MPP).

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