

Sustainable Tourism Strategy: QSPM and SWOT Matrix

ABSTRACT

Aims: This study aims to study and recommend sustainable tourism strategies in the tourism sector in West Nusa Tenggara Province. Tourism is one of the leading sectors of the Indonesian economy.

Study design: This study is qualitative.

Place and Duration of Study: West Nusa Tenggara, between September 2009 and December 2021.

Methodology: This study uses a QSPM analysis tool and a SWOT matrix mixed-method with data collection through observations, interviews, surveys, and expert opinions.

Results: The results of the study indicate that to improve the tourism sector, there are 3 main strategies that are recommended, namely: increasing human resources, coordination between the government, traditional stakeholders, the community, and the private sector as well as tourism promotion through the use of NTB cultural events.

Conclusion: Based on the results and analysis conducted, it can be concluded that the tourism sector in Indonesia has enormous potential and resources, especially the tourism sector in West Nusa Tenggara Province.

Keywords: Sustainable Tourism, Strategy, QSPM, SWOT

1. INTRODUCTION

The world tourism sector which continues to develop has a real impact on economic growth and increased foreign exchange earnings, without exception Indonesia. One of the efforts to strengthen the Indonesian economy and improve the welfare of the Indonesian people is by increasing foreign exchange earnings, where one of the potential sectors is tourism (Riska and Yuli, 2013). In general, tourism development is pursued through infrastructure development, both in the form of roads and bridges as well as tourism facilities (Moerwanto & Junoasmono, 2017). The tourism sector is relied upon as an alternative sector to encourage the Indonesian economy in its various roles. The various roles of tourism are in the form of its contribution to: Gross Domestic Product (GDP), foreign exchange earnings, As a multidimensional development sector, tourism development has the potential for a relatively large multiplier effect, as a development driver to increase the country's foreign exchange earnings. In recent years, the contribution of the tourism sector to the national economy has increased significantly. In 2005, the tourism sector's contribution to total exports of goods and services increased sharply from 10% to 17% in 2012. In total (taking into account the multiplier effect) the tourism sector contributed directly to GDP of 3.8% in 2012, or contributed around 9% of GDP (Ministry of Tourism, 2014).

When compared with other countries in the ASEAN Region, Indonesia is still far behind in terms of the contribution of tourism to foreign exchange earnings. One indicator of the success of the tourism sector which contributes to the country's foreign exchange is the

number of foreign tourist visits. In 2023, the potential contribution of tourism to the ASEAN economy is projected to reach US\$480 billion with an average growth of 5.8% per year, while investment growth in the tourism sector grows around 6.8% per year (UNWTO, 2014). This could be a great opportunity for Indonesia to attract more tourists and develop the tourism industry because Indonesia's tourism sector is still below the optimal level when compared to other competitors in ASEAN.

One of the efforts of the Indonesian government to improve the tourism sector is by launching the "Super Priority Tourist Destination" Program. Super Priority Destinations are part of the "10 New Bali" program launched by the government. The hope is that these destinations can not only attract tourists, but also foster a creative economic ecosystem that involves local residents (Kemenparegraf, 2021). One of the destinations featured in the program is the development of Mandalika in the Province of West Nusa Tenggara and its surroundings.

The tourism potential of NTB is very promising with the fulfillment of the requirements as a tourist area related to the tourism planning approach, namely the tourist attraction factor; accommodation; other tourist facilities and services; transportation; infrastructure; and institutional elements. According to Crouch and Ritchie (2003) in Mazanec (2011), these factors are core resources and attractors, supporting factors, destination management factors, management and development factors. destination (destination policy, planning and development), qualifying and amplifying determinants, and tourism destination environmental factors (destination environment). These factors are determinants of tourist visits to a tourist destination.

Table 1
Tourist Visits Rate and Average Length of Stay in 2015-2019

Indicator	Year				
	2015	2016	2017	2018	2019
Tourist Visit	2,210,527	3,094,437	3,508,903	2,812,379	3,706,352
overseas	1,149,235	1,404,328	1,430,249	1,204,556	2,155,561
Archipelago	1,061,292	1,690,109	2,078,654	1,607,823	1,550,791
Average Length of stay (Night)	2.82	2.02	2.64	1.5	2.05

Tourist visits to the Province of NTB are currently experiencing fluctuating conditions, resulting in the tourism sector not being optimal in utilizing its potential. To make NTB tourism a tourist destination, then, the government can formulate appropriate sustainable strategies to attract more tourists both domestic and foreign. Sustainable tourism strategies must ensure optimal utilization of environmental resources, respect the socio-cultural characteristics of local communities, and yet provide socio-economic utility to stakeholders (WTO, 2005). This strategy has a goal, namely emphasizing that stakeholders, not only the government, must be responsible for respecting and preserving the economy, environmental balance, and socio-culture in a tourism perspective (Richins, 2009; Selvi, 2012).

With the strengthening of NTB's position as a national tourist destination, as well as an investment destination in tourism in Indonesia, it is necessary to conduct studies related to NTB tourism. This study aims to provide strategic recommendations that can contribute sustainably to the tourism sector. Although there have been several studies examining NTB tourism, none have provided comprehensive recommendations for sustainable strategies to the government based on the QSPM and SWOT Matrix in the NTB tourism sector

2. MATERIAL AND METHODS

2.1 Literature Study.

A study conducted by Buckley (2012) revealed that the term “sustainable tourism” was first heard almost 2 decades ago. In the period of the first decade, the focus of research is on the basic framework of the background of tourism, economics and environmental management. The second decade resulted in new definitions, inputs and criticisms related to sustainable tourism (Liu, 2013). Since the second period, several researchers have attempted to define sustainable tourism such as Hunter (1997), who argues that sustainable tourism is “an adaptive paradigm that legitimizes various approaches according to particular circumstances”. Niedziolka (2017) argues that sustainable tourism is “all forms of tourism activities, management and development that preserve nature, economy, and social integrity and ensure the preservation of natural and cultural resources”.

In a public policy perspective, sustainable tourism must be related to how the government must formulate tourism problems by framing it into an "issue" that is related not only to the economy but also to the environment and social (Bramwell, 2015). The framework or framing of tourism issues related to economic, environmental and social issues will influence the sustainable tourism development policy agenda and specific plans and actions that may be considered by all stakeholders (Harding and Brokland, 2014). More broadly, in a study conducted by Hartman (2016), it is explained that the government has a very large role in shaping the community and the tourism sector to have a more "sustainable" character.

To recommend strategies in the tourism sector, most researchers and institutions use the SWOT Matrix as an analytical tool. As a study conducted by the UNESCO institution (2012) used SWOT to present recommendations for better sustainable tourism strategies and long-term planning on key issues in Bali. The resulting strategy includes a shared vision, strategic objectives, and action plans to be implemented by stakeholders. Another study conducted by Mondal (2017) also uses the SWOT and TOWS matrix methods with the results of research that to develop a sustainable tourism industry, several strategies can be carried out such as ensuring tourist safety, planning sustainable economic benefits, more environmental policies, increase public awareness about sustainable tourism, and infrastructure development. Mondel also said the findings of this study will help tourism stakeholders to analyze Bangladesh's tourism problems. Rezapouraghdam and Esmaeili (2017), Reihanian et al (2012), Ghorbani et al (2015) use the SWOT approach to find sustainable tourism development strategies. Other studies by Mohammed et al (2017), Alamanda et al (2020), Triafinna and Farida (2021), Sarisik et al (2011), combine the QSPM and SWOT matrices in determining strategic recommendations for the tourism sector. Rezapouraghdam and Esmaeili (2017), Reihanian et al (2012), Ghorbani et al (2015) use the SWOT approach to find sustainable tourism development strategies. Other studies by Mohammed et al (2017), Alamanda et al (2020), Triafinna and Farida (2021), Sarisik et al (2011), combine the QSPM and SWOT matrices in determining strategic recommendations for the tourism sector. Rezapouraghdam and Esmaeili (2017), Reihanian et al (2012), Ghorbani et al (2015) use the SWOT approach to find sustainable tourism development strategies. Other studies by Mohammed et al (2017), Alamanda et al (2020), Triafinna and Farida (2021), Sarisik et al (2011), combine the QSPM and SWOT matrices in determining strategic recommendations for the tourism sector.

2.2 Research Methods

The method used in this research is a mixed method, using a sequential exploratory design, which means this research is carried out sequentially with the first phase taking qualitative

data and analyzing the data quantitatively. Mixed Method Research is a research method that is applied when researchers have questions that need to be tested in terms of outcomes and processes, and involve a combination of quantitative and qualitative methods in one study (Sugiyono, 2014). Mixed method research focuses on outcomes and processes, so the mixed method research design can be used in program evaluation research.

The data used in this study are primary and secondary data. The primary data collection in this study was by direct observation and interviews with the Secretary of the Tourism Office, Head of the Human Resources and Marketing Section of the Tourism Office. Secondary data collection was obtained from the documentation of the NTB RPJMD, LAKIP Years 2018 – 2020, data from the Tourism Office website and the performance evaluation of the Tourism Office, as well as literature studies. The researcher also conducted interviews with the community represented by the tourism community (Pokdarwis), the private sector in the tourism sector (ITDC), and tourism actors and observers (tourism influencers) to obtain comprehensive results. Data collection was carried out during October-December 2021.

In this study, two stages of interviews were conducted. The first stage consisted of open interviews with internal and external environmental analysis to stakeholders (government, private sector and community). In the second stage, after knowing the internal and external conditions through the SWOT matrix, getting the weights and ratings for the IFE Matrix, the EFE Matrix is determined using the QSPM (Quantitative Strategic Planning Matrix). Interviews to get to the attractiveness of alternative strategies using QSPM and reconfirmation with the Secretary of the Tourism Office who knows the conditions and has a policy in development. Then, the total attractiveness (Total Attractive Score-TAS) is obtained by multiplying the weight by the attractive score. The highest TAS value indicates that this strategy is the best strategy to prioritize

3. RESULTS AND DISCUSSION

3.1 Input Stage :

Determine EFEM (The External Factor Evaluation Matrix). At this stage the determination and evaluation of external factors is carried out. External environmental analysis aims to build a limited list of opportunities that are more profitable and include threats that must be avoided (Suharno and Sutarso, 2010)

Table 2 Internal Factor

Strength	Weight	Rating	Score
Conformity of the government's vision and mission with the tourism sector	0.1	3	0.3
The number of destinations and the diversity of world-class tourism potential	0.12	3	0.36
Counseling and education to the local community about routine tourism awareness and geosite maintenance.	0.07	3	0.21
Annual event planning has been planned	0.05	2	0.1
Availability of integrated tourism master plan for NTB	0.07	3	0.21
Ease for investors to invest in NTB	0.09	3	0.27
Weakness			
Accommodation is uneven due to infrastructure, access and investment gaps.	0.07	2	0.14
Not yet certified tourist destinations and supporting sectors	0.05	2	0.1

The focus of tourism development is still on the coastal sector, not culture	0.05	1	0.05
Lack of effort to increase the length of stay of tourists	0.1	2	0.2
The capacity of labor quality and quantity is still not in accordance with tourism standardization.	0.15	2	0.3
Lack of involvement from every stakeholder to achieve the vision of sustainable tourism	0.08	1	0.08
Score			2.32

Determining IFEM (The Internal Factor Evaluation Matrix). At this stage the determination and evaluation of internal factors is carried out. According to David (2011), the IFE matrix is used to find out the strengths and weaknesses that are the object of research.

Table 3 External Factor

Opportunity	Weight	Rating	Score
Each region has a destination that allows it to be developed as a strategic tourist area.	0.1	4	0.4
Utilization of cultural wealth such as dance, music, carving and handmade, as the capital of the tourism sector	0.1	3	0.3
It has many historical relics and historical areas, for example: Narmada Park, Batu Bolong Temple, Ampenan Old Town, etc	0.1	4	0.4
The opening of many preferred routes to and from NTB	0.12	4	0.48
Government support in prioritizing the NTB Mandalika SEZ	0.08	4	0.32
Threat			
Tourist spending does not effectively improve people's welfare. Thus, the problem of poverty still not resolved.	0.12	1	0.12
Local safety issues are still high in some tourist destinations	0.07	2	0.14
Covid 19 pandemic and natural disasters	0.1	3	0.3
The different levels of local community participation in each tourist area are an obstacle, for example due to the unequal economic benefits between regions.	0.12	2	0.24
The education level of the workforce is still low	0.09	2	0.18
Score			2.88

Based on the matrix above, it shows that internal factors in the tourism sector are lower than external factors. The total score on the internal factor shows that the closer the value is to 1, the more internal weaknesses compared to strengths. Meanwhile, the closer the value is to 4, the more internal strengths are compared to weaknesses. Likewise with the total score on external factors. The closer the total score is to 1, the greater the threat compared to the opportunity. Meanwhile, if the total score is close to 4, it means that there are more opportunities than threats.

In the NTB tourism sector, the strategy that must be applied is a strategy that can take advantage of opportunities by using strengths. Although in fact, the NTB tourism sector has several weaknesses and threats that are quite large as well, but actually it can take advantage of existing strengths and opportunities to make these tourism objects survive and develop.

Table 4 Swit Analysis

	Strength	Weakness
Internal factors	Conformity of the government's vision and mission with the tourism sector	Accommodation is uneven due to infrastructure, access and investment gaps.
	The number of destinations and the diversity of world-class tourism potential	Not yet certified tourist destinations and supporting sectors
	Counseling and education to the local community about routine tourism awareness and geosite maintenance.	The focus of tourism development is still on the coastal sector, not culture
	Annual event planning has been planned	Lack of effort to increase the length of stay of tourists
	Availability of integrated tourism master plan for NTB	The capacity of labor quality and quantity is still not in accordance with tourism standardization.
	Ease for investors to invest in NTB	Lack of involvement from every stakeholder to achieve the vision of sustainable tourism
External Factors		
Opportunity.	SO	WO
Each region has a destination that allows it to be developed as a strategic tourist area.	Tourism Village Branding in the form of: cultural tourism (cultural tourism), ecotourism (ecotourism), marine tourism (marine tourism), adventure tourism (adventure tourism), agro tourism (agro tourism), rural tourism (village tourism), gastronomy (culinary tourism)), and spiritual tourism: (S1,S2,S3,S4,S5,S6,01,02,03,04,05)	Planning programs as a means of promotion that can also elevate the culture of NTB such as: daily events, weekly events, monthly events, etc. (W3,W4,W6,01,02,03,04,05)
Utilization of cultural wealth such as dance, music, carving and handmade, as the capital of the tourism sector	Focus and commitment in developing leading tourist destinations such as: agropolitan development, namely: the concept of developing rural-based areas where agricultural resources are used by adapting elements of modern agriculture by increasing access to economic networks, developing ecotourism in tourism introduction to	Improvement and improvement of the quality of accommodation infrastructure and facilities (access, infrastructure) in the tourism sector as well as improving the quality and minimum service standards (SOP) of tourism human resources (W1,W5,02,04,05)
It has many historical relics and historical areas, for example: Narmada Park, Batu Bolong Temple, Ampenan Old	the culture of the Sasak, Samawa and Bajo tribes, agrotourism with strawberry garden tours, horse and buffalo milking tours, cooking tours directly from the garden etc. (S1,S4,S5,S6,01,04)	Forming a competent institution capable of managing and maintaining the operations of tourist destinations and supporting sectors so that they are certified (W2,W3,W6,01,02,03,04,05)

Town, etc		
The opening of many preferred routes to and from NTB		
Government support in prioritizing the NTB Mandalika SEZ		
Threats	ST	WT
Tourist spending does not effectively improve people's welfare. Thus, the problem of poverty still not resolved.	Cooperation and communication of stakeholder agreements (government, customary stakeholders, community, private sector) together in every decision related to regional development, whether physical development or to introduce new tourism/programs (S1,S2,S3,S4,S5,S6,T1, T2,T3,T4,T5)	Cooperation with relevant stakeholders to build strong social capital in tourist areas (W4,W6,T2,T4)
Local safety issues are still high in some tourist destinations		Disaster mitigation institutions in the tourism sector at the provincial to district/city levels (W1,W4,W6, T1,T3,T4)
Covid 19 pandemic and natural disasters	The presence of sustainable local institutions established at the village level: local tourism awareness groups, Karang Taruna, and Women's Gro will be useful in tourism development ensure the positive impact of development local people. For example, women's participation in some tourist attractions making woven fabrics, kre alang, etc. (S1,S2,S3,T1,T4,T5)	Provide tourism workforce education institutions such as schools or training centers that can facilitate local residents to gain their skills, knowledge and professionalism in the tourism industry (W2,W4,W5,W6,T1,T4,T5)
The different levels of local community participation in each tourist area are an obstacle, for example due to the unequal economic benefits between regions.		
The education level of the tourism sector workforce is still low		

Based on the SWOT table above, the following strategic recommendations are obtained:

Strategy 1	Tourism Village Branding in the form of: cultural tourism (cultural tourism), ecotourism (ecotourism), marine tourism (marine tourism), adventure tourism (adventure tourism), agro tourism (agro tourism), rural tourism (village tourism), gastronomy (culinary tourism)), and spiritual tourism: (S1,S2,S3,S4,S5,S6,01,02,03,04,05)
Strategy 2	Focus and commitment in developing leading tourist destinations such as: agropolitan development, namely: the concept of developing rural-based areas where agricultural resources are used by adapting elements of modern agriculture by increasing access to economic networks, developing ecotourism in tourism introduction to the culture of the

	Sasak, Samawa and Bajo tribes, agrotourism with strawberry garden tours, horse and buffalo milking tours, cooking tours directly from the garden etc. (S1,S4,S5,S6,01,04)
Strategy 3	Planning programs as a means of promotion that can also elevate the culture of NTB such as: daily events, weekly events, monthly events, etc. (W3,W4,W6,01,02,03,04,05)
Strategy 4	Improvement and improvement of the quality of accommodation infrastructure and facilities (access, infrastructure) in the tourism sector as well as improving the quality and minimum service standards (SOP) of tourism human resources (W1,W5,02,04,05)
Strategy 5	Forming a competent institution capable of managing and maintaining the operations of tourist destinations and supporting sectors so that they are certified (W2,W3,W6,01,02,03,04,05)
Strategy 6	Cooperation and communication of stakeholder agreements (government, customary stakeholders, community, private sector) together in every decision related to regional development, whether physical development or to introduce new tourism/programs (S1,S2,S3,S4,S5,S6,T1, T2,T3,T4,T5)
Strategy 7	The presence of sustainable local institutions established at the village level: local tourism awareness groups, Karang Taruna, and Gro Wanita will be beneficial in tourism development ensuring the positive impact of development local people. For example, women's participation in some tourist attractions making woven fabrics, kre along, etc. (S1,S2,S3,T1,T4,T5)
Strategy 8	Cooperation with relevant stakeholders to build strong social capital in tourist areas (W4,W6,T2,T4)
Strategy 9	Disaster mitigation institutions in the tourism sector at the provincial to district/city levels (W1,W4,W6, T1,T3,T4)
Strategy 10	Provide tourism workforce education institutions such as schools or training centers that can facilitate local residents to gain their skills, knowledge, and professionalism in the tourism industry (W2,W4,W5,W6,T1,T4,T5)

Table 5 QSPM Matrix

	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5	
		US	BAG	US	BAG	US	BAG	US	BAG	US	BAG
S1	0.1	3	0.3	3	0.3	4	0.4	2	0.2	3	0.3
S2	0.12	4	0.48	4	0.48	3	0.36	3	0.36	4	0.48
S3	0.07	2	0.14	3	0.21	3	0.21	3	0.21	3	0.21
S4	0.05	3	0.15	1	0.05	3	0.15	1	0.05	2	0.1
S5	0.07	2	0.14	1	0.07	1	0.07	4	0.28	1	0.07
S6	0.09	3	0.27	3	0.27	3	0.27	3	0.27	3	0.27
W1	0.07	2	0.14	3	0.21	2	0.14	4	0.28	1	0.07
W2	0.05	1	0.05	1	0.05	2	0.1	1	0.05	4	0.2
W3	0.05	2	0.1	1	0.05	1	0.05	1	0.05	1	0.05
W4	0.1	3	0.3	1	0.1	1	0.1	3	0.3	2	0.2
W5	0.15	3	0.45	1	0.15	2	0.3	4	0.6	1	0.15
W6	0.08	3	0.24	3	0.24	3	0.24	2	0.16	1	0.08
O1	0.1	4	0.4	4	0.4	3	0.3	1	0.1	3	0.3
O2	0.1	3	0.3	4	0.4	3	0.3	1	0.1	4	0.4
O3	0.1	3	0.3	3	0.3	4	0.4	1	0.1	4	0.4
O4	0.12	3	0.36	3	0.36	3	0.36	4	0.48	2	0.24
O5	0.08	2	0.16	1	0.08	3	0.24	4	0.32	3	0.24
T1	0.12	1	0.12	2	0.24	2	0.24	1	0.12	2	0.24
T2	0.07	2	0.14	1	0.07	3	0.21	4	0.28	4	0.28
T3	0.1	1	0.1	2	0.2	2	0.2	3	0.3	2	0.2
T4	0.12	2	0.24	2	0.24	2	0.24	2	0.24	2	0.24
T5	0.09	2	0.18	2	0.18	3	0.27	1	0.09	2	0.18
STA			5.06		4.65		5.15		4.94		4.9
Priority			4		8		3		5		6
	Weight	Strategy 6		Strategy 7		Strategy 8		Strategy 9		Strategy 10	
		US	BAG	US	BAG	US	BAG	US	BAG	US	BAG
S1	0.1	3	0.3	2	0.2	3	0.3	3	0.3	3	0.3

S2	0.12	2	0.24	3	0.36	1	0.12	2	0.24	2	0.24
S3	0.07	4	0.28	4	0.28	3	0.21	1	0.07	4	0.28
S4	0.05	2	0.1	3	0.15	1	0.05	1	0.05	3	0.15
S5	0.07	1	0.07	1	0.07	1	0.07	3	0.21	3	0.21
S6	0.09	2	0.18	2	0.18	3	0.27	3	0.27	3	0.27
W1	0.07	3	0.21	1	0.07	1	0.07	3	0.21	1	0.07
W2	0.05	1	0.05	1	0.05	1	0.05	1	0.05	3	0.15
W3	0.05	1	0.05	2	0.1	11	0.55	1	0.05	2	0.1
W4	0.1	1	0.1	2	0.2	1	0.1	2	0.2	2	0.2
W5	0.15	1	0.15	2	0.3	2	0.3	1	0.15	4	0.6
W6	0.08	4	0.32	4	0.32	4	0.32	3	0.24	3	0.24
O1	0.1	3	0.3	2	0.2	2	0.2	2	0.2	2	0.2
O2	0.1	4	0.4	2	0.2	3	0.3	2	0.2	3	0.3
O3	0.1	4	0.4	2	0.2	2	0.2	3	0.3	2	0.2
O4	0.12	4	0.48	3	0.36	2	0.24	3	0.36	2	0.24
O5	0.08	1	0.08	1	0.08	2	0.16	1	0.08	3	0.24
T1	0.12	3	0.36	4	0.48	2	0.24	1	0.12	2	0.24
T2	0.07	3	0.21	3	0.21	4	0.28	1	0.07	4	0.28
T3	0.1	2	0.2	3	0.3	2	0.2	4	0.4	2	0.2
T4	0.12	4	0.48	4	0.48	4	0.48	1	0.12	4	0.48
T5	0.09	3	0.27	3	0.27	2	0.18	1	0.09	4	0.36
	STA		5.23		5.06		4.89		3.98		5.55
	Priority		2		4		7		9		1

The strategic priorities for the tourism sector are as follows:

Table 6 Strategic Priorities
QSPM (Strategy Priority)

No	
1	Provide tourism workforce education institutions such as schools or training centers that can facilitate local residents to gain their skills, knowledge and professionalism in the tourism industry
2	Cooperation and communication of stakeholder agreements (government, customary stakeholders, community, private sector) together in every decision related to regional development, whether physical development or to introduce new tourism/programs
3	Planning programs as a means of promotion that can also elevate the culture of NTB such as: daily events, weekly events, monthly events, etc

3.2 Action Plan

1. Provide tourism workforce education institutions such as schools or training centers that can facilitate local residents to gain their skills, knowledge and professionalism in the tourism industry
 - Design the system and mechanism of education and training (training) properly. such as: foreign language training, application use, etc.
 - The existence of the Tourism Awareness Community Group (Pokdarwis) which is managed and fostered directly by the Regional Tourism Office is very beneficial. The existence and continuity can be maintained by continuing to coordinate, reward and compete for Pokdarwis such as: Increasing the role and participation of Pokdarwis in tourism development, such as: Public speaking training, destination knowledge competition between Pokdarwis, Lombok Writing Festival for Pokdarwis, etc.
 - Cooperation of the tourism colleges to provide comprehensive education and training to improve the skills of the tourism sector workforce as a whole
 - Mapping the skills and competencies needed by the tourism sector

- Providing NTB scholarships for people engaged in tourism
2. Cooperation and communication of stakeholder agreements (government, traditional stakeholders, community, private sector) together in every decision related to regional development, whether physical development or to introduce new tourism/programs
 - Coordination and involving every community leader (traditional, religious, regional leaders) to deliberate on designing regional tourism programs
 - Making written policies and legalized by related parties who are authorized to determine land ownership, and policies for workforce empowerment
 - Inviting the surrounding community to contribute to the protection of the land and the ecosystem of the tourist attraction area
 - Involving the community in the protection of cultural heritage both for tourist areas and for the benefit of the surrounding area
 - Conducting outreach to the community to raise awareness about the importance of joint management of tourism objects to increase economic factors and preserve culture as a regional characteristic to increase tourist attraction
 3. Planning programs as a means of promotion that can also elevate the culture of NTB such as: daily events, weekly events, monthly events, etc
 1. Daily Event : 1) Healthy Friday, which is to consume NTB's original culinary and serve it to tourists according to nutritional balance. 2) Sunday Morning, which is a tour around historical places by horse-drawn carriage for tourists, etc
 2. Weekly Event: Art Deco Market is an event that presents culture, education, wealth, art, culinary and entertainment in order to preserve, protect and promote the local history of NTB. For weekly events, you can collaborate with the Education and Culture Office to carry out art performances (exhibitions, arts, music) native to NTB which are carried out by school students, to tourists at tourist spots. Not only that, for weekly events, you can collaborate with local artisans to show their expertise at the NTB Cultural Park;
 3. Monthly Event : 1) First Day of Ramadhan : Celebrating the first day of Ramadan with lights and candles (lighting along the way); 2) Mawlidan Festival with Yearly Event: 1) Derby Event: Sumbawa horse racing on a national and international scale; 2) Running of the Bulls Event: Sumbawa cattle race on a national and international scale; 3) NTB Light Festival as part of NTB's anniversary celebration: With a different theme every year, changing certain streets of NTB with the attraction of LED lighting designs on artificial vehicles; 5)NTB Food Day

4. CONCLUSION

Based on the results and analysis conducted, it can be concluded that the tourism sector in Indonesia has enormous potential and resources, especially the tourism sector in West Nusa Tenggara Province. However, in its development to date, the tourism sector in Indonesia, especially in NTB, faces various obstacles and threats. This research was conducted to improve the performance of the NTB tourism sector and can be used as a reference for other similar studies. Some of the problems that are the current big task of tourism can be overcome with strategic recommendations such as improving the quality of tourism human resources, strengthening coordination and communication between the government, customary stakeholders, communities, the private sector) together in every decision related to regional development, both physically, sustainable tourism development and further improving promotion through NTB cultural events. These three strategies are recommended for the creation of sustainable tourism development in the Province of West Nusa Tenggara.

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