

TOURISM INDUSTRY STRATEGY IN NEW NORMAL ERA

Dian Kagungan¹, Yulia Netta², Devi Yulianti³, Intan Fitri Meutia^{4*}

Public Administration Department, Social and Political Sciences Faculty, Universitas Lampung^{1,3,4}

State Law Department, Law Faculty, Universitas Lampung²

dian.kagungan@fisip.unila.ac.id¹, yulia.netta@fh.unila.ac.id², devi.yulianti@fisip.unila.ac.id³,
intan.fitri@fisip.unila.ac.id^{4*}

Abstract

Tourism is one of the most threatened sectors due to the CoronaVirus pandemic. In relation to Covid-19 pandemic, the Lampung Provincial Government needs to address the threatened factors to formulate policy strategy for rebuilding the tourism industry in the new normal era. The location of this research is Lampung Provincial Government, Tanggamus Government and Pesawaran district government. The method used is qualitative descriptive obtained through interviews and FGD, with quantitative data approach. The results of this study indicate the tourism industry development strategy in Pesawaran Regency and Tanggamus Regency consisting of four components namely: attraction, accessibility, amenities, and additional services (ancillary). The long-term objective of this research: to produce a model of tourism industry development policy based on local wisdom through synergistic cooperation between Lampung Provincial, Tanggamus Regency and Pesawaran Regency Government. Officially, the Lampung Government has not issued a strategy policy in the field of tourism affected by covid-19. However, the Tourism and Creative Economy Office of Lampung Province itself should be preparing a scenario to accelerate the recovery of the tourism industry based on SWOT analysis as research suggestions. Amongst the scenarios are local wisdom for local travelers; prepare environmentally, health and security minded; increasing capacity, knowledge and public awareness.

Keywords: Tourism, Strategy, SWOT, New Normal

1. INTRODUCTION

The tourism sector is one of the largest contributors to the economy in Indonesia, tourism is one of the sectors that has an important role in the development of a country, because tourism is considered to directly contribute more to the revenue of the area where the tourist attraction is located¹. The tourism sector can be used as one of the leading sectors in efforts to obtain foreign exchange, job creation and poverty alleviation. The same explanation was also conveyed (Lumaksono, et al) that the tourism sector plays an important role in the Indonesian economy, both as a source of foreign exchange receipts and job creation as well as opportunities to strive². Currently tourism is one of the most threatened sectors due to the Coronavirus pandemic, no exception in Lampung Province precisely in Pesawaran and Tanggamus Regency which are strategic areas of Lampung tourism development center. Some attractions in Lampung also feel the impact to make these tourist attractions have to experience a temporary closure until the deadline that cannot be determined. This resulted in a weak economy on Lampung, which had an impact on the stop of tourism development in Lampung Province, which ultimately impacted the welfare of the local community.

Indonesian tourist visits from 2014 to 2019 continue to increase. In 2014 the number of domestic and foreign tourists was 4.4 million and in 2019 the number of tourists reached 10.7 million.

¹ Meiwany A. K. Tapatfeto and Jitita LD Bessie, "Strategi Pengembangan Objek Wisata Dalam Upaya Peningkatan Kunjungan," *Jurnal of Management* Vol.6, no. May (2018): 1-20

² Dian Wijayanto, Dian Minggus Nuriashih, and Muhammad Nurul Huda, "STRATEGI PENGEMBANGAN PARIWISATA MANGROVEDI KAWASAN KONSERVASI PERAIRAN NUSA PENIDA (Strategies of Mangrove Tourism Development in Nusa Penida Marine Protected Area)" 8, no.2 (2013): 25-32

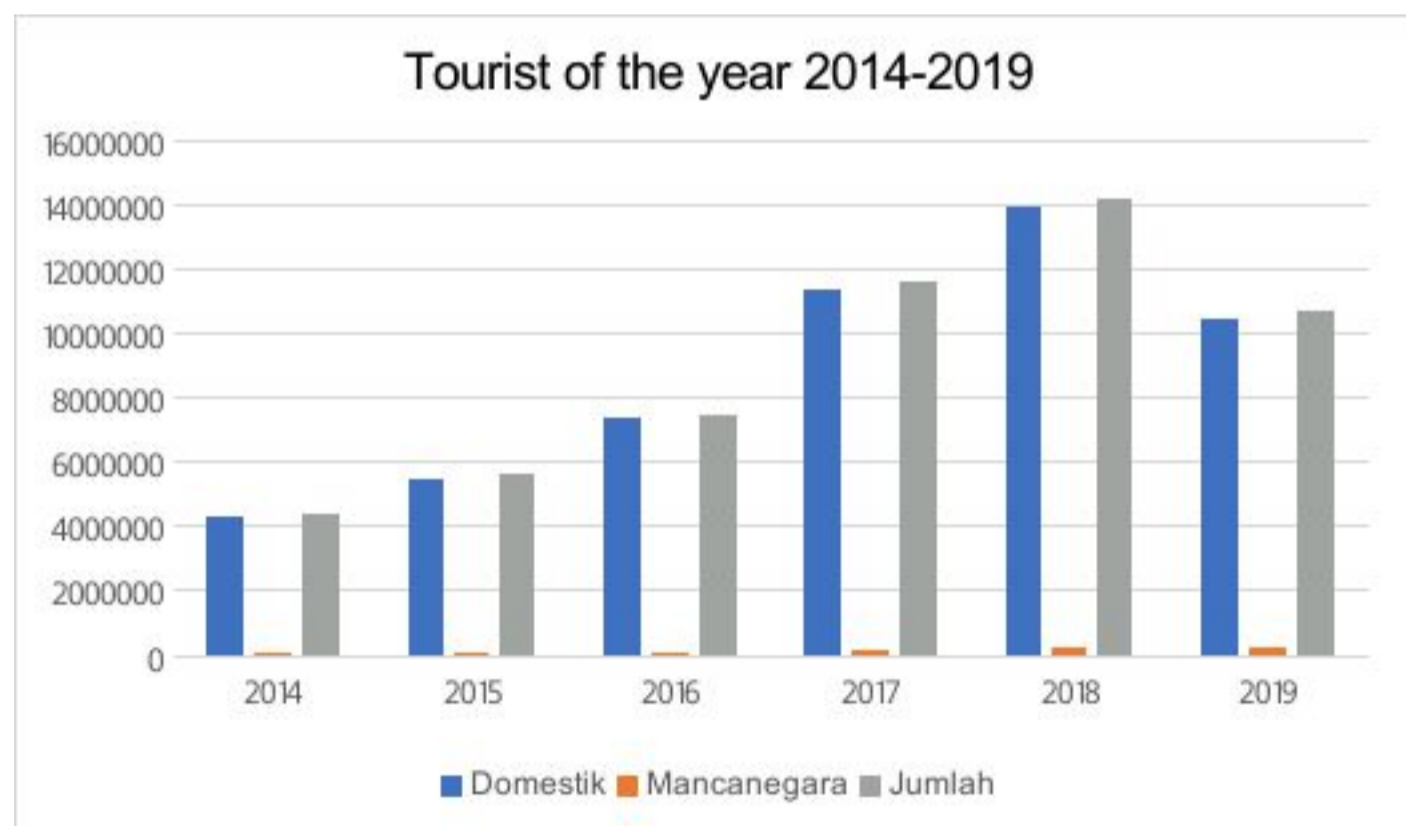
Table 1. Tourism Growth based on Origin of Tourist in 2014-2019

YEAR	TOURISM		SUM
	Nusantara (movement)	Foreign (Visit)	
1	2	3	4
2014	4.327.188	95.528	4.422.716
2015	5.530.803	114.907	5.645.710
2016	7.381.774	155.053	7.536.827
2017	11.395.827	245.372	11.641.199
2018	13.933.207	274.742	14.207.949
2019	10.445.855	298.063	10.743.918

Source: LKIPDISPAREKRAF, 2019

Foreign tourist visits since 2014 have continued to increase while the highest number of domestic tourist visits was in 2018 which reached 13.8 million. A graph of the number of tourist visits can be found as follows:

Picture 1. Chart of Domestic Tourist in Lampung Province



Source: Based author research, 2019.

The tourism sector is very likely to be able to provide economic growth due to the availability of various tourism potentials as well as local government support in the form of regulation³. Lampung Province's tourism development and development objectives are as the leading tourist destinations in Indonesia that become locomotives for development and provide welfare improvement to the community, with tourism strategies:

- Improving domestic and foreign tourism promotion activities through market analysis approach and cooperation between DTW, MPU and International tourism destinations.
- To foster and coordinate with districts / cities in order to create tourism products that are ready to sell and strong, able to compete in order to attract interest and tourist attraction.

³ Febrianti Nurhadi, "Strategi Pengembangan Pariwisata Oleh Pemerintah Daerah Terhadap Pendapatan Asli Daerah (PAD) (Studi Pada Dinas Pemuda, Olahraga, Kebudayaan Dan Pariwisata Kabupaten Mojokerto)," *Jurnal Administrasi Publik Mahasiswa Universitas Brawijaya* 2, no. 2 (2014): 325-331

- c. Establishing tourism sector as a priority for regional development by establishing tourism development area to support lampung tourism objects and attractions.
- d. Encouraging investor interest to: invest in Lampung area.
- e. Increasing the participation of the community and cultural arts of Lampung area to play an active role in regional development and tourism in particular.

However, since the covid-19 there are three implications for Indonesia related to the COVID-19 pandemic, namely tourism, trade, and investment sectors⁴. The covid-19 pandemic conditions provide uncertainty for the tourism industry. It affects visitors as well as managers. People are asked to be at home only so as to have the consequences of declining mobility and fulfilling the need for tourism to be low⁵. The government's efforts in dealing with the impact of Covid-19 Lampung government follow the instructions given by the Central Government. The Ministry of Tourism and Creative Economy (Kemenparekraf) took several strategic steps to address the impact of the spread of coronavirus or Covid-19 for tourism and creative economy actors in the country.

Minister of Tourism and Creative Economy (Menparekraf) Wishnutama Kusubandio explained that it prepared three stages to respond to the impact of Covid-19, namely emergency response, recovery, and normalization. In the emergency response stage, provide support to health workers to prepare accommodation, food, and transportation. In addition to coordinating with the Ministry / Institutions and various relevant parties in taking steps to support Indonesian industry or tourism players. In the second phase of recovery, the Ministry of Foreign Affairs will coordinate with other K/L to identify the impact in detail of the covid-19 outbreak. Furthermore, providing support to parekraf actors in terms of employment, utilities, levy waivers, loan relaxation, pre-employment card utilization, and online training for HR. The last stage of normalization is to re-promote both at home and abroad, to prepare incentives for the tourism industry as well as creative economic actors.

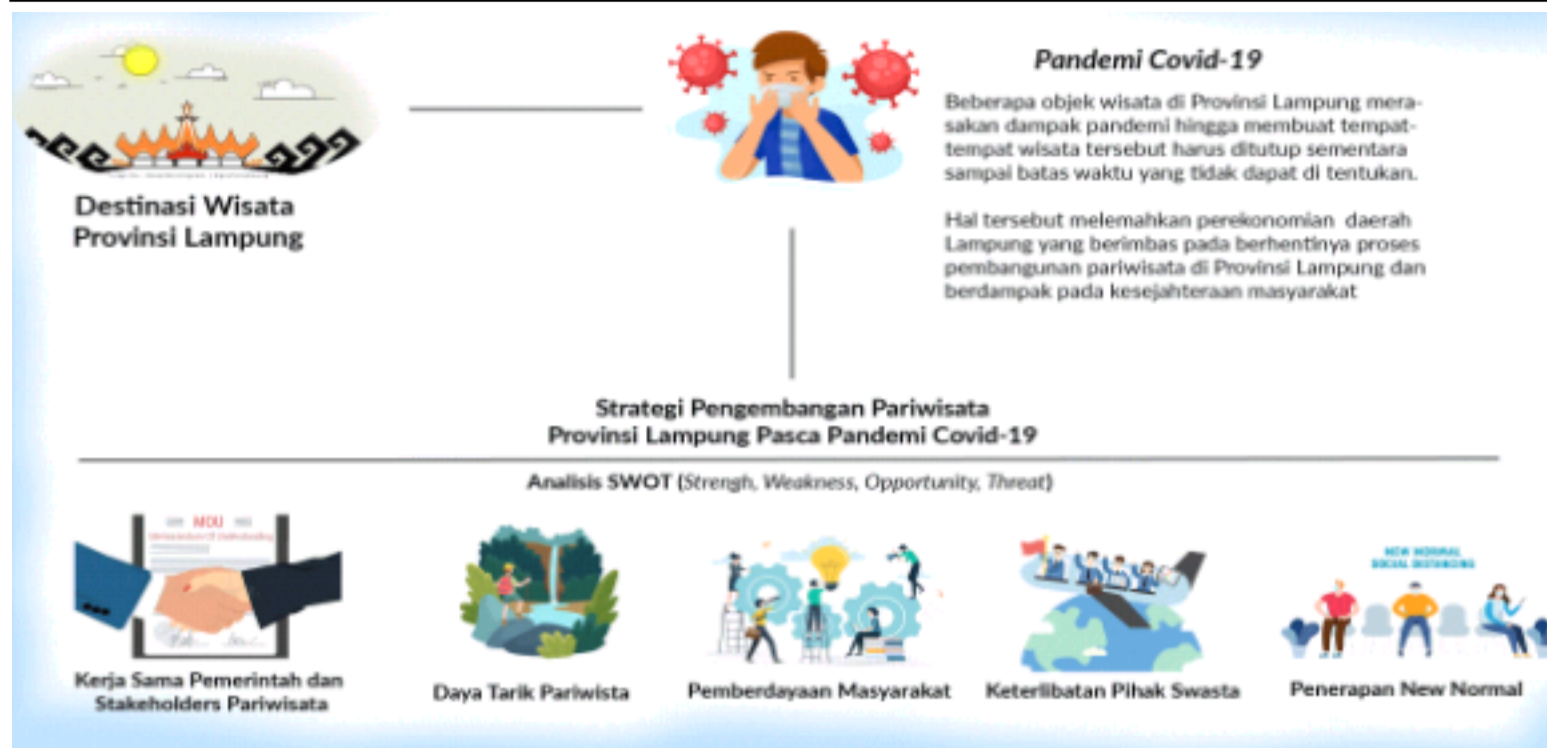
Based on the circular from the Office of Creative Economic Tourism Lampung Province there are 9 districts / cities that have temporarily closed their tourist attractions. Among others, for Bandar Lampung City, Taman Wisata dan Satwa Lembah Hijau, Pesawaran Regency of East Lampung Regency closed all tourist attractions until an unspecified time, Tanggamus Regency, Mesuji Regency, Lampung Regency, West Coast Regency, Metro City, and West Lampung Regency also closed all its tourist attractions until the unspecified deadline. The key to the above problem is how is the strategy of developing the tourism industry in Lampung Province through strengthening the role of local communities after the covid-19 pandemic?

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Picture 2. Theoretical Framework on SWOT Analysis of Tourism Strategy in New Era

⁴ Aknolt Kristian Pakpahan, "Covid-19 Dan Implikasi Bagi Usaha Mikro, Kecil, Dan Menengah," *Jurnal Ilmiah Hubungan Internasional* 0, no. 0 (2020): 59–64.

⁵ Gita Paramita Djausal et al., "Strategi Pariwisata Ekologis Dalam Tantangan Masa Pandemi Covid-19," *Perspektif Bisnis* 3, no. 1 (2020): 57–61



Source: research result by the author, 2019.

3. RESEARCH METHODOLOGY

In the context of tourism development and development, governments and local governments must have a deep understanding of tourism policies that are structured or implemented⁶. The development of the tourism sector as we know it is currently being encouraged by the government to restore economic stability after the covid-19 pandemic. The tourism sector was previously considered the second largest source of foreign exchange contribution, but since the covid-19 pandemic, the tourism sector has become sluggish even before Indonesia announced covid-19 last month (liputan6.com <https://www.liputan6.com/lifestyle/read/4209455/sektor-pariwisata-nyaris-tumbang-akibat-corona-covid-19-menparekraf-masih-siapkan-solusi> accessed July 9, 2020). Activity across the tourism sector has an impact on economic actors. Such offerings of goods and services can indirectly help people's economic activities in other sectors. This condition results in a market imbalance. And, if demand and supply both decrease, then the economic balance of society changes or shifts downwards (decreases)⁷. During the covid-19 pandemic, various sectors of the economy, especially in the tourism sector, were forced to stop⁸. Economic shock can certainly have an impact on the daily lives of people who are always in contact with economic needs. Economic existence can provide opportunities for man to meet his life needs such as food, drink, dressing, shelter, and so on. The importance of the economy in human life requires the state to set policies on the economy and guarantee the economy of citizens, especially in Indonesia which is a self-proclaimed welfare staat⁹.

Not only that indonesia's tourism sector is quoted from (Antaraneews.com <https://www.antaraneews.com/berita/1454468/sektor-pariwisata-dinilai-paling-parah-terdampak-covid-19> accessed July 9, 2020) considered to be the most severe sector affected by the covid-19 pandemic even until it reaches the figure of 70%. The deterioration of the tourism sector gradually improved when the government proclaimed a new normal era at the end of May 2020. The new normal era is defined as a government scenario to accelerate the handling of covid-19 in health and socio-economic aspects. Of course, the government's policy has a good influence on the development and development of the tourism sector. As explained by Joyosuharto that tourism development has three functions: (1) promoting the economy, (2) maintaining the personality of the nation & the sustainability of the

⁶ Dian Kagungan and Devi Yulianti, "The Synergy among Stakeholders to Develop Pisang Island as Marine Tourism: The Case of Underdeveloped Area," *Masyarakat, Kebudayaan dan Politik* 32, no. 1 (2019): 16.

⁷ Sri Maryani, I Gusti Ayu Oka Netrawati, and I Wayan Nuada, "Pendemi Covid-19 Dan Implementasinya Pada Perekonomian NTB," *Jurnal Binawakya* 14, no. 11 (2020): 3497–3508.

⁸ Dewi Listiani, "Melemahnya Ekonomi Indonesia Akibat Covid-19," *Kompasiana* (2020): 1, <https://www.kompasiana.com/dewilst08/5ebcb675097f3659853413b3/ekonomi-indonesia-menanggung-beban-covid-19>.

⁹ Ibid.

function and quality of the environment, (3) fostering the love of the homeland and the nation¹. Development in the field of tourism is an effort to develop and utilize the attractions and attractions of tourism in the form of uniqueness and peculiarities of nature and culture through a process to systematically and rationally prepare all tourism activities or activities that will be carried out to achieve a particular goal by allocating the entire resources available effectively and efficiently¹.

The development of the tourism sector by the government and local government is certainly not separated from the strategy that will be used to realize the good tourism sector. Etymologically (word origin) the use of the word strategy in the management of an organization is defined as the main tips, ways, and tactics designed systemically in carrying out the functions of management functions, which are directed at the objectives of the organization¹. Tourism development strategy is a principle related to the issue of implementation policy and objectives to be achieved¹. Strategies are not separated from the government's objectives, means, means, and ability to anticipate opportunities. In Lampung Province itself there are 3 districts that are tourism development areas, including: Pesawaran and Tanggamus Regency. For the effectiveness of tourism development in the region, this research will discuss the government's strategy for tourism development after the covid-19 pandemic.

The method is an instrument to answer research questions so that the results of the research can contribute to the solving of the case faced. The potential biodiversity of lampung province should encourage the development of reliable tourism industries¹. The long-term goal of this research is to produce a tourism development model and strategy in Lampung Province through strengthening the role of local communities after the covid-19 pandemic. As well as a policy model of development of the tourism industry based on local wisdom through synergistic cooperation between Lampung Provincial Government and district/city government as one of the effective solutions to increase economic growth for the welfare of local people. With specific targets that will be achieved by the legal umbrella/ in the form of a MASTER PLAN OF TOURISM DEVELOPMENT that will be realized in the form of the policy text of the Draft Regulation of the Tourism Region in the aftermath of the covid-19 pandemic and publication in the internationally accredited Journal of indexed scopus.

The research method used is qualitatively descriptive with quantitative data approach. The data was obtained through interviews, FGD and questionnaire for SWOT Analysis with key informants relevant to this research study. The location of this research is in Lampung Province, precisely in three districts that are the strategic area of lampung tourism development center, namely Pesawaran and Tanggamus Regency. Pesawaran regency with one village one destination program is a tourism industry development program based on local wisdom namely developing villages in the area to be used as tourist destinations (from 148 villages, 50 of which have developed tourist destinations according to the advantages of the potential tourism value of the village), Tanggamus Regency through strengthening the role of tourism aware groups (pokdarwis) in tourism industry development policy, through empowerment activities (coaching and training) in accordance with the potential of natural and cultural resources owned by villages in the region after the tsunami and covid 19 pandemic.

¹ Nurhadi, "Strategi Pengembangan Pariwisata Oleh Pemerintah Daerah Terhadap Pendapatan Asli Daerah (PAD) (Studi Pada Dinas Pemuda, Olahraga, Kebudayaan Dan Pariwisata Kabupaten Mojokerto)."

¹ Hugo Itamar, "Strategi Pengembangan Pariwisata Di Kabupaten Tana Toraja," *Jurnal Ilmu Pemerintahan* 7 (2016): 150, http://repository.unhas.ac.id/bitstream/handle/123456789/19331/SKRIPSI_FIX.pdf?sequence=1.

¹ Tatali Aldy Adrianus et al., "STRATEGI PENGEMBANGAN PARIWISATA PESISIR DI DESA BENTUNG KABUPATEN KEPULAUAN SANGIHE PROVINSI SULAWESI UTARA Coastal Tourism Development Strategy in The Bentung Village, Sangihe Islands Regency of North Sulawesi" (2018): 53–62

¹ Riyanto Sefira Ryaliita Primadany, Mardiyono, "Analisis Strategi Pengembangan Pariwisata Daerah (Studi Pada Dinas Kebudayaan Dan Pariwisata Daerah Kabupaten Nganjuk)," *Jurnal Administrasi Publik Mahasiswa Universitas Brawijaya* 1, no. 4 (2013): 135–143

¹ Daniel A. Shasale, "Keanekaragaman Hayati Di Kawasan Pantai Kota Ambon Dan Konsekuensi Untuk Pengembangan Pariwisata Pesisir," *Jurnal of Indonesian Tourism and Development Studies* 1, no. 1 (2013): 20–27

4. RESULTS AND DISCUSSIONS

Analysis of Tourism Industry Development Strategy in Lampung Province After Covid-19 Pandemic

1) Government and Stakeholders Cooperation in Tourism Industry

To restore a superior tourism sector after covid-19, it is necessary to arrange and manage tourism by the Lampung Provincial Government and other institutions related to tourism. One indicator of tourism mining is the cooperation of governments and other institutions to organize development to support tourism development. In relation to the current covid-19 pandemic, the Lampung Provincial Government has held a meeting with tourism stakeholders in order to address covid-19 in Lampung Province to formulate the cooperation of the Government, private and community in rebuilding tourism after covid-19 led directly by the Governor of Lampung, a stakeholder in the field of tourism for one perception in the handling and prevention of covid-19 in Lampung Province. According to him, to be able to achieve the success of tourism development in Indonesia, Lampung should be supported by three important domains to be able to cooperate, namely the role of Government, Private and Community. In a leadership, the success of Indonesia is not only from the government side, but there is a private and public role. These three domains have an area of how to build Indonesia, the tourism object is so potential in bringing many visitors and can formulate measures to deal with Covid-19 in order to achieve tourism development in order to revive.

In addition to efforts to break the Covid-19 link, the Deputy Governor of Lampung Province has invited all parties to cooperate, with all elements of society in preventing the spread of Covid-19. Deputy Governor Chusnunia Chalim invited businesses in the field of tourism to jointly handle and prevent Covid-19. In addition, the deputy Governor invited him to prepare for the tourists' interest in covid-19. This is given the tendency of boredom for people to stay at home. *"When this Coviid is finished, the community will go for a walk, this is due to boredom while at home. Therefore stakeholders must prepare a variant of the attraction to invite tourists".*

According to Freeman, et al (2010:26), stakeholders are groups or individuals who may influence or be affected by the realization of the goals of the organization. Stakeholders of Lampung Disparbud consist of local community groups and business people around marine attractions in Lampung Regency.

Pokdarwis¹ (Tourism Aware Group) is a community group formed in each village to assist Disparbud in managing tourism. Especially in marine attractions, Pokdarwis plays a role in managing and promoting beaches and islands by empowering local people. Disparbud provides training to Pokdarwis every year. The training was conducted to teach Pokdarwis and the public about the science of how to manage tourism such as homestay procurement training, craft training, and culinary training. Supervision of Pokdarwis is carried out by monitoring directly by both Disparbud and KPK (Putera Krakatau Group) which is the main source of pokdarwis formation.

In addition to Pokdarwis, other community roles also participate in the development of marine tourism in Lampung Regency such as PKK (Family Welfare Development) and Karang Taruna which plays a direct role as a party that directly manages marine tourism in Lampung Regency. According to Prasiasa and Hermawan (2012:21), the development of marine tourism should be aimed at improving the equalization of opportunities, revenues, participation and responsibilities of local communities integrated with the government and business world. The role of people in Lampung Regency such as PKK is to develop culinary business activities by trading or selling around the maritime attractions of Lampung. This is in addition to the fulfillment of tourist facilities around the object as well as to add people's income. Meanwhile, Karang Taruna's role in the development of Lampung marine tourism is to conduct beach cleaning activities and help enliven the coastal tourist area by procuring sports tournaments as a tourist attraction.

In addition, stakeholders from business people who play a role in the management of Lampung marine tourism are the owners of hotels, restaurants, indomart, and so on. Their existence is spread in several sub-districts close to Lampung marine attractions such as Kalianda,

¹ Meutia, I. F., Yulianti, D., Tryatmaja, P., & Yusnita, V. (2019). Peranan Masyarakat Lokal Dalam Mewujudkan Pariwisata Berkelanjutan Di Provinsi Lampung. *Prosiding Sefila*, 95-101.

Rajabasa, Katibung, Sidomulyo, Tarahan, and Mediating sub-districts. Business people set up their business near beach attractions in Lampung Regency because it is considered strategic to get customers that is from tourists in the nearest beach tourist area. The presence of business people also affects the management of marine tourism in Lampung Regency because as a form of accommodation facilities tourists visiting a tourist area. This is as explained by Muljadi (2009:13-14) that the main types of tourism include accommodation companies as well as food and beverage companies.

Stakeholders of Lampung Disparbud both from the local community and business people around the marine tourist attraction of Lampung Regency is an opportunity to assist Lampung Disparbud in developing a marine tourist area in Lampung Regency.

2) Tourist Attraction

The attraction of tourist attractions can be a capital to develop tourism. As Subardin et al. said, some elements that must be fulfilled as tourist destinations are attractiveness, accessibility, infrastructure and community empowerment¹. Tourist attraction is everything owned by tourist attractions that can attract tourists to visit. Cooper's attraction suggests that there are four components that a tourist attraction should have: attraction, accessibility, amenities, and ancillary¹.

a. Attraction

Attractions are components that can attract tourists to an area into a tourist destination. Tourist attractions other than those provided by nature need to be built tourist companion attractions so that the atmosphere and condition of the attractions is not boring¹. Capital attractions that can attract tourists there are three, namely:

- (1) Natural Resources (Natural), Natural Resources in Lampung province tourism area can be found in several places one of them is Way Lalaan in Tanggamus Regency, is a natural waterfall tourism that pampers the eyes. In addition, in Pesawaran regency and Lampung there are also tourist attractions that offer its marine natural beauty such as Pahawang Island and Canti Beach. Nevertheless the natural nuance must always be maintained to keep attracting visitors amid the competition of attractions that offer similar beauty.
- (2) Cultural Attractions, Cultural attractions performed by the Government to attract tourists are through cultural festivals such as Pahawang Festival, Teluk Watermelon Festival, and Krakatau Festival.
- (3) Man-made attraction itself. on man-made attractions on Way Lalaan and Canti Beach attractions still need to be further developed. Tour managers and governments need to innovate in managing attractions that offer games and family recreation.

The existence of tourist attractions is the reason and motivation of tourists to visit a tourist attraction (DTW) so as to make tourists stay for days or even on other occasions tourists can visit the same place. Attractions are devoted to promoting regional tourism to tourists but promotion also needs to be done in other forms in addition to holding major events such as promotions using social media or Lampung tourism websites..

b. Accessibility

¹ Muhamad Ismail, "Strategi Pengembangan Pariwisata Provinsi Papua," *Matra Pembaruan* 4, no. 1 (2020): 59-69

¹ Titing Kartika, Rosman Ruskana, and Mohammad Iqbal Fauzi, "Strategi Pengembangan Daya Tarik Dago Tea House Sebagai Alternatif Wisata Budaya Di Jawa Barat," *THE Jurnal : Tourism and Hospitality Essentials Jurnal* 8, no. 2 (2018): 121.

¹ Fitra Delita, Elfa Yetti, and Tumiar Sdauruk, "Analisis Swot Untuk Strategi Pengembangan Obyek Wisata Pemandian Mual Mata Kecamatan Pematang Bandar Kabupaten Simalungun," *Jurnal Geografi* 9, no. 1 (2017): 41.

What is meant by the accessibility of tourism in this case is: all means that provide convenience to tourists to reach a destination or related tourist destination. According to French (1996:204) the factors that are important and related to the accessibility aspect of this tour are not only concerned with the ease of transportation for tourists to reach a particular tourist attraction or destination, but also the time it takes, the pointer to the tourist location and other related devices.

Accessibility or accessibility is important in tourism activities, transportation tools or transportation services become important access in tourism. This access is synonymous with transferability, which is the ease of moving from one area to another. Transportation facilities become part of the facilities and infrastructure of tourism that must be available to pamper tourists in their travels¹. The location of Lampung Province itself is in a strategic place that is at the end of sumatra island which means to be the gateway from outside the island. This makes the tourist location strategic, where lampung tourist sites such as Pesawaran Regency, Lampung Regency, and Tanggamus Regency are not far from the capital city of Bandar Lampung. In addition, sumatra toll road and Radin Intan Airport support accessibility for tourists.

c. Amenity (Facilities or Accommodation)

Amenitas means as a supporting facility for the smooth activities of tourism as well as providing comfort to tourists. French (1996: 15) has put restrictions on various tourist facilities that need to be developed in the aspect of amenities, at least consisting of: accommodation, restaurants, tourist information centers, souvenir centers/ shops, health centers, banking service centers, means of communication, security posts travel agency clean water availability, and electricity and so on Facilities are all kinds of facilities and infrastructure required by tourists while in the tourist destination area. Facilities and infrastructure that should be available such as: lodging, restaurants, recreation places, camping, transportation and travel agents. The infrastructure that is needed for the construction of tourism facilities is highways, water supplies or toilets, electric power, landfills.

In the tourist attraction Way Lalaan Tanggamus Regency The policy of setting up merchant stalls is not yet neat, so there needs to be improvement about the management of traders in tourist sites. In addition, in tourist destinations Way Lalaan also needs to keep visitors safe so that visitors feel comfortable when traveling. Then the facilities and infrastructure in the tourist attraction of Lampung need to be repaired after the tsunami, tsunami disaster that has damaged most of the facilities and infrastructure of tourist attractions. The tsunami is a threat to tourism managers, not closing the possibility that one day a tsunami disaster will occur again..

d. Ancillary (additional services)

Ancillary is also an improvement in the quality of tourism services products by the private and the community as a whole, especially in services such as transportation, accommodation, travel arrangements, restaurants, and lodging that play a role in tourism². In some tourist attractions such as Lampung regency and Tanggamus is managed by the community (pokdarwis) as a tour manager.

3) Community Empowerment

The development of regional attractions is in desperate need of an active role of the surrounding community. Because indirectly the efforts of regional tourism development will have

¹ Nurhadi, "Strategi Pengembangan Pariwisata Oleh Pemerintah Daerah Terhadap Pendapatan Asli Daerah (PAD) (Studi Pada Dinas Pemuda, Olahraga, Kebudayaan Dan Pariwisata Kabupaten Mojokerto)."

² Rahman Rifa Fazlur, "Strategi Pengembangan Pariwisata Di Kabupaten Pematang, " *Jurusan Administrasi Publik Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Diponegoro*7 (2014): 1–16.

an impact on improving the welfare of the surrounding community². On the other hand, lack of community participation is one of the factors hampering the development of tourist attractions. Therefore, there needs to be community empowerment to support the development efforts of tourist attractions². Empowerment in the New Normal era is devoted to how managers are able to adjust to the current pandemic situation. This can be done by modifying the way it works, then implementing minimal touch or touchless behavior, or sanitation that must be improved by adjusting health protocols. In addition, the need to implement new practices for food and beverage accommodation for the safety and health of visitors such as the use of food containers or disposable plates.

In addition, tourists are required to pay more attention to tourism protocols in the New Normal era, especially related to health, safety, comfort, sustainable and responsible tourism. Things like this will become a habit going forward, how sustainable tourism in the New Normal era becomes a consequence of the tourism development part. The most important thing is to share responsibilities between businesses and visitors.

Community empowerment is also focused on tourism aware groups (Pokdarwis) as the main group team in the regional tourism sector in serving the community directly. The existence of covid-19 volunteers /Pokdarwis is an effective and innovative form of breakthrough carried out by the Tourism Office in the face of the new normal tourism sector. Pokdarwis can develop tourism with several strategies: first industrial development strategy by developing traders in tourist attractions in an effort to increase people's income. Second, the strategy of developing tourism destinations by providing facilities and infrastructure for visitors such as toilets, mosques, and canteens. Third, marketing and promotional strategies by creating on blogs that contain travel resources. And fourth, the tourism resource development strategy². In addition to this Pokdarwis in managing its tourist destinations should and always implement the Covid-19 Prevention Health Protocol so that tourists will feel safe and comfortable in enjoying the beauty of the natural panorama while traveling.

4) Private Party Involvement

Private involvement in the development of the tourism sector can support the construction of such attractions². The participation of private parties can also support the realization of sustainable tourism. Sustainable tourism is tourism that can create a balanced and harmonious relationship between the three elements of tourism, namely the quality of the tourist experience, the quality of tourism resources, and the quality of life of the local people². The contribution of private parties in managing the development of the tourism sector will support the achievement of indicators towards sustainable tourism. However, investors' interest in investing in the tourism sector is still low. Moreover, in some tourist areas it is dominated by private ownership thus narrowing the opportunities for governments and community groups to develop the area. Nevertheless, the government continues to open opportunities for investors to develop tourism potential in Lampung Province. Self-investment plays a very important role in building communities, as capital formation increases production capacity, raises PAD from local levies and taxes, creates jobs and increases regional revenues²

² Sefira Ryalita Primadany, Mardiyono, "Analisis Strategi Pengembangan Pariwisata Daerah (Studi Pada Dinas Kebudayaan Dan Pariwisata Daerah Kabupaten Nganjuk)."

² Tapafeto and Bessie, "Strategi Pengembangan Objek Wisata Dalam Upaya Peningkatan Kunjungan."

² D. (2017) Nurmayasari, "Strategi Kelompok Sadar Wisata (Pokdarwis) Dalam Pengembangan Pariwisata Di Desa Cangu Kecamatan Badas Kabupaten Kediri," *Publika* 5, no. 1 (2017): 1–7.

² Sefira Ryalita Primadany, Mardiyono, "Analisis Strategi Pengembangan Pariwisata Daerah (Studi Pada Dinas Kebudayaan Dan Pariwisata Daerah Kabupaten Nganjuk)."

² Ni Ketut Ratih Larasati and Dian Rahmawati, "Strategi Pengembangan Pariwisata Budaya Yang Berkelanjutan Pada Kampung Lawas Maspati, Surabaya," *Jurnal Teknik ITS* 6, no. 2 (2017): 529–533.

² Rotua Kristin and Rudi Salam, "Peran Pemerintah Daerah Dalam Pengembangan Pariwisata Alam Dan

5) New Normal Implementation

The Central Government through the Ministry of Tourism and Creative Economy prepared three stages to respond to the impact of Covid-19, namely emergency response, recovery, and normalization. In the emergency response stage, provide support to health workers to prepare accommodation, food, and transportation. In addition, coordinate with K/L and various relevant parties in taking steps to support Indonesian tourism industry or players. In the second phase of recovery, the Ministry of Foreign Affairs will coordinate with other K/L to identify the impact in detail of the covid-19 outbreak.

Previously a number of tourist attractions in Tanggamus Regency including way lalaan waterfall and terbaya beach were forced to be temporarily closed to avoid transmission of coronavirus outbreak. This closure also follows the government's call to reduce crowds or crowd points, the tourist attraction was temporarily closed in order to break the spread of covid-19, some managers and traders who relied on sustenance through the object were forced to be housed, due to the absence of tourist visits and also the district lost 40% of PAD during the pandemic. During the pandemic the manager was unable to develop his tourism destination because there were no number of tourist visits.

Way Lalaan Waterfall and Terbaya Beach are closed on March 18, 2020. The circular letter is based on the results of the task force meeting of the Accelerated Handling of Covid-19 district that the social distancing was carried out. It reopened on Monday 16 June 2020 but implemented health protocols. Pokdarwis as the manager of tourist destinations has a strategy in this new normal era related to the reopening of tourist attractions namely by providing medical protocol equipment / equipment, including hand washing and soap and body temperature gauge (Thermo gun), as well as putting up banners or banners inscribed with tourist areas must wear masks.

In addition, there is an increased understanding of visitors about health protocols when traveling. So as a manager, pokdarwis must check visitors to wear masks while in the location of tourist destinations, visitors are required to wash their hands with soap or hand sanitizer before entering the tourist site and it is prepared by the organizer, checking body temperature, keeping distance or not crowding and limiting the number of visitors to 50 percent of the previous visitor numbers in order to maintain social distancing.

6) Resources

According to Akdon (2011:112), the resources in internal analysis consist of human resources, natural resources, skilled personnel in the level of resource empowerment, including the composition and quality of human resources. According to Prasiasa and Hermawan (2012:20), as part of special interest tourism, marine tourism does not require the construction of certain facilities and infrastructure specifically because the interest and motivation of tourists who come is to want the authenticity or originality of the destination and its tourist attractions. Similarly, the beaches and islands in Lampung Regency still retain authenticity and authenticity.

Some beaches and islands that have been widely known by the public such as Sebesi Island, Embe Beach, Mengkudu Island, and Batu Lapis Beach. Each has its own beauty and uniqueness. With the wealth and authenticity of marine tourism in Lampung Regency becomes an advantage that most affects in the planning of marine tourism development strategy in Lampung Regency. Beaches and islands that are still maintained authenticity are each managed by local government, private, and community.

In addition to natural resources, human resources that play an important role in managing marine tourism in Lampung Regency also influence. In this case, the human resources in question are the apparatus resources of Lampung Disparbud which has their respective duties and functions to develop tourism in Lampung. According to David (2011:93), managing good human resources within an organization will make the organization more immune to competition. The planning made must be workable and done by experts and understand the field. Based on the results in the sub-chapter above, human resources in the Tourism and Culture Office of Lampung Regency specialize in tasks that are divided into several areas such as development, marketing, and culture. However, the majority of the personnel or human resources of Lampung Are placed in areas that do not match their skills. This is a weakness because the hr management of Lampung Disparbud has not been maximal and effective.

7) Technology

According to Akdon (2011:113), technologies that have been used to date can appear in the organization's internal environment that describe support for the organization's performance processes or missions. Tourism promotion using conventional methods such as the spread of brochures / pamphlets, and so on requires a large and ineffective cost done today, so it is seen as necessary a more effective promotional method that is one of them through internet promotion or better known as e-tourism². Disparbud Lampung Selatan has utilized technology for both internal and external facilities in the form of official website and Lampung Selatan Tourism application. The official website of Lampung Disparbud was created for coordination and supervision between members of Lampung Disparbud and can also be accessed by the public. Meanwhile, the technology created by Disparbud specifically for its external needs is through the Android-based application "Lampung Selatan Tourism" which is made for the convenience of tourists, especially tourists from outside lampung area.

Both technologies used by Disparbud have not been utilized to the maximum. The official website of Disparbud Lampung Selatan was not updated until the last two years, namely the last update in 2019 There are several explanations about tourist info in Lampung, but only a few objects are displayed namely Grand Elty Beach, Embe Beach, Tanjung Tuha, Pantai Bagus, Anak Gunung Krakatau, Sebesi Island, Wisma Belerang, Menara Siger, and Negeri Baru Resort. In fact, in Lampung itself there are still dozens of other attractions besides those featured in the website. In the tour info menu, each attraction is described but the photo of the attraction can not be opened so it becomes un appealing to readers of the website Disparbud Lampung Selatan.

In addition, Lampung Selatan Tourism app can not be used for users or tourists. This app can not be used or in other words still error that only displays writing instead of features that should be able to be applied by users to facilitate the travel of tourists in the tourist attraction of Lampung.

Utilization of technology used by Lampung Disparbud if it can be used properly will be an advantage to develop Lampung marine tourism, especially in tourism promotion. However, the lack of utilization is a weakness of Lampung Disparbud because it affects the development of Lampung marine tourism becomes less in terms of promotion.

8) Politic

According to Akdon (2011:114), organizations in areas whose activities have been regulated by the government (including administration and public organizations as government officials), will depend on the political life of the government. Disparbud Lampung Selatan is one of the government organizations in the field of tourism so it will depend on the political situation of the

² Pahrul Irfan and Apriani Apriani, "Analisa Strategi Pengembangan E-Tourism Sebagai Promosi Pariwisata Di Pulau Lombok," *ILKOM Jurnal Ilmiah* 9, no. 3 (2017): 325-330.

Local Government of Lampung Regency. The political situation, especially during the change of power regime of the regent of Lampung from the leadership of Rycko Menoza, SZP to the leadership of Dr. Zainudin Hasan, M.H. influenced the development of marine tourism in Lampung Regency with a mission that can support tourism for the better. These missions include:

1. Strengthening a populist-based economy that rests on the strength of the local, independent, and environmentally sound and sustainable economies
2. Increase the economic productivity of the people of agriculture, livestock, fisheries and marine sectors, plantations and tourism as well as investment with a conducive business climate as well as ensuring the availability of jobs for the people of Lampung.
3. Improve the quality and quantity of development infrastructure and facilities to support the welfare of the people, making cheap sports facilities that can raise the potential of the seeds of village sportsmen such as table tennis, chess, volleyball and football.
4. Realize clean, honest, and authoritative government with professional and professional government apparatus in improving public services.
5. Increase the participation of the community in the development of the area (Button Up) in order to realize the development that sided for the people.
6. Improving the development and preservation of local customs and culture in the social life of Lampung people in cultural diversity so that a arif and dynamic life is realized.

9) Law

In the management of marine tourism in Lampung Regency, there are regulations governing the regulation of retribution. Disparbud Lampung Selatan only uses levy regulation in managing the beach, namely on entrance fare, while other rules such as tax, licensing, and hygiene rules are handled by the respective relevant agencies. The regulation is aimed at tourists who enter the coastal tourism of Lampung Regency. The result of the levy was then used for the construction of Lampung and the income of PAD Lampung Regency from the tourism sector.

According to Amirullah (2010:30), the weak ness of the law raises uncertainty and uncertainty of business. But at the same time, weak legal pranata also opens up opportunities for entrepreneurs to implement all kinds of business strategies without the need to heed business ethics. Disparbud Lampung Selatan uses retribution regulations to regulate the management of marine tourism in Lampung Regency aimed at visitors or tourists who come to the attraction. However, this regulation only applies to attractions owned by the local government or managed by Lampung Disparbud. The regulation can be used as an opportunity for Lampung Disparbud to develop Lampung marine tourism if it can be implemented as best as possible because it will affect the development of tourism itself. However, this regulation has a disadvantage that only applies to marine attractions managed by Lampung Disparbud, while there is only one object that is Sebesi Island.

Swot Analysis Matrix of Post-Pandemic Tourism Development Strategy

Based on the above description, the following is a swot analysis table of tourism development strategy of Lampung Province after the Covid-19 pandemic:

1. Internal Factors

No	STRENGTH	WEIGHT	RATING	SCORE
1	Cooperation of goverment and stakeholders in tourism	0,12	8	0,97
2	Community empowerment program through Pokdarwis	0,11	8	0,92



3	Organize major events to attract tourists	0,09	6	0,51
4	Doing coaching and education about new normal era tourism	0,09	6	0,56
5	The Central Government through the Ministry of Tourism and Creative Economy prepared three stages to respond to the impact of Covid-19, namely emergency response, recovery, and normalization.	0,09	6	0,51
Amount		0,50		3,47

No	WEAKNESS	WEIGHT	RATING	SCORE
1	Lack of innovation towards attraction rides	0,14	4	0,58
2	There needs to be improvements in facilities and infrastructure	0,12	4	0,49
3	Lack of security and comfort of visitors	0,10	3	0,30
4	Lack of human resources knowledge in the management of attractions	0,07	2	0,14
5	Not maximizing the use of information technology as a means to provide information and tourism promotion	0,06	2	0,12
AMOUNT		0,50		1,63
		1,00		5,10

2. External Factors

No	OPPORTUNITY	WEIGHT	RATING	SCORE
1	The beauty of nature and the uniqueness of tourist destinations	0,12	8	0,97
2	Strategic tourist destination location	0,11	8	0,91
3	Management of tourist destinations by friendly local people	0,10	6	0,58
4	Visitors' interest in post-pandemic tourism	0,08	6	0,48

5	Raising awareness of the importance of security when traveling after covid-19 pandemic	0,09	6	0,53
AMOUNT		0,50		3,47

No	THREAT	WEIGHT	RATING	SCORE
1	Investor interest in investing in tourism sector remains low	0,12	3	0,35
2	There is a chance of natural disasters again occurring such as tsunami disasters	0,13	3	0,39
3	Rapid competition between regional, national and international local tourism destinations	0,10	2	0,20
4	Other regional attractions that offer similar natural beauty and offer a different sense of exoticism	0,08	2	0,17
5	Regional tourism management is still dominated by private ownership	0,07	2	0,13
AMOUNT		0,50		1,25
		1,00		4,72

5. CONCLUSION

Lampung Province's Own Tourism and Creative Economy Office is preparing a scheme to accelerate the recovery of the tourism sector as well as the creative economy in Lampung Province after the COVID-19 pandemic. With several schemes, one of them prepares environmentally minded, health-minded, and security-minded tourism in an effort to rebuild the tourism sector. Lampung Regency/City Provincial Government synergizes in handling and rebuilding the tourism industry from the impact of Covid-19.

The Central Government through the Ministry of Tourism and Creative Economy prepared three stages to respond to the impact of Covid-19, namely emergency response, recovery, and normalization. In the emergency response stage, provide support to health workers to prepare accommodation, food, and transportation. In addition, coordinate with K/L and various relevant parties in taking steps to support Indonesian tourism industry or players. In the second phase of recovery, the Ministry of Foreign Affairs will coordinate with other K/L to identify the impact in detail of the covid-19 outbreak.

Officially lampung government has not issued a strategy policy in the field of tourism impacting covid-19. The local government in this case still follows the National policy made by the Ministry of Tourism and Creative Economy. But all tourism in Indonesia according to Wishnutama as Minister of Tourism and creative economy will implement a strategy that focuses on improving the basics related to hygiene, safety, and security, as well as preparing the construction of basic infrastructure, which

will also be implemented by the Lampung Provincial government so that people no longer worry about the cleanliness of tourism and feel safer when doing tourism in the area.

Important suggestions/recommendations from the results of this study are:

- a. The importance of special attention from the Tanggamus Regency Government to the "new" attractions of Way lalaan waterfall and Terbayu beach which has the potential to be the district's top tourist destination without ignoring the participation of tour aware groups and local communities.
- b. Increasing the institutional capacity of tourism aware groups through empowerment activities carried out both through training, budget assistance and regular evaluation of pokdarwis activities, in order to revive tourism passion in Pesawaran Regency, Tanggamus Regency and Lampung regency in line with the new normal era and still implement covid 19 operating procedure standards for the safety of managers and visitors.
- c. Tourism development strategy in Lampung Province should implement a strategy that focuses on improving the basics related to hygiene, safety, and security, as well as preparing for the construction of basic infrastructure.
- d. The importance of innovation strategy to continue to be creative in order to develop tourism industry in Lampung Province in addition to utilization of tourism village websites, cooperation with stakeholders, strengthening the institutional role of tourism aware groups
- e. Regional Tourism Development Master Plan should be in line with Lampung Province Tourism Development Master Plan, so as not to impress the development of regional tourism industry in Lampung Province running on its own
- f. Tourism policies that need to be strengthened, such as support to industry and tourism and creative economy (parekraf), budget support, tourism education subsidies, strengthening Tourism Mitigation SOP, priority on improving destinations, increasing the role of pokdarwis in tourist villages as a team of village clusters fostered by the Ministry of Tourism cq Tourism Office Kab Pesawaran, Tanggamus and Lampung districts, and strengthening regulation of the influx of foreign tourists

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Rencana Induk Pengembangan Pariwisata Daerah (RIPDA) Kabupaten Pesawaran Tahun 2016- 2021

Rencana Induk Pengembangan Pariwisata Daerah (RIPDA) Kabupaten Tanggamus Tahun 2015- 2020

Rencana Induk Pengembangan Pariwisata Provinsi Lampung 2017-2031