

Implementation of Marketing and Tourism Promotion Policies at the Tourism and Culture Office of West Bandung District

Andi Sukandi^{1*}
University of Terengganu, Malaysia

Abstract

This study aims to determine the implementation of tourism marketing and promotion policies at the Department of Tourism and Culture of West Bandung Regency. In this study using qualitative research methods with a case study approach. Data collection techniques in this study were carried out by observation, interviews and documentation. And the data analysis used is using memos, coding, transcripts and data categorization. Based on the research obtained, it can be seen that the Implementation of Tourism Marketing and Promotion Policies at the Tourism and Culture Office of West Bandung Regency aims to increase tourist visits to tourist destinations in West Bandung Regency. Tourism marketing and promotion policies have been implemented at the Tourism and Culture Office of West Bandung Regency and tourist destinations in West Bandung Regency but there are still shortcomings that cause the success of the Implementation of Tourism and Tourism Promotion Policies at the Tourism and Culture Office of West Bandung Regency.

Keywords : Implementation, Tourism marketing, Promotion

Article Info

Corresponding Author:

Andi Sukandi
(andisukandi587@gmail.com)

Received: 04-04-2022

Revised: 04-05-2022

Accepted: 04-06-2022

Published: 04-07-2022



1. Introduction

The West Bandung Regency Government issued Regional Regulation Number 4 of 2012 concerning the West Bandung Regency Tourism Development Master Plan (RIPPDA). Marketing and promotion is one of the most important strategies in tourism development, which is stated in Regional Regulation Number 4 of 2012 Article 21 and Article 22. In this policy, Article 21 paragraph (2) states that marketing includes determining tourism product policies, determining prices, channels, distribution, and promotion. And Article 22 states that promotions are carried out by advertising tourist object and attraction businesses, tourist facility businesses, tourism service businesses and tourist destination areas, as well as promotions carried out through exhibition activities, art performances, providing promotions through print and electronic media. and other promotional activities. Based on this, promotion becomes a part of tourism marketing because promotion is an activity to disseminate information and influence tourists to visit the tourist destinations on offer.

Based on this policy, the West Bandung Regency Tourism and Culture Office (Disparbud) carries out marketing efforts by paying attention to four important factors in tourism marketing in West Bandung Regency, namely, tourism products, pricing, distribution channels and promotions. Tourism products include tourism management such as services and facilities provided to tourists that can support tourism activities, as well as the attractiveness (uniqueness, beauty of nature and culture) of tourism products that can attract tourists. The target market or distribution channel is very important in carrying out tourism marketing, because in tourism marketing you must know the target group who will have the potential to become tourists at the tourist destination. Determining the price of a tourist destination, determining the price of a tourist destination must be adjusted to the tourism product

offered because the services and facilities of a tourism destination are one of the determinants of the price of the tourist destination.

Furthermore, tourism promotion, promotion as a medium to communicate tourism to the target market, in this promotion is carried out using online and offline media as access to introduce tourism to the public, the use of online media is none other than because currently all information can be obtained in online media and it is also cheaper, effective and efficient to penetrate the tourism target market for all groups. Tourism promotion in online media is carried out on several platforms such as Facebook, Instagram, YouTube, TikTok and others. Offline tourism promotion is carried out by creating or joining tourist events such as festivals, performances, exhibitions and others, but the costs tend to be expensive and limited so promotions are mostly carried out on online media.

The results of the observations that have been made show several problems in the implementation of tourism marketing and promotion policies in West Bandung Regency using the Van Metter and Van Horn Policy Implementation theory. The problems are in resource indicators and environmental conditions. In the resource indicator, problems occur due to insufficient and incompetent human resources and a lack of budget for marketing and promotion. The environmental condition indicator occurred due to Covid-19 which caused marketing and promotional activities to be less than optimal, resulting in a decrease in tourist visits.

Based on the description of the problem above, researchers feel it is necessary to conduct research on the implementation of tourism marketing and promotion policies. The research was conducted at the West Bandung Regency Tourism and Culture Department and 5 tourist destinations in West Bandung Regency, namely Curug Pelangi, Stone Garden, Guha Pawon, Sanghyang Heuleut and Sanghyang Kenit.

1. Policy Implementation

Implementation of public policy is one dimension of the public policy process, which also greatly determines whether a policy is in touch with the interests and can be accepted by the public. Merilee S. Grindle (Tachjan, 2006, p. 25) in the book *Public Policy Implementation* states that: "Policy implementation is not just related to the mechanism of translating political decisions into routine procedures through bureaucratic channels, policy implementation concerns issues of conflict, decisions and concerns who gets what from a policy."

2. Policy Implementation Model

Van Metter and Van Horn (Kadji, 2015, p. 48), define that: Policy Implementation as a series of activities that are deliberately carried out to achieve performance. Van Meter and Van Horn (Tahir, 2018, pp. 71–72) formulated the existence of a relationship that shows various variables to influence the performance of a policy. Six variables that influence implementation performance, namely:

a. Policy measures and objectives

This variable is based on the main importance of the factors that determine policy performance. Basic measures and objectives are useful in outlining the overall objectives of policy decisions. Therefore, success indicators and policy objectives need to be clear so that policy implementers do not create different interpretations from policy makers. The occurrence of various interpretations of the policy objectives can lead to failure in policy implementation.

b. Resource

The success of the policy implementation process is very dependent on the ability to utilize the most important resources in determining the success of the implementation process. Certain stages of the entire implementation process require quality human resources in accordance with the work required by the established policies. But apart from human resources, other resources that need to be taken into account are: financial resources.

c. Characteristics of the implementing agency

Characteristics of implementing agencies, namely the attitude of each policy implementer. This attitude can be used as a benchmark for policy implementers. This can be seen from: the bureaucratic structure and the patterns of relationships that occur within the bureaucracy, all of which will influence the implementation of a program.

d. Communication between organizations and implementing activities

In implementing policies, communication and coordination with other agencies is necessary. Communication plays an important role in the ongoing coordination of policy implementation. The better the communication and coordination between the parties involved in a policy implementation process, the assumption is that errors will be very small to occur and make it easier to achieve policy objectives.

e. Executor's disposition

The attitudes/tendencies (Disposition) of policy implementers will greatly influence the success or failure of the performance of public policy implementation. This can be seen from three elements of response, namely: cognition (understanding) about the policy, response or response and the intensity of that response.

f. Environment (economic, social and political)

The final thing that needs to be considered in order to assess the performance of public implementation from the perspective offered by Van Metter and Van Horn is the extent to which the external environment contributes to the success of the public policies that have been established. A social, economic and political environment that is not conducive can be the cause of failure in policy implementation performance. Therefore, efforts to implement policies must also pay attention to the conducive conditions of the external environment.

2. Method

This research uses a qualitative method with a case study approach. According to John W. Cresswell, qualitative research is a research process that uses an interpretive framework that can influence the study of research related to individuals or groups on a social or human problem (Cresswell, 2015). The case study method according to John W. Cresswell (Cresswell, 2015, p. 105) develops in-depth descriptions and analyzes of cases or various cases. Case studies can study events, programs, activities, or more than one individual.

John W. Cresswell states that "Data collection is a series of interrelated activities aimed at gathering information to answer emerging research questions." Data collection is one of the most important elements in conducting research. This research uses research techniques, observation, interviews and documentation.

Data analysis in qualitative research is used to answer problem formulation. In the data analysis process, data is needed from various sources such as interviews, observations and others that can be used to draw conclusions. In this research, carrying out a data analysis process based on Miles & Huberman's theory states that analysis consists of three activity flows that occur simultaneously, namely: data reduction, data presentation, and conclusion drawing.

3. Results and Discussion

Results of research regarding the Implementation of Tourism Marketing and Promotion Policies at the West Bandung Regency Tourism and Culture Office. The implementation of Tourism Marketing and Promotion policies is measured using the theory of policy implementation according to Van Metter and Van Horn with 6 indicators, namely size and objectives, resources, characteristics of the implementing agency, communication between organizations and implementing activities, disposition of the implementer and the environment (economic, social, political).

The results of this research were obtained by researchers through data collection from interviews, observations and documentation. Researchers conducted in-depth interviews with informants who were directly related to the implementation of tourism marketing and promotion policies. Apart from that, researchers carried out observations and documentation by visiting the Tourism and Culture Office directly and several tourist destinations periodically during the research process.

1. Implementation of Tourism Marketing and Promotion Policy at the West Bandung Regency Tourism and Culture Office

1). Measures and Policy Objectives

a. Policy size

The basic size is used as a guideline in implementing marketing and the basic size of policy in implementing tourism marketing and promotion is Regional Regulation Number 4 of 2012 concerning the West Bandung Regency Tourism Development Master Plan, this regional regulation is a policy implemented by the West Bandung Regency Tourism and Culture Office for tourism development. referring to Government Regulation Number 10 of 2011 concerning the National Tourism Development Master Plan.

Regional Regulation Number 4 of 2012 concerning the West Bandung Regency Tourism Development Master Plan contains various things that are the focus of tourism development in West Bandung Regency, one of which is marketing and tourism promotion. This regional regulation regulates strategies for marketing development, organizing tourism promotions and regulates the role of several parties such as regional government, the business world or business managers, the community and institutions operating in the tourism sector to implement this policy.

There are several factors that can be used as benchmarks for the success of tourism marketing and promotion policies. Firstly, it can be seen from the number of tourist visits, both domestic tourists and foreign tourists, because the number of tourists greatly influences the success of policies due to tourism marketing and promotion, which is to introduce tourist destinations and increase the attractiveness of tourist destinations which leads to an increase in tourist visits.

Second, it can be seen from the amount of local original income because if tourist visits in West Bandung Regency increase, it can increase local original income from the tourism sector. Third, it can be seen from the increase in the community's economy because tourist visits to destinations can benefit the economy of communities around tourist destinations such as MSMEs, car drivers and people who have businesses around tourist destinations.

b. Policy objectives

The aim of the tourism marketing and promotion policy in the West Bandung Regency is to increase tourist visits to tourist destinations in West Bandung Regency, increase the original regional income of West Bandung Regency and improve the economy of the community around tourist destinations such as MSMEs, jukir and other businesses.

Supporting factors to facilitate the achievement of policy objectives, namely resources, both human and financial, which can support the implementation of tourism marketing and promotion, competence of policy implementers who must understand the field of tourism marketing and promotion, adequate tourist destination facilities can be an additional value to attract tourists, good communication between Disparbud and tourism managers must be carried out frequently in order to achieve maximum policy results, conducive environmental conditions, support from the West Bandung Regency Disparbud and community support are very important in facilitating the achievement of tourism marketing and promotion policy objectives.

Based on the discussion above, it can be concluded that policy implementers already know the size and objectives of tourism marketing and promotion policies in West Bandung Regency. The basic measure for implementing tourism marketing and promotion policies is Regional Regulation No. 4 of 2012 concerning the Tourism Development Master Plan which aims to increase tourist visits to tourist destinations in Bandung Barata Regency, increase Regional Original Income (PAD) and to improve the economy of the surrounding community. . Tourism development must be supported by adequate resources, a conducive environment, good communication between policy implementers and others.

2). Resource

a. Human Resources

The human resources owned by the West Bandung Regency Tourism and Culture Department are still lacking in implementing tourism marketing and promotion policies, several tourist destinations still have limited human resources and there are also tourist destinations that already have sufficient implementers in implementing tourism marketing and promotion policies. Disparbud itself only has

one staff so implementing tourism marketing and promotion policies is carried out with the support of several parties such as support from tourist destination managers and support from tourism institutions in marketing and promoting tourist destinations.

The competence of human resources as implementers of tourism marketing and promotion policies is still lacking and competence is not in accordance with what is needed. Disparbud itself needs promotional expert staff in implementing tourism marketing and promotion policies. Implementers in tourist destinations are usually managed by people from Pokdarwis so they are less competent in the tourism sector, especially in marketing and promotion.

b. Financial resources

Financial resources or budgets for implementing tourism marketing and promotion policies are insufficient for the West Bandung Regency Tourism and Culture Office and there are several tourist destinations, there are also destinations that have budgets that can be sufficient for implementing tourism marketing and promotion policies. In several tourist destinations, the lack of budget is due to a decrease in tourist visits, resulting in reduced budget income, while at the West Bandung Regency Tourism and Culture Department, there is a lack of budget due to Covid-19, which requires cuts to the budget allocated to the health sector.

The budget has been allocated according to needs and is appropriate, the budget is needed by the West Bandung Regency Tourism and Culture Department for training tourist destination managers, socialization needs and creating tourism exhibition activities. Marketing budget for tourist destinations to improve tourism products such as tourist destination facilities, promotional budget for tourist destinations to participate in tourism exhibition activities and participate in other tourism events.

Based on the discussion above, it can be concluded that human resources in implementing tourism marketing and promotion policies are still insufficient. Financial resources or budgets to support the implementation of policies for several tourist destinations are still lacking due to a decrease in visits which has resulted in a lack of income for tourist destinations and for Disparbud itself the budget is lacking due to Covid-19 so part of the budget is allocated to the Health sector.

3). Characteristics of the Implementing Agency

a. Bureaucratic structure

The division of tasks in implementing tourism marketing and promotion policies is clear, the West Bandung Regency Tourism and Culture Department is preparing guidelines for marketing planning and implementing tourism promotions to help promote tourist destinations in West Bandung Regency and the Tourism and Culture Department carries out activities in accordance with the plans that have been prepared and are also appropriate. superior's direction. Tourist destination managers carry out marketing activities by providing information on tourism products, determining prices, target markets, and participating in promotional activities in electronic media, print media and tourism exhibition activities. Standard operational procedures in implementing tourism marketing and promotion policies are appropriate, but for implementers in tourist destinations, if there is an urgent situation, this can be done flexibly.

b. Relationships in organizations

Good communication between work units will support maximum achievement of policy objectives so that communication is very important in every policy implementation. Communication between work units is coordinated by the West Bandung Regency Tourism and Culture Office with tourist destination managers to improve tourism products. Communication between work units must be carried out continuously and consistently.

Not only communication between work units but supervision in the implementation of marketing and promotion policies must always be carried out to minimize errors, supervision is carried out by the chairman of the Pokdarwis and Disparbud of West Bandung Regency. This supervision is carried out to ensure that policies are carried out according to plan in order to achieve previously determined policy objectives.

Based on the discussion above, it can be concluded that the characteristics of the implementing agency are very important in implementing tourism marketing and promotion policies. The division of tasks and SOPs in implementing this policy are clearly carried out by tourist destinations and the West Bandung Regency Tourism and Culture Department. Communication between work units and

supervision of implementers is always carried out routinely to ensure policies are carried out according to predetermined plans.

4). Inter-Organizational Communication and Implementation Activities

a. Communication

The delivery of tourism marketing and promotion policy information has been clearly conveyed to tourism destination managers and institutions operating in the tourism sector. The delivery of policy information is carried out by conducting outreach carried out by the West Bandung Regency Tourism and Culture Office to tourism partners such as tourist destination managers and tourism institutions.

Consistency in communication has been carried out consistently by the West Bandung Regency Tourism and Culture Office, by carrying out open communication with tourism partners and always carrying out routine activities to support the implementation of tourism marketing and promotion policies such as FGD (Focus Group Discussion) activities and monitoring tourist destinations.

b. Executing activities

Socialization and training are always carried out by the West Bandung District Tourism and Culture Office, tourist destination managers and tourism institutions always take part in socialization activities for implementers which are carried out by conveying information related to policies and training for implementers to increase the competence of implementers regarding tourism marketing and promotion in order to achieve policy objectives.

Implementing activities in marketing are carried out by providing information on tourist destinations by introducing tourism products such as natural tourism which has water rides, as a natural ancient lake, as ancient educational tourism, introducing its natural beauty as an attraction, easy road access, good facilities and so on. Promotion is carried out with traditional promotional activities such as tourism festivals and tourism exhibitions, promotion is also carried out using social media by utilizing Instagram, Facebook, websites, YouTube and TikTok. For the promotion itself, several parties helped to introduce tourism products in West Bandung Regency, such as promotional assistance from the West Bandung Regency Tourism and Culture Office, assistance from the Regent of West Bandung Regency, community assistance and assistance from tourism institutions such as HPI and GenPI.

Based on the discussion above, it can be concluded that communication is always carried out by the West Bandung Regency Tourism and Culture Department to tourism partners consistently in conveying information related to marketing and promotion policies by conducting outreach or training and for implementing activities at each tourism destination in carrying out tourism marketing and promotion in accordance with marketing policies and promoting tourism in West Bandung Regency and always participating in socialization and promotional activities held by the West Bandung Regency Tourism and Culture Office.

5). Executor's Disposition

a. Cognition

The cognition or understanding of tourism marketing and promotion policy implementers in West Bandung Regency in managing marketing and promotion on average already understands and understands it, policy implementers are always invited to socialize policies by the West Bandung Regency Tourism and Culture Office so that policy implementers understand marketing and tourism promotion policies and always West Bandung Regency Tourism and Culture Office communicates promotional activities that will be carried out.

b. Response

The implementer's response regarding tourism marketing and promotion policies, the implementer has accepted the policy and implemented the policy because this policy is in accordance with the marketing that the tourist destination wants to carry out by marketing the tourist destination to attract tourism as a goal to be achieved.

The intensity of implementers in implementing marketing and promotion policies is quite intense, destination managers are intense by providing information on tourism products, participating in promotional activities, marketing communications by always being active on social media and uploading content to promote tourist attractions. Disparbud is quite intensive in communicating with tourism

partners, conducting outreach and training to implementers and carrying out consistent promotions on social media.

Based on the discussion above, the policy implementer already understands the tourism marketing and promotion policy being implemented and the implementer responds by accepting the policy. The intensity of the implementer in implementing this policy can be said to be quite intense by always being active in marketing and promoting its tourism destination.

6). Environment

a. Social environment

The social environment has an influence on the decline in tourist visits due to Covid-19, resulting in the implementation of the PSBB which forces destination managers to close tourist destinations so that it can be said that the policy is not working and the predetermined visit targets are not being achieved.

b. Economic environment

The economic environment greatly influences the decline in tourist visits, because the unstable economy of society causes a lack of interest among tourists in visiting tourist destinations, thus affecting the success of policies.

c. Political environment

The political environment has an influence on the reduction in foreign tourist visits due to the implementation of the PSBB policy which causes the closure of access between countries and restrictions on social activities. The political environment also has an influence because the Regent of West Bandung Regency supports tourism marketing and helps tourism promotion to achieve successful marketing and promotion policies.

Based on the discussion above, it can be concluded that the external environment, namely the social environment, economic environment and political environment, can influence the success of policies. The social environment due to Covid-19, the economic environment due to the unstable economy of society and the political environment due to the implementation of the PSBB policy have greatly influenced the decline in tourist visits to tourist destinations in West Bandung Regency.

2. Obstacles in the Implementation of Tourism Marketing and Promotion at the West Bandung Regency Tourism and Culture Office

Based on the research results, there are several obstacles in implementing tourism marketing and promotion policies at the West Bandung Regency Tourism and Culture Office, these obstacles are described as follows:

1). Human Resources

Barriers to human resources are caused by a lack of policy implementers and a lack of implementing competence. Disparbud only has one staff tasked with planning tourist destination marketing and carrying out tourism promotions in West Bandung Regency, as well as a lack of competence in implementing policies in carrying out tourism promotions on social media. Tourist destination managers also lack policy implementers due to limited human resources, and policy implementers are less competent in implementing marketing and promotion policies because policy implementation in several tourist destinations is carried out by Pokdarwis whose members are residents around the tourist destination so they lack knowledge about tourism marketing. causing the marketing and tourism promotion policy objectives in West Bandung Regency to not be achieved.

2). Financial Resources

Constraints on financial resources occur because the budget for implementing this policy is insufficient. Disparbud lacks a budget to carry out socialization or training activities related to marketing, lacks a budget for offline tourism promotions such as tourism exhibitions and lacks a budget to recruit expert staff in the field of promotions to increase tourism promotions to attract more tourist interest. For tourist destination managers, there is a lack of budget for marketing tourist destinations related to tourism products and promotions, for tourism products there is a lack of budget in terms of improving facilities in order to increase the attractiveness of tourist destinations because facilities are one of the values of tourism products and a lack of budget for carrying out offline promotional activities such as tourism exhibition activities

3). Environment

The obstacles that exist in the environment are related to Covid-19 which has caused the closure of tourist destinations resulting in a decrease in tourist visits to tourist destinations in West Bandung Regency and there is an appeal to stop tourism marketing activities so it can be said that tourism marketing and promotion policies are not working to at that time. And currently environmental conditions are still unstable and the community economy is not yet stable so that tourists' interest in visiting tourist destinations is still lacking so that the current target of visiting tourist destinations has not been achieved. With the current unstable conditions affecting the economy of communities around tourist destinations which is declining due to the lack of tourist visits.

4. Conclusion

Based on the results of the discussion and analysis that the researcher has presented regarding the Implementation of Tourism Marketing and Promotion Policies at the West Bandung Regency Tourism and Culture Office, success in implementing tourism marketing and promotion policies has not been achieved. Based on this, the researcher made the following conclusions:

1. The implementation of Tourism Marketing and Promotion Policy at the West Bandung Regency Tourism and Culture Office has not been successful in its implementation as seen based on the policy implementation measuring tool according to Van Metter and Van Horn which consists of Indicators of Policy Measures and Objectives, Resources, Organizational Characteristics, Inter-Organizational Communication and Implementing Activities, Implementing Disposition and Environment. Where in resource indicators and environmental indicators there are several problems that cause policy objectives to not be achieved.
2. There are several obstacles in implementing Tourism Marketing and Promotion Policies at the West Bandung Regency Tourism and Culture Office. These obstacles are related to insufficient human resources, lack of implementing competence so that the implementation of marketing and promotion policies is ineffective, insufficient budget and environmental problems such as the closure of tourist destinations due to PSBB regulations and the cessation of tourism marketing activities due to Covid-19. The policy implementation carried out did not achieve the policy objectives.
3. Efforts to overcome obstacles are carried out by increasing competence by attending training, recruiting promotional expert staff for the West Bandung Regency Tourism and Culture Office, because the situation has returned to normal, performance must be improved, such as maximizing tourism marketing and promotion, one of which is by increasing social media promotion.

References

- Cresswell, J. W. (2015). *Penelitian Kualitatif & Desain Riset*. PUSTAKA BELAJAR.
- Kadji, Y. (2015). FORMULASI DAN IMPLEMENTASI KEBIJAKAN PUBLIK (Vol. 1999, Issue December). Universitas Negeri Gorontalo Press.
- Tachjan, H. (2006). Implementasi Kebijakan Publik. In *Syria Studies* (Vol. 7, Issue 1). https://www.researchgate.net/publication/269107473_What_is_governance/link/548173090cf22525dcb61443/download%0Ahttp://www.econ.upf.edu/~reynal/Civilwars_12December2010.pdf%0Ahttps://thinkasia.org/handle/11540/8282%0Ahttps://www.jstor.org/stable/41857625
- Tahir, A. (2018). *Kebijakan publik dan good governancy*.