

# Tourism Development Strategy for the Lake Toba Area

Mai Fernando Nainggolan<sup>1</sup>, Ferlin F. Turnip<sup>2</sup>, George M. Tampubolon<sup>3</sup>, Wendy M. A. Saragih<sup>4</sup>,  
Arjon Turnip<sup>5</sup>

<sup>1</sup>Department of Agribusiness, Faculty of Agriculture, Universitas Padjadjaran, Jatinangor 45363, Indonesia

<sup>2</sup>PorlakParnaAgroTourism Company, K.H. Ramli Buntu Street No. 25, South Jakarta, Indonesia

<sup>3</sup>Bachelor of Electrical Engineering, Insitut Teknologi Nasional, Bandung, Indonesia

<sup>4</sup>Department of information system, Universitas Sangga Buana YPKP 40124, Indonesia

<sup>5</sup>Department of electrical Engineering Universitas Padjadjaran, Jatinangor 45363, Indonesia

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Abstract: Tourism is a potential sector and feasible to be innovatively developed in order to increase competitiveness. Lake Toba is a location that has enormous tourism potential. However, in reality it has not been managed properly, so it has an impact on socio-economic conditions. The people who live in these areas are generally still classified as poor. This research was conducted to make changes in terms of increasing local income, tourist visits and the value of better tourism promotion. The purpose of this study is to formulate a strategy of Lake Toba potential development as a tourism location through a SWOT analysis. The research was conducted with a descriptive method through a qualitative approach. Data were obtained from several institutions such as universities, local governments, traditional and religious leaders, and private organizations. The results showed that the management of natural tourism objects in Lake Toba is generally still managed traditionally and only managed by the local community. Some of the obstacles that often occur were the unavailability of the Regional Tourism Master Plan, the lack of promotion of natural and cultural tourism, and the facilities condition that are still conventional. Meanwhile, annual tourism activities are only routine and monotone without significant economic impact (multiple effects). Therefore, a strategy to develop the potential for natural tourism in the form of quality management, professionalism of resources, festival activities, local culture, population data management, promotion, nature tourism, and the role of local government is proposed.

## 1 INTRODUCTION

The tourism potential of Lake Toba is one of the most comprehensive in Indonesia. Its nature is still original with a distinctive and unique culture as a main attraction. Tourist destinations on Lake Toba have contributed 65% of the total tourist visits to North Sumatra Province. The tourism business potential in Lake Toba is very large because it has cultural uniqueness and authenticity (Petriella, 2018).

Lake Toba has a strong capital to develop tourism if it is organized, managed, and promotes the uniqueness and characteristics of the natural resources of the area. Currently the local government around the Lake Toba area realizes the superiority of the region, but has not made tourism a development priority. The government only

prioritizes budgeting in order to prepare for employee travel expenditures (Loen, 2019). Tourism has not yet been accommodated in development priorities to be a weak point. The natural potential in the Lake Toba area will be displaced by time. If traced in more detail, Lake Toba is only visited by 41,425 foreign tourists. These tourist visits are still far from the target of 20 million foreign tourist visits to Indonesia by the Ministry of Tourism (Agmasari, 2019).

Tourists still know other tourist attractions outside of Lake Toba such as West Papua Province which is famous for Raja Ampat, Yogyakarta with Borobudur Temple, and so on. This proves that Lake Toba in terms of tourism promotion has not been known to the public, especially its exoticism and tourism power. The existence of Lake Toba tourism is important (when tourists flock to an area for both refreshing and business trips) indicating that the area

has given confidence to the public that the area around Lake Toba deserves to be counted as an area that provides great opportunities for people to visit. Tourist visits to Lake Toba are very low, tourists still prefer Bali, Jakarta, and Batam. A visit to Lake Toba tends to require expensive transportation and accommodation costs (Rumpaidus et al., 2019, p. 32) compared to other areas such as Yogyakarta or Bali. This statement is very ironic where the Lake Toba area is no less having abundant natural resource assets but lacks in terms of management. In this case, government support is very important.

Currently, tourism management in the Lake Toba area needs intensive and professional improvement. If you see the low quantity of visitors who travel to the Lake Toba area, it is a challenge for the local government of the Lake Toba Region to develop existing tourism. Primadany's study (2013) states that the tourism sector requires a strategy with a planned or structured tourism development pattern so that its potential can be optimally developed. Regional potential is the most important asset to be well explored, where the region has cultural and natural resource advantages so that its charm can make tourism the host in improving the economy.

Regional potential can be a major success indicator in implementing a tourism management strategy in the Lake Toba area. For example, the cultivation of Samosir Coffee with a touch of innovation can have a selling point, Ulos Tourism with various types of Batak Ulos, Sipiso-Piso Waterfall labeled the sixth highest waterfall in Indonesia. Through the current tourism industry management concept, it will change tourist attraction supported by attractions and annual events that entertain visitors (Nainggolan et al 2020). The tourism sector has proven to be able to make a significant contribution to the development of the national economy as a foreign exchange earning industry. Thus, management that does not abandon local wisdom can indicate the construction of more adequate facilities and infrastructure with the first condition that it has the uniqueness or identity of the area. Thirsty tourist spots provide security, comfort and safety. The support of local government and local communities is urgently needed. Several elements that must be fulfilled as a tourist destination include attractiveness, accessibility, infrastructure, and community empowerment (Subardin et al, 2010). If we look at the tourism potential of the Lake Toba area which is not inferior to other regions, but in fact they are faced with the following problems (1) limited access with high costs, (2) less innovative product packaging, (3) the

limitation of information technology support, and (4) the synergy between the government and tourism stakeholders is still limited.

Limited information about tourist attractions makes the Lake Toba area minimal visitors. This means that the problems faced by the Lake Toba area are not easy matters to solve. There are many things that need to be addressed, starting from infrastructure, tourism promotion systems, community education, which are challenges to promote tourism in the Lake Toba area (Nurhayati dan Ristanto, 2017).

In theory, regions that have large natural resources are capable of becoming developed regions accompanied by high quality human resources. The above problems are also related to regional development (regional autonomy). The development of an area needs to be carried out continuously and continuously. This involves various potential resources that are owned and can contribute to the development of the surrounding areas. Potentials that can be used as a source of development include natural resources, human resources and cultural resources. Tourism has an impact on foreign exchange earnings, government revenue, prices, distribution of benefits / benefits, employment opportunities, ownership and control (Pitana and Diarta 2009). Based on the results of the study on the positive impact of the Marobo "hot spring" tourist attraction with the existence of tourism activities, employment for local communities will be created and development will increase and automatically increase community income (Pieda & Anom, 2019). This impact is used as a thought to create a flow for tourism development in the Lake Toba area.

Basically, tourism in the Lake Toba area there are several spots to visit such as Ulos Village, Parapat with beautiful panoramas, sipiso-piso with waterfalls and cultural potentials that are usually displayed at the Lake Toba Festival. Several other tourism activities in the form of trekking, hiking, hunting, and adventure are also available. The types of tourism can increase, depending on the conditions and situation of the development of the world of tourism in a region. This is related to the creativity of professional experts working in the tourism industry. The more creative and the more ideas one has, the more forms and types of tourism created for the advancement of the tourism industry will increase. The tourism development of the Lake Area needs to be considered considering the fact that the cultural diversity in the Lake Toba area is not yet optimal and has not been known publicly

Tourism development must be carried out through: a. Promotion in the form of marketing efforts that must be carried out in an integrated manner both at home and abroad; b. Accessibility as an important aspect regarding cross-sector development, and; c. Tourism area. These three things are solutions in developing aspects of tourism in Indonesia (Suswanto 2004).

Suwanto (2004) defines tourism as a change in a person's temporary residence for a reason and not to carry out activities that generate wages. That is, tourism activities are activities that are carried out outside of daily routine. As Law No.10 / 2009 on Tourism explains, tourism is a form of industry that grows, develops, and has prospects as new opportunities for the development of tourism businesses and other sectors related to tourism, namely businesses that provide facilities and services for tourists' needs. Potential businesses to be developed include travel tours such as tour services, accommodation business travel agencies such as hotels, home stays and other types of accommodation, restaurants, entertainment, impresariat services, banking, foreign exchange, and other unique tourist attraction businesses. Emphasis on tourism development can be owned and managed by the community, entrepreneurs, and the government in the form of independent business management and cooperative management (between owners and management of various parties or stakeholders) which in turn provide prospects for the development of the regional economy with the aim of making the community prosperous.

Public policy in tourism will also be determined by the political environment (Pathurrahman, 2015, p. 31). Policy performance will be influenced by the political context in which the policy is implemented. A policy environment such as political turmoil will influence and force public policy actors to respond by including it as the government's agenda and then carrying out public policy to solve the problems concerned.

For this reason, this study will review tourism development strategies in the Lake Toba area by looking at the aspects of weakness, strength, opportunity and threat. This study is different from others, especially in terms of how to develop the tourism potential of the Lake Toba area through a development strategy based on local wisdom. The uniqueness of this study is the author's courage to raise the strengthening of the tourism sector not only from the level of regulation, but how the Lake Toba area can create innovation in the tourism sector through strengthening tourism regulation and

management (Ismail et al, 2020). The purpose of this study is to identify tourism development strategies in the Lake Toba area.

## 2 METHOD

This research method is descriptive analysis with a qualitative approach. Tourism potential in the Lake Toba area including strengths, weaknesses, opportunities and threats are evaluated and identified for further use to create tourism development schemes. The data collection technique was carried out by observing the tourism point, interviews (when the FGD took place around the Lake Toba tourism object with a total of 40 respondents involved consisting of 10 academics from universities, 10 people from local governments, and 20 speakers from the local government. which manages tourism around Lake Toba. In addition, secondary data is also obtained from the internet site, library and the results of previous studies as explained in the background of the problem and discussion in this study.

The data analysis technique used is the SWOT analysis. In theory, SWOT is an acronym of strengths, weaknesses, opportunities, and threats, where SWOT is used as a model in analyzing an organization that is profit and non-profit oriented with the main objective of knowing the situation. The organization more comprehensively (Fahmi&Yunus, 2013). In this case the strengths, weaknesses, opportunities and threats encountered are evaluated. This analysis puts situations and conditions as input factors, then grouped them according to SWOT (See Atmoko, 2014). Furthermore, from the results of the mapping, the flow of tourism development based on the development strategy was carried out. The flow of tourism is more emphasized on regulatory and management aspects.

## 3 RESULTS

Tourism potential is all objects (natural, cultural, artificial) that require a lot of handling in order to provide an attractive value for tourists. Exploration of potential starts from exploring the advantages that can be developed. For example, the Lake Toba area as a coffee producer, how to make coffee in the Lake Toba area different from other areas. The meaning is that the excellence of the Lake Toba area is very important to be discussed and known to the public.

Management to develop the potential for tourism objects is a big agenda, which creates tourism in accordance with community expectations, namely safe, comfortable and inexpensive.

In principle, the contribution of the tourism sector to the economy of the Lake Toba area is still low compared to its tourism potential. Foreign and domestic tourists visiting Lake Toba are still very low. One of the causes of the insignificant increase in the number of visits is constrained by transportation costs which are difficult to reach tourist sites and also unsupported infrastructure. The consideration of supporting facilities and tourism management factors is one of the obstacles for tourists visiting Lake Toba (Prakoso, 2015). Based on comparative data on tourist visits from year to year as well as the guests average staying can be seen in Figure 1.



Figure 1: Tourist visits from year to year as well as the average number of guests staying (Central Bureau of Statistics North Sumatra Province, 2018).

Tourist visits change every year. In 2015, visitors experienced a very drastic drop to 546,699. Then in 2016 it has increased again by 900,570. For the average length of tourists stay, the development looks fluctuating because it had decreased in 2014. Then in 2013 the average length of tourists stay was 2.46 days, down to 2.14 days in 2014 with an average growth of -3.30% per year.

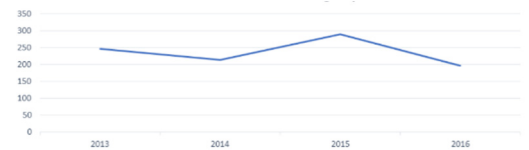


Figure 2: The average guest stays around the Lake Toba area (Central Bureau of Statistics North Sumatra Province, 2018).

Some of the factors that influence tourist visits are facilities, government policies, tourism promotion and innovation, cooperation with stakeholders, and cooperation between regions. Good management at each tourist attraction is needed to identify and improve the quality of facilities and infrastructure needed. By improving

the quality of facilities and infrastructure, it is hoped that it can increase the flow of tourist visits so that the tourism sector can contribute to improving the community's economy. Basically, inadequate facilities become a barrier for an area to progress. In general, several things that have not run optimally from tourism development include road access, facilities, human resources, and tourism regulations (Itamar et al., 2014). In addition, the development of tourism destinations is still minimal due to a lack of maintenance at any existing facilities, a lack of education and training carried out for employees and managers (Ervina, 2017). This confirms that the facilities at the tourism location are one of the attractions for visitors.

The local government policy for the Lake Toba area has a very strong influence on the development of regional tourism. For example, Primadany (2013) says, Nganjuk Regency is experiencing tourism constraints due to the absence of regional regulations governing tourism development strategies in Nganjuk Regency. Another example, Nurhadi, Mardiyono, and Rengu (2014) found three strategies carried out by Mojokerto Regency in developing tourism in the regions, namely tourism development, tourism promotion, and tourism business development. The confirmation of the results of the study illustrates that local governments cannot ignore tourism in their areas. Based on other research results, the placement of development priorities from the local government of the Lake Toba region towards the tourism sector is still very minimal, especially when compared to other fields such as education and health. By not placing the tourism sector as one of the main priorities for regional development in the era of special autonomy, it has made many program proposals that have been planned to be difficult to realize. The very small development priority carried out by Lake Toba is a size and a problem, this is because in terms of quantity the number of tourists visiting is very minimal. As a result, tourism is not a priority scale in the Lake Toba area. In fact, the priority scale is an absolute necessity that must be taken in order to accommodate the proposals that provide the most benefits with the impact of the priority scale by taking into account the specifications of potential areas combined with the level of community needs, as well as other considerations in terms of socio-political, technological, participation and policy aspects (TR01, 2019).

In addition, the Lake Toba area is constrained by the tourism promotion system that is considered less innovative. Weak promotion and innovation in



tourism is due to the fact that tourism has not been placed as one of the development priorities of the regional government so that the budgeted funds are still insufficient to develop tourism products to be marketed or promoted. There are two tourism potentials in Toba area, namely cultural potential and natural potential that can be used as an ecotourism attraction but there is still a lack of promotion of potential. This means that tourism promotion also absolutely includes the potential of the region's mainstay (Prantawan and Sunarta, 2015; Turnip et al, 2019).

Tourism promotion and innovation must be supported by the availability of attractive facilities and infrastructure in tourism objects, so as to influence visitors to come. The implementation of a tourism development strategy or program is a description of the strategies for developing tourism potential that have been implemented in the Lake Toba area. The strategy is formed by utilizing existing resources, funds / budget, and facilities and infrastructure to carry out the development of tourism potential. According to the opinion of a respondent from the Tourism Office of the Lake Toba area that the strategy has been carried out by the Lake Toba area. More focused on two programs, namely tourism destinations and marketing. The planning and implementation of strategies or programs that are carried out are affected by the funds budgeted by the local government.

Local governments have begun to open up to related stakeholders, such as opening communication and involvement in the preparation of tourism development programs and promotions as well as preparing reliable human resources such as travel agency facilities, hotels, and also with other third parties. In tourism development efforts, cooperation with various parties is required, including with tourism stakeholders or stakeholders. The role of business actors (government, society and the private sector) needs to be optimized by making policies that are able to increase these tourism products. Tourism regulation is not only the responsibility of local governments, but related elements such as government, society and the private sector are an inseparable link.

From the results of the interview, it was found that the government must conserve and participate in caring for the tourist sites visited in their respective regions. A number of tourist objects need to be reorganized such as Bukit Holbung, Tigaras, Tongging, Samosir, Silalahi and others.

Access roads to a number of tourist attractions must also be improved. The government has not

made the maximum preparation according to the standards and needs as a tourist spot. This affirmation is very important, considering that tourism in Papua, although not included in planning priorities, is very important to be part of maintaining the sustainability of natural resources in the Lake Toba area. The Regional Government must provide full support and commitment to all developments carried out by the Central Government in the related tourism area. The sectoral ego and interest ego must be put aside by placing the interests of society above everything else. This is seen as a step to accelerate tourism development in the Lake Toba area (Haryanto, 2019). Thus the results of this study identified the low quality of tourism in the Lake Toba area due to a lack of development, management and maintenance of tourism potential. Limited tourism support facilities and infrastructure are also the cause of the low quality of tourism. Therefore, a more detailed strategy for developing the tourism potential of the Lake Toba area is given in Table 1.

Table 1: Internal and External Factors for the Development of Natural Tourism Potential in the Lake Toba Area.

<b>Internal factors</b>	
<b>Strength (S)</b>	<b>Weakness (W)</b>
Has natural tourism potential	Lack of promotion of tourist destinations
Availability of natural tourism festivals	The unavailability of the Regional Tourism Master Plan for the Lake Toba area
There are facilities and infrastructure to support tourist objects alam	unprofessional Management of natural attractions
<b>External Factors</b>	
<b>Opportunity (O)</b>	<b>Threat (T)</b>
Increasing number of tourists	The fading of local culture / wisdom values by external cultures
Increased community income	Increased migration to the Lake Toba area
Increase in Local Own Revenue	Public education has not been maximal

In Table 1, all the factors that have been determined as the basis for formulating a strategy for developing natural tourism potential in the Lake Toba area. Furthermore, a policy strategy with all the main internal and external factors in Table 1 should be formulated. By using the main factors such as strengths (S), weaknesses (W), opportunities (O) and threats (T), the formulation of a policy

strategy for developing natural tourism potential is compiled into 4 strategies, namely SO, WO, ST, and WT strategies such as in Table 2. In relation to Table 1, the SWOT analysis can be described as follows.

Table 2: SWOT Matrix for Tourism Development Strategies in the Lake Toba Area.

INTERNAL  Eksternal	STRENGTH : Has natural tourism potential Availability of natural tourism festival There are facilities and infrastructure to support natural attractions	WEAKNESS: Lack of promotion of tourist destinations There is no Master Plan for Regional Tourism in the Lake Toba Area. Management of natural attractions is not yet professional
(OPORTUNITIES) <ul style="list-style-type: none"> <li>• Increasing number of tourists</li> <li>• Increase in community income                          Increase in regional income</li> </ul>	STRATEGY S-O : <ul style="list-style-type: none"> <li>• Develop and improve the quality of management of natural tourism products in a professional manner                          Designing a sustainable management of the annual activities</li> </ul>	STRATEGY W-O : <ul style="list-style-type: none"> <li>• Increase the quality and quantity of tourism promotions                          Encouraging the development of potential natural tourism that can have an economic impact (multiplier effect)</li> </ul>
(THREATS) The fading of local culture / wisdom values by external cultures; Increased migration to the Lake Toba area	STRATEGY S-T : Maintain local culture and wisdom values; Organizing population data related to increasing migration flows	STRATEGY W-T : Maintain the potential of natural tourism so as not to become extinct / damaged; Creating a sense of security for tourists

### 3.1 S - T Strategy (Strength and Threat)

The strategy taken is to increase the quality and quantity of tourism promotion. This strategy is needed because of the strategic geographical location of the Lake Toba area that can facilitate the entry of tourists so that tourism promotion efforts are needed as much as possible. Based on the research results, the tourism promotion system in the Lake Toba area is still limited to manufacturing.

Leaflets and booklets as well as participation in cultural and tourism exhibitions at both the provincial and national levels are part of the promotion. Promotion efforts through information technology have also been carried out, although there are still some weaknesses in the use of websites provided by the government. However, the use of information technology has included increasing tourism potential in the Lake Toba area so that visitors can find out about the tourism potential available. Respondents from the Tourism Office emphasized that to fulfill these innovations it is necessary to consider environmentally friendly concepts such as the launching of green investments.

The next step is to encourage the development of natural tourism potential that can have an economic impact (multiplier effect). The strategy for developing natural tourism potential is also directed at managing tourism potential which has an economic impact in the form of multiple effects. The recipients of the impact are not only the community managing tourist locations, but also other groups of economic actors such as food sellers, souvenirs, hotels, transportation services and so on.

### 3.2 S - T Strategy (Strength and Threat)

The strategy that comes from these strenghts and threats is a strategy that is created by using the strength that comes from the internal environment to overcome external threats in tourism development. The strategy taken is to maintain the culture and values of local wisdom, increase the number of tourists and be balanced by preserving the cultural values that exist in the community by maintaining the value of local wisdom. This is necessary because the influence of today's global culture is so strong that if the local culture is not maintained it will gradually disappear. For this reason, it is necessary to have a strategy to maintain local culture so that it is not lost through the implementation of sustainable

cultural festival activities, which have so far been limited.

Organizing population data related to increasing migration flows. The development of the tourism sector in an area will certainly have an impact on the flow of migration, for this reason it is necessary to have a more stringent population data arrangement for the entry and exit of the population. Without a good arrangement, the stability of the life of the people in the tourist areas has the potential to be disrupted.

### 3.3 W - T Strategy (Weakness-Threats)

Strategies that come from weakness and threats are one of the ways created by minimizing weaknesses that come from the internal environment and are also used to avoid external threats in the development of natural tourism potential. The strategies taken include (i) maintaining and maintaining the potential for natural tourism so that it does not become extinct / damaged, for example how to cultivate fish using floating net cages needs to be stopped because it can damage the natural ecosystem of the waters and especially decrease the quality of water. Likewise with hillside tourist attractions and around the lake so that they are kept green so that they remain a potential natural attraction.

(ii) Creating a sense of security for tourists. The classic problem in the Lake Toba area is the safety and comfort of the visitors, so a strategy is needed to create a sense of security for tourists who want to visit. Security posts at any certain point that can monitor the activities of tourists who are visiting at each tourist location at any time are needed. The current condition does not yet have security posts at every tourist location. Based on the SWOT analysis, the flow of the tourism development strategy in the Lake Toba area can be drawn as in Figure 3.

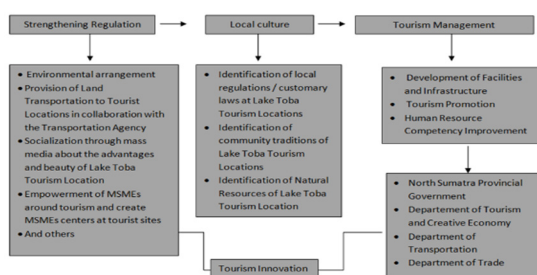


Figure 2: The flow of the tourism development strategy in Lake Toba.

The flow of strategy development starts from strengthening regulations in the tourism sector in the

Lake Toba Region. Although the Province of North Sumatra already has Governor Regulation No. 43 of 2016 concerning the Organization and Work Procedure of the Lake Toba Tourism Office, its implementation in the Lake Toba area is still constrained by tourism development. Strengthening regulations is needed when a region is faced with a policy that has many problems, which must be a priority, and which requires regulatory support in it. As with tourism problems in the Lake Toba area, it requires strong regulatory support to develop tourism so that it can compete with other regions. This is understandable considering that the Governor Regulation only explains the position of the Organization and Work Procedure of the OPD related and is not a regulation that contains elements of tourism development in the Lake Toba Area in particular. When compared with West Papua Province, this area has made Regional Regulation No.13 of 2013 concerning Tourism which covers tourism businesses, community empowerment, tourism development and others. From the two locations, it is clear that differences in tourism development are seen, even with strong regulations affecting public trust. For example, Raja Ampat in West Papua Province is much better known to the public than tourism in the Lake Toba area.

Before developing tourism, it is necessary to pay attention to local wisdom. This attitude becomes important when local wisdom is still being considered. This means that local wisdom and its richness of regulations will provide signs for domestic and foreign tourists to obey. Apart from looking at regulations, tourism development cannot be separated from tourism management, which is a way to create a more professional tourism management. Starting from attention to improving tourism facilities and infrastructure, providing human resources, as well as tourism promotion efforts through the use of social media, electronic media and mass media in increasing the climate of visitor trust. Optimizing the preparation of facilities and infrastructure to support tourism development is needed (Hidayat, 2016; Turnip et al, 2019).

Moreover, innovation in the tourism sector has also played a role in developing tourism in the Lake Toba area. To realize the successful implementation of innovation, good management is needed (Ratna Sari, 2019). Management as a typical process consists of planning, organizing, mobilizing and controlling actions that are carried out to determine and achieve predetermined goals through the use of human resources and other sources. The innovation aspect plays a role in showing the novelty side. The

changes that occur can at least have the characteristics of the Lake Toba area. Especially in terms of tourism promotion, the data that needs to be displayed and the information that needs to be conveyed is part of tourism development without leaving the existing local culture.

Environmental arrangement by creating parks is not only a means of entertainment but also a means of education for the local community. In addition, the provision of land transportation to tourist attractions requires cooperation with the Transportation Agency. At least the means of transportation can be accessed by visitors easily and quickly. Socialization through mass / electronic media, social media related to the advantages of tourism in the Lake Toba area, empowering MSMEs around tourist objects such as working with craftsmen. OPD can provide training to craftsmen or business owners regarding how to package processed products properly, marketing strategies that attract visitors and business owners do not hesitate to coordinate with related regional officials.

#### 4 CONCLUSIONS

Management of tourism potential in the Lake Toba area is generally still traditional and is carried out directly by the community who owns customary rights over the land which is the tourist location. The lack of the government role and the private sector, especially investors in supporting the development of tourism potential in the Lake Toba area, is indicated by the unavailability of the Lake Toba Master Plan as a basic concept for tourism development. Organizing annual tourism promotions through natural and cultural tourism festival activities is impressed only as routine activities from year to year without any innovation such that it does not have a significant impact on improving the welfare of the people who live around the object area.

For the development of tourism in the Lake Toba area, the following matters need to be carried out: (1) Develop and improve the quality of management of natural tourism products in a professional manner through the implementation of replication of tourism innovations from other regions, (2) Designing the management of annual sustainable natural tourism festivals . (3) Increasing the quality and quantity of tourism promotion through the role of social media / mass media / electronic media, (4) Encouraging the development of natural tourism potential to have an economic impact (multiplier effect) such as developing MSMEs around tourist sites, (5)

Maintaining cultural elements and local wisdom values such as building a museum for the historical heritage of the Lake Toba area, (7) Creating a sense of security, comfort and convenience for tourists visiting the Lake Toba area, such as providing transportation that connects tourist attractions, and (8) preparing a Governor Regulation about tourism in which there is a tourism management development context.

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