

## Development Strategy of Urban Tourism in Kota Lama Tourism Area Surabaya Indonesia Based on Interpretive Structural Modeling (ISM)

Moch Nur Efendi<sup>1</sup>, Syamsul Alam Paturusi<sup>2</sup>, Agung Suryawan Wiranatha<sup>2</sup>,  
I Gusti Ayu Oka Suryawardani<sup>2</sup>, I Gusti Bagus Rai Utama<sup>2</sup>

<sup>1</sup>Doctoral Student in Tourism Program, Udayana University, Email: fendibennect10@gmail.com

<sup>2</sup>Professor at Tourism Doctorate Program of Udayana University, Email: syamsul@unud.id

<sup>3</sup>Senior Lecture at Tourism Doctorate Program of Udayana University, Email: balitruy@yahoo.com

<sup>4</sup>Senior Lecture at Tourism Doctorate Program of Udayana University, Email: gungdani@gmail.com

<sup>5</sup>Senior Lecture at Tourism Management Program of Dhyana Pura University, Email: raiutama@undhirabali.ac.id

<sup>6</sup>Doctoral Program in Tourism, and the Center of Excellence in Tourism Udayana University, Bali, Indonesia

**ABSTRACT:** This research was conducted to develop a strategy for developing Kota Lama Tourism Area. The method used in this study was interpretive structural modeling (ISM). The results indicated that there is a need to improve the ability of human resources, the quality of tourist attractions, and the image of the city of Surabaya. Efforts to develop KLTA in Surabaya will run well by involving the city government and the community to work together to overcome major obstacles, such as integrating destination governance and competent human resources. The solution of these two obstacles was solving basic problems in developing the Old City. In addition, the consideration of the objectives and main needs of the program is: increasing tourism organizations, increasing attractiveness, developing accessibility, using appropriate technology and competent human resources. The suggested strategies are (1) Improving the quality of tourist attractions and integrating with tourist attraction based on history, culture and local wisdom, (2) Increasing tourism human resources and developing cooperation with stakeholders, (3) Developing the image of Surabaya as a destination tourism and optimization of Sapta Charm, which is safe, orderly, clean, cool, beautiful, friendly, and memorable.

**KEYWORDS:** *Urban tourism, Surabaya, historical tourism, cultural tourism, local wisdom, ISM*

### I. INTRODUCTION

Surabaya is the best tourist city in Indonesia by Yokkatta's Wonderful Indonesia tourism award 2018 (Kompas, 2018), the most unique city in the world by the 2018 Lee Kuan Yew Word prize (Detiknews, 2018), and the most popular city in the Ghuangzhou award 2018 (Tribunenews, 2018). One of the tourist attractions of the city of Surabaya is historical buildings located in the Old City Region. This area has historic buildings that provide its own nuances for the beauty of the city of Surabaya, historical heritage in the form of buildings, architecture, physical infrastructure and other physical objects are tourist asset that gives characteristic of a city. Historical heritage, if supported by the condition of a dynamic region, will "revive the area" (creating urban animation) and attract tourists to carry out tourism activities (Tondobala, 2012).

Developing urban tourism is an effort to increase regional income through hotel taxes, restaurants, and simultaneously increase economic activity in urban areas (Utama, 2013). But the tourism sector also causes many problems such as waste management, the economy of the community, changes in landscape and others. So to maximize the positive impact of the tourism sector, management needs to focus and be serious about all aspects that influence it (Gusdini, 2017). The Old City area has the potential for urban tourism that needs to be developed. The Surabaya City Government has a big desire to make KLTA. However, efforts to realize this intention were not as easy as imagined. The mere cultural and monumental heritage was not enough to attract tourists. The efforts of the city government to the community to lift the appeal of history have not produced optimal results. One reason is that the heritage is left to be just a silent witness to history. This research is expected to provide input in the formulation of development strategies in KLTA.

## II. LITERATURE REVIEW

Urban tourism development will be an interesting trend in the future based on many rational reasons. However, good potential will be more successful if it can be developed and managed with city management that is integrated in the concept of total tourism products that are interrelated with each other with at least four elements namely attractions, amenities, accessibility and ancillaries (Utama, 2013). Now architects and urban designers are working in collaboration with social sciences discipline in the field of urban tourism. Some examples of cultural, artistic and social activities can be listed as: re-transformation of port districts, opening of new museums, new additions to the fabric of the historic city, theme park, coastal regulations, re-use of historic structures, innovative approach to accommodation services, production of the metropolitan centers, architectural competitions organized by central and local governments, prestige landscapes, innovative, technological and ecological approaches in architecture, festival, design fashion weeks, guided tours, city walks, local meeting, lectures, courses in art education, concert, sport events, the cultural capitals (Yildiz and Akbulut, 2013).

To identification structuring constrains and principles changing in Kota Tua Tourism Area (KTTA) development with method used Interpretive Structural Modeling (ISM). Elements of the study consisted of constraints and the expected changes. The result showed that good governance is the principal element for significant changing of KTTA (Gusdini, 2017). To identify and prioritize the infrastructures of cultural tourism with method ISM technique is used for purpose of prioritization which includes six levels of prioritization for factors of model where the factor of human resources training had the highest priority of influence compared to other infrastructures (As'adi, 2017). Some models of urban tourism development that can be proposed are conservation and preservation models in the context of preservation, urban design guide models, regional revitalization models, models of downtown tourism areas, stake-holders cooperation models (Tondobala, 2012). Model of heritage tourism center is the priority model to development KLTA. Efforts develop tourism at KLTA in Surabaya is expected to be successful if the center of heritage tourism is developed. The center of heritage tourism can be functioned as center point and starting point for visitors in KLTA. For this reason, collaboration of stakeholders is needed to improve the quality of attractions, traffic arrangement, and re-used historic building in order to make KLTA an attractive destination (Efendi et al., 2019). Strategies are management more structured to increase tourist visit and improve community welfare, increasing the competence of human resources to increase participation (Widari et al., 2019).

## III. RESEARCH METHODOLOGY

Respondents (expert) involved in this model as long as: (i) the researcher relationship among the variables; and (ii) the expert are capable in communicating a holistic sense of the elements related to the research topic. Regarding this study, experts were selected purposively who understand the contextual relationship between Kota Lama and tourism. The study involved ten experts. As well as in the filling in the questionnaire. To limit bias, some efforts were undertaken, i.e. (i) experts were chosen carefully for their good understanding of the topic the research; (ii) comprehensive and structured questionnaires were designed carefully; (iii) respondents were assisted by giving clear explanation for every question to control consistency of the given answer; and (iv) in- depth interview was undertaken to get knowledge and experience of the experts (Wiranatha and Suryawardani 2018).

Interpretive Structural Modeling (ISM) was used to develop a structural model for Kota Lama Tourism Area development at Surabaya which was gained from the expert opinion. ISM is a tool for analyzing complex situations and solving complex problem by using an interactive learning process involving inter- relationships between variables through the use of expert ideas, opinions and experience, utilizing brain-storming management techniques to develop the contextual relationship among the variables.

Thus, experts should be well conversant with the problem under consideration. The analysis was based on the decision-support tool that facilitates through understanding of complex situation by linking and organizing ideas in a visual map (Attri and Sharma, 2013; Donna, 2007). The Structural Self-Interaction Matrix (SSIM) is developed based on the contextual relationship computer program "Ever Vision" Software DDSS Ver.1.0.01 which was conducted to analysis the data.

## IV. RESULT AND DISCUSSION

KLTA is also close to attractions such as Kampong Lawas Maspati which is a long history of Surabaya from the time of the Mataram Palace until the Dutch occupation was recorded in this area, Tugu Pahlawan which is a monument built to honor Surabaya soldiers who were killed during a major battle against allied soldiers, Museum of Sampoerna, a Dutch colonial-style building that has been preserved as a historical site, and Jembatan Merah, which once witnessed the life of the Indonesian army, especially Surabaya heroes who fought against Dutch colonialism.

**4.1 Result of Analysis of Interpretive Structural Modeling (ISM)**

(Figure 1) shows an increase in ancillary service (4) that most contributes to achieving the goal program. Enhanced attractions (1) and accessibilities (2) as supporting programs that contributes to each other in enhancing amenities (3), stakeholder cooperation (6) and small medium enterprise (SME) development (5).

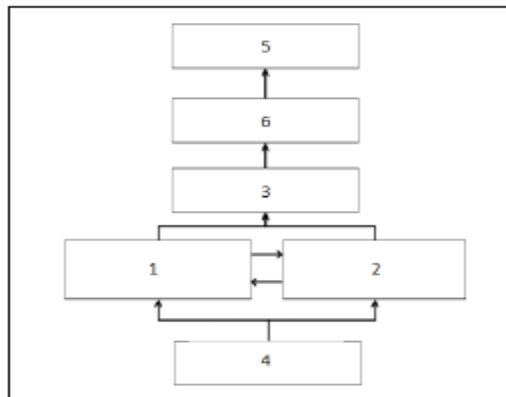


Figure 1 Structure Program Goals

(Figure 2) shows that appropriate technology (6) is a program of primary needs. Competent human resource (5) as its supporting program in supporting the improvement of tourism organizations (4), coordination of stakeholders (7), fulfillment of accessibilities components (2), improvement of tourism supporting elements (3), interesting uniqueness and attraction (1).

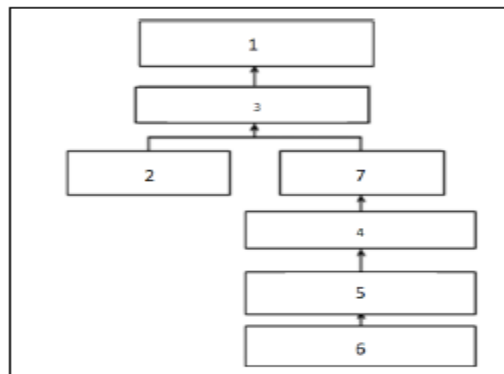


Figure 2 Structure Program Need

(Figure 3) shows that community leaders (2) have the most influence on other sectors. Communities around the area (1) its role supports small medium enterprise (SME) entrepreneurs (3), press / marketing media team (4), destination managers (5), academics (6) who influence each other.

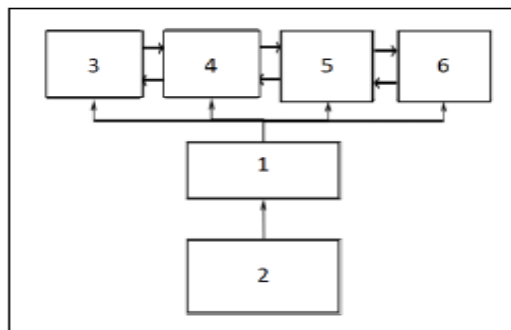


Figure 3 Structure Affected Sector

(Figure 4) shows the lack of integration of destination governance (1) and incompetent human resources (3) is the main obstacle. Infrastructure that does not support (7) is the next obstacle that causes nonstandard service procedures (2). In addition, it causes unsafe situations (4), non-optimal publications (5) and less attractive of attraction (6) which are constraints that influence each other.

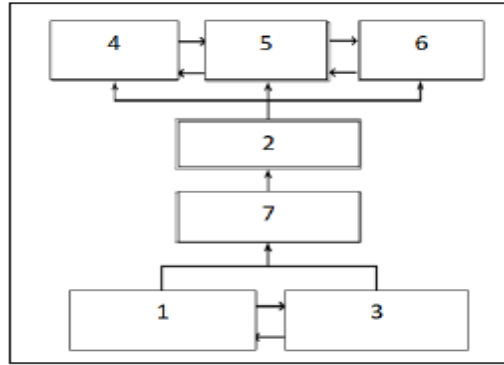


Figure 4 Structure Program Constraints

(Figure 5) shows an increase in human resource capacity (2) is the most expected change in the improvement of supporting elements (4), optimization of land use (5), improvement of infrastructure (6) and improvement of technology (7) which are interrelated changes to one another. In addition, it also supports the increase in value added attraction (3) and improvement of small medium enterprise (SME) (1).

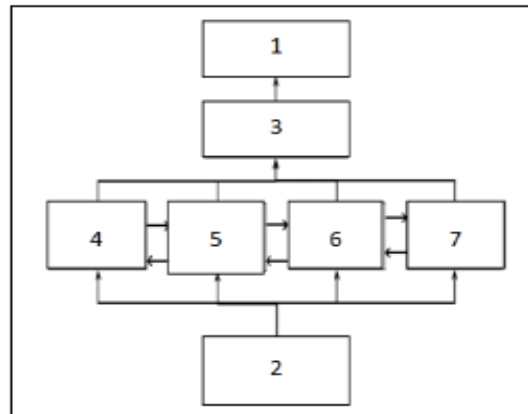


Figure 5 Structure Intended Changes

(Figure 6) City Governments (2) have the most roles in supporting the institutions involved. The Ministry of Tourism (1) its role as an institution that supports Private Enterprises (3), universities (4), Non Governmental Organization (NGO) (6), professional certification institutions (8) which are interrelated. In addition, it also supports research centers (5) and Association of the Indonesian Tour and Travel Agencies (ASITA) (7).

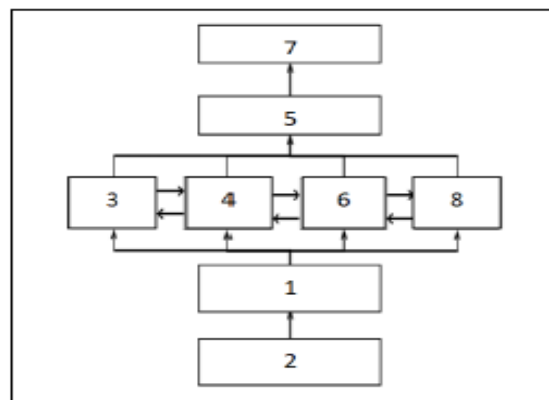


Figure 6 Structure Involvement of Institution

**4.2 Structural Model of Kota Lama Tourism Area Development**

Based on the result of Interpretive Structural Modeling (ISM), several sub-elements were considered as sub-key elements for each element. These sub-key elements are elaborated further and written as consideration in developing Kota Lama Tourism Area the Structural Model of Kota Lama Tourism Area development can be seen in (figure 7).

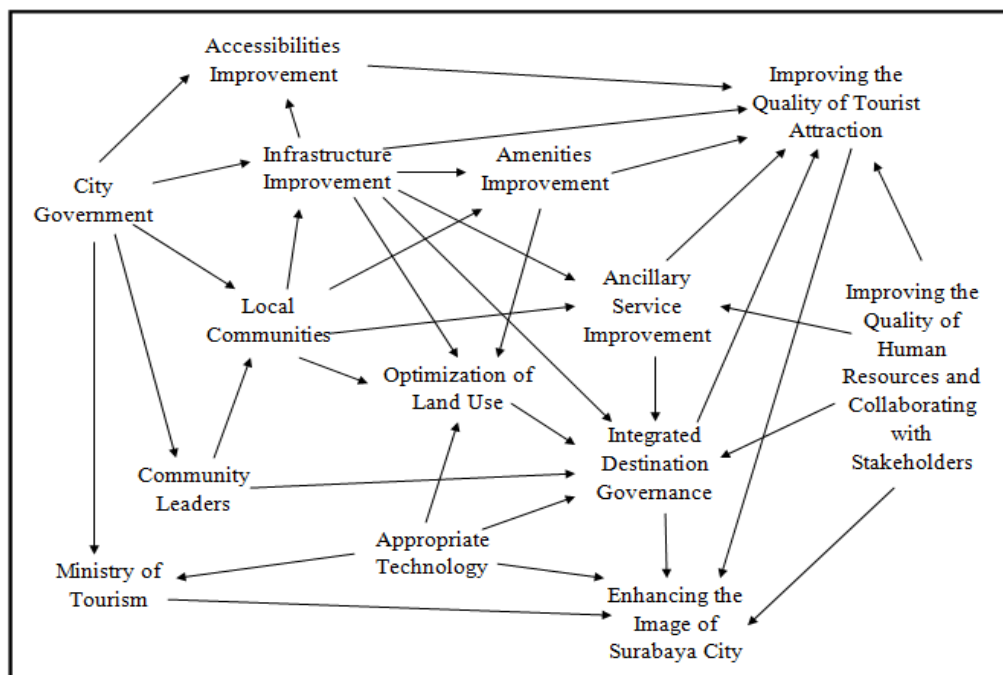


Figure 7 Model Structural of Kota Lama Tourism Area Development

(Figure 7) shows it can be explained that there are 3 (three) important components which act as key elements in the development of KLTA. The three components are (i) The role of city government, (ii) Appropriate technology, and (iii) Strategies to improve the quality of tourism human resources and stakeholder cooperation. The first component of the role of city government is very important in the development of urban tourism in KLTA, not only as a regulator but the city government must also act as an initiator, facilitator and accelerator. The role of the government in developing accessibility and improving infrastructure is crucial in achieving quality of tourist attraction improvement. To achieve this development support from the surrounding community and community leaders is very important.

The second component of the role of appropriate technology is very important in the development of urban tourism in KLTA. In addition to playing a role in improving the image of the destination, appropriate technology has the potential to optimize land use so to minimize the impact of tourism development on land conversion. Optimizing land use has implications for destination governance in an integrated manner. Support from community leaders is very important in optimizing efforts in destination governance. Beside that contributes to integrated destination governance is the improvement of infrastructure, amenities, and ancillary services that fully supported by the participation of the surrounding community. Integrated destination governance will have implications for improving tourist attraction quality.

The third component that supports the success of KLTA in urban tourism development are improving the quality of human resources and collaborating with stakeholders have implications such as: 1) Tourist attraction improvement quality, 2) Increasing ancillary service, 3) Potential for success in integrated destination governance, and 4) Improving the image of Surabaya city as an interesting destination. All these components are interrelated with each other, increasing the role in each component will be useful in increasing the role of other components. Therefore, urban tourism development in KLTA will be successful if it supported by a holistic, comprehensive and integrated role with each other, thus making Surabaya city an attractive destination. This finding is in line with a study by Wiranatha and Suryawardani (2019).

Strategies to improve human resources and stakeholder cooperation that can be carried out as follows:

- 1) Training in tourism (foreign languages, technology, community empowerment and settlements)
- 2) Socialization the importance of preserving history and culture
- 3) Establish KLTA development authority
- 4) Improved thematic tourism, photo spots supported by technology.
- 5) Arranging tour packages that tourist needs and existing environmental conditions.

## V. CONCLUSION

Efforts to realize the development of city tourism in the Old City Region of Surabaya will run well if the city government and the community are able to work together to overcome major obstacles such as the

integration of destination governance and incompetent human resources. Completion of these two constraints means resolving the basic problem in developing KLTA. In addition, consideration of the objectives and main needs of the program is: increasing tourism organizations, increasing attractiveness, developing accessibility, using appropriate technology and competent human resources. Therefore, the suggested strategy is 1) Improving the destination quality and integrating the destination based on history, culture and local wisdom, 2) Improving tourism human resources and developing cooperation with stakeholders, 3) Developing the image of Surabaya City as a tourism destination and optimizing *sapta charm* (safe, orderly, clean, cool, beautiful, friendly, and memorable). Novelty in this study that improving the quality of tourist attraction and tourism image will be achieved if there are increasing the competence of human resources and stakeholder cooperation in advance.

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