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### A Study on The Development of Priority Tourism Destinations in The Bromo Tengger, Semeru Area

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#### ABSTRACT

One indicator of success in tourism development is the importance of considering the technical aspects of planning, namely the existence of a study of tourism potential that will be developed as a tourist area more professionally. This study refers to the GSTC criteria in Bromo Tengger Semeru National Park by analyzing internal and external factors with SWOT analysis, then formulating priorities from alternative strategies through the Analytic Hierarchy Process method. Determining the informants used purposive, snowball, and quota sampling techniques. Data were gathered through observation, interviews, and focus group discussions. Based on the study's results, implementing sustainable tourism according to the GSTC in Bromo Tengger Semeru National Park has met the criteria but has not been maximized. Based on the study's results, the implementation of sustainable tourism referring to the GSTC in Bromo Tengger Semeru National Park has met the criteria but has not been maximized because the community does not understand its potential. The SWOT analysis resulted in the weighting of IFAS and EFAS covering S-O (3.81), W-O (3.11), W-T (2.90), and S-T (2.28). S-O obtained the highest weight so that it was continued into the AHP. The order of priority of the alternative S-O strategy based on the AHP method obtained the following results: Developing attractions (33%), strengthening institutions (25%), making event calendars (15%), conservation (11%), infrastructure development (8%), optimizing supporting facilities (5%) and developing agro-tourism (3%).

## **INTRODUCTION**

With the increasing human need to explore new things and the increasing income, education, and health services today, people are more motivated to have fun activities than in previous generations (Dewi, Mahendra, & Wiranata, 2017). Post-modern society likes to spend free time with recreational activities, going out of itself into exterior traps like tourist attractions, malls, amusement parks, clubs, and the like (Suyanto, 2013). The desire to travel that comes from within (intrinsic motivation) and pull factors (pull factors) as well as external factors (extrinsic motivation) accompanied by the quality of the destination (destination-specific attributes) encourages the trend of people to continue to travel (Pitana, 2005). Generally, the driving factors are socio-psychological (person-specific motivation), while the pull factors are destination-specific attributes (Diarta, & Pitana, 2009). With the increasing movement of people, many destinations are visited, and the tourism sector is increasingly impacting micro and macroeconomic life. This happens because tourist arrivals in a tourist destination carry out consumption activities to impact the prosperity and welfare of the local population positively—tourism is a development catalyst that accelerates the development process (Yoeti, 2008).

In line with the increasing demand, the community's ability to travel for economic diversification that is service-oriented or service-oriented also increases. In this case, foreign direct investment (FDI) in the tourism sector plays a vital role as a service provider (Sheeren, & Fauzel, 2016). Seeing this condition, the tourism sector has the potential to directly contribute to the country in the form of investment, foreign exchange earnings, central and regional income, employment, and regional development in the form of physical infrastructure development.

In Indonesia in 2018, the economic contribution of the travel industry to the national GDP by 5.25%, with a total foreign exchange of 229.50 trillion rupiahs and employment of around 12.7 million people. At that time, the number of foreign tourist visits was recorded at 15.81 million, and domestic tourists as many as 303.4 million. This figure continues to show a positive trend, wherein in 2019, the tourism sector in Indonesia contributed to Indonesia's GDP by around 15% of GDP and foreign exchange of Rp. 280 trillion, with the number of foreign tourists reaching 20 million and employment reaching 12.6 million workers (Kemenparekraf, 2020a).

Tourism as an industry does not stand alone; it provides opportunities for other sectors to move together. The data above shows that tourism has a significant multiplier effect on economic growth and job creation (UNCTD, 2010). This is also seen in the pull and push mechanism for other service economic sectors, such as accommodation or hotels, restaurants, transportation or transportation by land or air, the craft industry or the creative economy, and retail to agriculture as suppliers.

The tourism sector's contribution to national GDP continues to increase, so tourism is listed as a leading sector that ranks second as a foreign exchange contributor after the palm oil industry (Kemenparekraf, 2020b). The tourism and creative economy sectors are targeted to continue to contribute and play a strategic role through transformations focused on increasing the value of foreign exchange and the added value of tourism and the creative economy.

To encourage economic growth through the tourism sector, the Indonesian Ministry of Tourism provides directions for sustainable tourism development to focus on ten new Balis, one of which is the Bromo Tengger Semeru National Park (TN-BTS) (Kemenpar, 2016). The ten new Bali destinations program aims to accelerate development to bring significant economic benefits to each prioritized area. The TN-BTS area is a conservation area in East Java Province which is administratively located) districts, namely Malang Regency, Pasuruan Regency, Probolinggo Regency, and Lumajang Regency. The area has a lot of tourism potential and is in great demand by tourists. Utilization and development of the TNBTS area based on nature and culture require proper management and a measurable environmental carrying capacity to positively impact the economy, both directly and indirectly, so that it has sustainable competitiveness.

Sustainable and integrated competitiveness of a tourism destination can be achieved when the three pillars of sustainable tourism development, namely economic, social, and environmental, intersect and are balanced (Tsaor, Lin, & Lin, 2006). Sustainable development in the tourism sector is mostly only able to slice into two pillars. (Lee, & Moscardo, 2005) research shows that the only link between the economic sector and the environment is through the influence of visitors on the ecotourism environment. The results show that respondents who are tourists prefer tourism trips with travel and accommodation that are more concerned with the environment. Respondents are voluntarily willing to pay more to travel with such travel and accommodation to create harmony between the accommodation sector and the environment through tourism activities. (Batoro et al., 2017) conducted ethnoecological (social and environmental) research in the Komplangan area, TNBTS. The results show that most TNBTS community still adheres to the Tengger culture, which means living in harmony with nature to meet their daily needs, thus reflecting sustainable tourism.

Sustainable tourism is the development of the concept of travel that can have a long-term impact. Whether for the environment, society, culture, economy, the present, and the future for all local communities and tourists who visit (Kemenparekraf, 2021). The Ministry of Tourism and Creative Economy has developed four focus pillars to develop sustainable tourism. Among them are sustainable management (tourism business), long-term sustainable economy (socio-economic), and cultural sustainability (sustainable culture), which must constantly be developed and maintained, as well as environmental aspects (environmental sustainability).

Since its stipulation as a national park in 1982, Bromo Tengger Semeru National Park has faced various problems related to attractions, accessibility, and amenities, which have not been optimal. The problems that are still being faced in the development and development of natural potential into an object and a tourist attraction are; (a) infrastructure and facilities/facilities as well as, as well as accessibility to various ODTW/Tourism Areas, been maximized and uneven; (b) few tourism products that are ready to sell and highly competitive, especially in facing global market competition; (c) the low interest of investors to invest in tourism objects and attractions; (d) the low quality of tourism services/facilities; (e) the ineffective implementation of tourism promotion; (f) the lack of understanding of the concept of implementing sustainable and environmentally sound tourism development as well as community-based tourism development.

The explanation above explains that the management and development of tourism in the Bromo Tengger Semeru National Park area has not been optimal, so it has not provided optimal benefits to the community's welfare. This is what underlies the research to know the implementation of the concept of sustainable tourism to formulate future priority strategies for the economic progress of the people of Bromo Tengger Semeru National Park. Many studies have been conducted to understand sustainable tourism strategies in the Bromo Tengger Semeru National Park area (Karinda et al., 2019; Wandani, 2020). Most studies are generally not integrated and have different approaches. This study refers to the results of Karinda et al.' research, which recommends a strategy based on (Porter, 2007). generic strategy theory, but in this study, the priority strategy approach for tourism destination development refers to Middleton, & Clark, (2001:122) theory, namely regarding the classification of tourism product attributes into attractions, accessibility, and amenities.

Middleton, & Clarke, (2001:122) reveal three main components of tourism products, described as follows.

1. An attraction is something that tourists can see and do while visiting a location. It can be a natural beauty, the local community's culture, the heritage of historical buildings, and artificial attractions such as games and entertainment facilities. This must be unique and different. Consumer choices broadly determine consumer choices and the motivation of potential tourists.
2. Accessibility is the means and infrastructure to get to the destination, such as roads, transportation facilities, and road signs; it is one of the product's main elements because it

encourages potential markets to become fundamental markets; it includes transportation into countries, inter- and intra-regions (areas), as well as within the area, and the ease of obtaining information about destinations.

3. Amenities are all forms of supporting facilities that tourists can use to meet their needs. Amenities related to accommodation facilities, restaurants, public toilets, rest areas, souvenir shops, parking lots, places of worship, and others should be in a tourist destination.

Tourism in its activities affects various sectors, including the economic sector. Tourists, in their movement, from planning a tourist trip to their activities, will touch on financing planning. In addition, tourism service providers will make various efforts, from preparing tourist attractions and supporting facilities to achieving access to the locations of tourist attractions. This is closely related to the economic sector, where every activity has an economic value that must be considered. In addition, to maintain sustainability, negative impacts must be minimized in such a way, one of which is to involve local communities in tourism activities in a tourist destination.

## **RESEARCH METHODS**

The subject of this research is the socio-economic community in the Bromo Tengger Semeru National Park area as an integrated and sustainable tourist destination. The research location was carried out in the Bromo Tengger Semeru National Park area, which is administratively located in four (4) regencies, namely Malang Regency, Pasuruan Regency, and Probolinggo Regency, and Lumajang Regency, East Java Province. This type of research is qualitative and quantitative, while the data sources in this study are secondary and primary data. The qualitative data in the study consists of secondary data, which includes an overview, long-term plan, and strategic plan of the Bromo Tengger Semeru National Park, and primary data obtained from interviews with competent sources. In contrast, the types of quantitative data collected are statistical figures and data. The results of the analysis were carried out. The technique of determining resource persons in this study uses three techniques, namely:

1. Purposive Sampling is used based on the consideration that the resource persons are determined based on the main subject, which is considered the most knowledgeable and has mastered the object under study, namely the stakeholders of Bromo Tengger Semeru National Park.
2. Snowball sampling is a sampling technique with the help of key informants who help or will be able to develop based on his instructions. In this case, the researcher only reveals the criteria as a requirement to be sampled.
3. Sample quotas the number of resource person quota for the number of resource persons in this study is as many as 18. It consists of 18 tourism stakeholders.

Data collection techniques include observation, interviews, and documentation. Data analysis techniques are qualitative descriptive techniques, SWOT analysis techniques, and Analytic Hierarchy Process (AHP) techniques. Qualitative descriptive techniques describe the analysis results to obtain a research conclusion. The SWOT analysis technique is used to identify internal and external factors (opportunities and threats) owned by the Bromo Tengger Semeru National Park area. In addition, the SWOT analysis technique is used in formulating strategic recommendations that can be applied. Strategic priorities are formulated based on three main components of tourism products (Middleton & Clarke, 2001:122): amenities, accessibility, and attraction. AHP techniques are used to determine the priorities of alternative strategies formulated through SWOT analysis.

The most crucial stage in performing the AHP technique is pairwise comparisons with a scale of 1–9 on each element carried out by the subject who controls the object under study (expert). The weighted data collected was processed using the AHP method. Previously, the average geometric calculation was carried out to obtain a pairwise comparison matrix, then tested for consistency ratio (CR) values of less than 0.1, which were considered consistent. A sensitivity analysis was carried out on the priorities for selecting the existing alternative strategies (Saaty, L.

Thomas 2012). The Analytic Hierarchy Process technique in this study uses Excel 17 computer software to facilitate researchers' analyzing data. The weighting of pairwise comparisons made by the expert (stakeholder) is a decision made in the interview.

## RESEARCH RESULTS AND DISCUSSION

The implementation of sustainable tourism in Bromo Tengger Semeru National Park is essential. Therefore, structured environmental management, cultural preservation, and economic benefits can go hand in hand. In knowing the implementation of sustainable tourism in Bromo Tengger Semeru National Park, the researcher refers to the Global Sustainable Tourism Council, (2019), where the primary data obtained is based on the results of in-depth interviews, and secondary data comes from previous research, and the TN-BTS Strategic Plan as follows:

**Table 1. Implementation of Socio-Economic Criteria and Sustainable Tourism**

Criteria	Indicator	Interpretation
Management of Sustainable Tourism Destinations	Sustainable destination strategy	Included in the Annual Work Plan TNBTS Strategic Plan 2015-2019. (Karinda, et al., 2019)
	Destination management organizations	It is stated in the statement letter of the Minister of Forestry, SK No. 278/Kpts-VI/97. (Karinda, et al., 2019)
	Monitoring	There are 12 TNBTS Resorts spread over four districts in the TNBTS area. (Karinda, et al., 2019).
	Seasonal tourism management	There is a calendar of tourism events. (Karinda, et al., 2019).
	Adaptation to climate change	The reforestation project aims to sequester CO2 through reforestation in several areas in Bromo Tengger Semeru National Park to reduce greenhouse gas emissions in the atmosphere and increase biodiversity conservation. (Karinda, et al., 2019)
	Asset inventory & tourist attractions	Included in the TNBTS TNBTS Strategic Plan 2015-2019. (Karinda, et al., 2019)
	Planning arrangement	The Decree of the Head of the Bromo Tengger Semeru National Park Center Number: SK. 47/IV-21/BT.1/2013. BTS's TNBTS Strategic Plan 2015-2019. (Karinda, et al., 2019)
	Access for all.	Access for all is contained in the Technical Guidelines for Standard Operating Procedures (SOP) through the Decree of the Head of Balai Besar No. SK.47/IV21/BT.1/2013 covering infrastructure development at the entrance. (Karinda, et al., 2019)
	Property acquisition	Bromo Tengger Semeru National Park was established through the Decree of the Minister of Forestry No.178/Menhut-II/2005 dated June 29, 2005, covering an area of 50,276.20 ha. The TNBTS zoning has been revised and determined based on the Decree of the

Criteria	Indicator	Interpretation
		Director General of KSDAE No SK. 381/KSDAE/SET/KSA.0/9/2016. (Karinda, et al., 2019)
	Visitor satisfaction	TNBTS has an increasing number of tourist visits. (Karinda, et al., 2019)
	Sustainability	Standards Policy Direction and Strategy of TNBTS Center (RENSTRA TNBTS, 2015-2019). (Karinda, et al., 2019)
	Safety and Security	The Bromo Tengger Semeru National Park Center has placed 12 resorts in charge of monitoring and coordinating all activities or tourist activities while in the national park area, as well as 25 forest rangers who assist the Balai Besar in monitoring all forms of activity. BASARNAS has the main task in the Regulation of the Minister of Transportation Number KM.43 of 2005 concerning the organization and work procedures of the Ministry of Transportation, National SAR Agency. (Karinda, et al., 2019)
Local Neighbourhoods	Economic monitoring	TNBTS PNPB is obtained through the sale of area entrance tickets at a rate based on PP No. 12 of 2014. (Karinda, et al., 2019)
	Job opportunities for local people	The program was explained through the Implementation of Activities (Master Plan for Ecotourism Development TNBTS) on Community Participation in the tourism sector in TNBTS in 2018. ( Karinda, et al., 2019)
	Society Participation	The existence of a communication forum and the role of facilitators who can communicate effectively so that tourism development becomes better (Master Plan for Ecotourism Development TNBTS) in 2018. ( Karinda, et al., 2019)
	Tourism education and awareness function	POKDARWIS in 4 buffer villages; Ngadas village, Ranu Pani village, Ngadisari village, and Tosari village Master Plan for Supporting Village Empowerment-Guidance.
	Economic benefits for the community	(1) The Jeep Society, (2) Association of Horses, (3) PKL Organization, (4) Home Stay in the Community, (5) Ojek Transportation Association, and (6) BUMDes.
Cultural preservation for the community and tourists	Tourist attraction protection	Rehabilitation and conservation of endemic plants in Ranu Pane, Ngadisari, Tosari, and Ngadas villages by controlling ecosystems and improving areas by planting and monitoring. (Karinda, et al.,2019).
	Visitor management	Visitors' management rules regulate and manage sites, such as regulating transportation paths by limiting jeeps entering the national park area, such as in the sea of sand, already making rules regarding routes that can be passed or not. (Karinda, et al., 2019)
	Cultural heritage protection	The Balai Besar provides training and empowerment to local communities regarding the planting and prohibiting the sale of endemic plants. The protection of cultural heritage carried out by Balai Besar is by providing

Criteria	Indicator	Interpretation
Environmental Conservation		education in every village to cultivate endemic plants. (Karinda, et al., 2019)
	Site interpretation	Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number: P.76/Menlhk-Setjen/2015 stipulated the management zone of Bromo Tengger Semeru National Park regarding zoning. (Karinda, et al., 2019)
	Environmental risk	Collaborate with the government, JICS, and local communities. Conduct training and empowerment related to conservation and tourism. (Karinda, et al., 2019)
	Wildlife protection (flora and fauna)	Tengger Semeru has various conservation statuses based on the IUCN (International Union for Conservation of Nature) and protection status based on Government Regulation No. 7 of 1999. (Karinda, et al., 2019)
	Energy conservation	The strategic policy direction is to increase the business area for using production forest for biomass to an area of 100,000 hectares, increase the use of water energy from conservation areas for 50 units of mini/micro hydropower plants, and increase the number of partnerships for the use of geothermal environmental services in conservation areas. A minimum of five units, as well as increasing the utilization of waste and B3 waste for electrical energy. Bromo Tengger Semeru National Park Strategic Plan 2015-2019. (Karinda, et al., 2019)
	Water management	Bromo Tengger Semeru National Park Strategic Plan 2015-2019& 2016 TNBTS Zoning Revision. (Karinda, et al., 2019)
	Reduce solid waste by reducing liquid waste.	The liquid waste generated from tourism activities in the Bromo Tengger Semeru National Park is only dumped in the soil directly adjacent to where the liquid waste is generated. A Study on the Carrying Capacity of the Mount Semeru Area Take action to clean up waste. Take action to care for the environment in the area. (Karinda, et al., 2019)
	Eco-friendly transportation	Horse and bicycle transportation are alternative modes of transportation used in the TNBTS area. (Karinda, et al., 2019)

Source: (Karinda, et al., 2019) & Processed data result

Furthermore, after looking at the conditions of implementing sustainable tourism and the socio-economic conditions of the people in Bromo Tengger Semeru National Park, the formulation of the research strategy starts by analyzing the strengths and weaknesses (internal) and the opportunities and threats (external) that are owned. Followed by the weighting of IFAS and EFAS in formulating alternative strategies. To simplify the discussion, the SWOT analysis of the Bromo Tengger Semeru National Park area is translated into a matrix, as shown in the table below:

**Table 2. Bromo Tengger Semeru National Park, SWOT Matrix**

<b>Internal</b>		
	<b>Strength</b>	<b>Weakness</b>
	<ol style="list-style-type: none"> <li>1. Abundant natural resources, both geological and ecological, in the National Park, and as one of the 10 "New Bali" destinations by the Ministry of Tourism.</li> <li>2. Abundant in Tengger se culture.</li> <li>3. Popular social events such as Jazz Mountain and the Bromo Marathon.</li> <li>4. Have a buffer village with diverse tourism potential.</li> <li>5. Have you already got a destination management organization that meets the criteria for sustainable tourism?</li> </ol>	<ol style="list-style-type: none"> <li>1. A lack of investment interest from both domestic and international investors.</li> <li>2. Accessibility difficulties: National parks are at least 3 hours away by car from international airports in Surabaya, Jakarta, and Bali, to the nearest airport in Malang.</li> <li>3. Road conditions to the National Park are sometimes tricky and take a long time.</li> <li>4. A scarcity of human resources in the tourism industry.</li> <li>5. Inadequate national park management, including (1) insufficient waste collection in popular areas and (2) insufficient toilets and signage.</li> </ol>
<b>External</b>		
<b>Opportunity</b>	<b>S-O Strategy</b>	<b>W-O Strategy</b>
<ol style="list-style-type: none"> <li>1. The toll road under construction from Surabaya to Malang will shorten the travel time between the two cities from 2.5–4 hours to around 1.5 hours.</li> <li>2. Plans to promote the development of cultural villages in the National Park to showcase the Tengger se people's culture.</li> <li>3. Untapped tourism potential: there is insufficient support for the Tengger people to develop cultural</li> </ol>	<ol style="list-style-type: none"> <li>1. Build physical infrastructure (power supply, irrigation, roads, bridges, and others) and non-physical (economic, health, education, and digital technology).</li> <li>2. Develop attractions that are not fixed on one destination to avoid overcapacity.</li> <li>3. Developing agro-tourism.</li> <li>4. Add and improve access points and fleets so that travel time to tourist destinations is shorter.</li> <li>5. Build institutional cooperation/synergy between supporting villages in the form of BUMDesMa,</li> </ol>	<ol style="list-style-type: none"> <li>1. Training and mentoring ongoing by prioritizing conservation programs, tourism awareness, hospitality, and foreign language programs.</li> <li>2. Involving the community from the four buffer villages and tourists in conservation activities organized by the Bromo Tengger Semeru National Park Center regularly.</li> <li>3. Create appealing tour packages for tourists.</li> <li>4. Promote local wisdom as a tourist attraction.</li> <li>5. Improving facilities and</li> </ol>



villages for tourism.	Pokdarwis, and existing	infrastructure in the four
4. Technological advancements that can be used as marketing tools.	6. Create an exciting and attractive event calendar and promote it through social media to reach local and foreign tourists.	6. Creating new travel routes to break down the number of tourist gathering points is.
5. Global economic growth following the pandemic.	7. Optimizing supporting infrastructure (such as hotels, restaurants, attractions, and cleaning facilities.	7. Manufacturing processed culinary goods and souvenirs.
<b>Threats</b>	<b>S-T Strategy</b>	<b>W-T Strategy</b>
1. The threat of natural disasters.	1. Build tourism-supporting facilities and combine them with introducing culture and inculcating cultural values in the community.	1. Repair and maintain existing tourist facilities in and around the Bromo Tengger Semeru National Park.
2. Threats to the National Park's natural environment and ecology.	2. Improving tourism management systems in government, the environment, and culture to anticipate natural disasters and prevent cultural shifts.	2. Improving the quality and quantity of human resources in tourism management to maintain the destination's image is a priority.
3. Global economic stability.		3. Optimizing community empowerment programs to improve people's welfare and understanding.
4. The entry of negative culture will affect the local community due to tourism activities.		
5. False information about the actual state of Bromo Tengger Semeru National Park.		
6. The birth rate tends to be static.		
7. Workforce shortages in various industries.		

Source: Processed data result

From the swot analysis table above, the weighting is then carried out. The results of the IFAS (Internal Strategic Factors Analysis Summary) weighting consist of strengths and weaknesses (internal) and EFAS (External Strategic Factors Analysis Summary) (external), which are briefly seen in table 3 below:

**Table 3. Summary of IFAS and EFAS Weightings**

<b>IFAS</b>	<b>S = 3,28</b>	<b>W = 2,20</b>
<b>EFAS</b>		
O = 2,42	S-O = 3,81	W-O = 3,11
T = 2,33	S-T = 2,28	W-T = 2,9

Source: The result of data processing using Microsoft Excel

From the results of the weighting of IFAS and EFAS in table 3, strategic priorities are arranged based on a combination of strategies from the highest number of weighted values to the lowest weighted values as in table 4 as follows:

**Table 4. SWOT Strategy Priority Result**

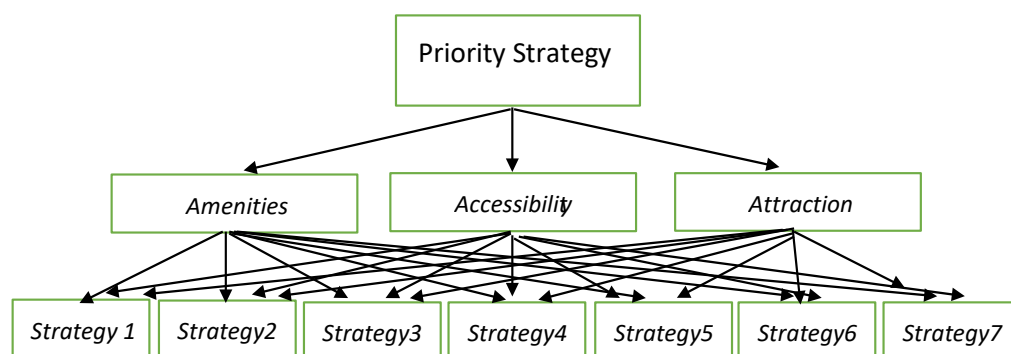
Priorities	Strategy	Value Weight
1	Strength - Opportunities (SO)	3,81
2	Weakness - Opportunities (WO)	3,11
3	Weakness - Threat (WT)	2,90
4	Strength - Threat (ST)	2,28

Source: The result of data processing using Microsoft Excel

Based on the results of the SWOT strategy priority sequence in the table above, the Strength-Opportunities (S-O) strategy has the highest weight. By using the strengths and taking advantage of the opportunities that the Bromo Tengger Semeru National Park area has, the strategy (S-O) with the highest weight is used for further studies by determining the strategic priority of the combination of Strength Opportunity (S-O) strategies that will be processed using the Analytical Hierarchy Process (AHP) method which was agreed upon at the time of the interview with the resource persons. The SWOT analysis has resulted in several alternative S-O strategies, including:

1. Construct physical infrastructure (such as irrigation, roads, bridges, and electricity supply) and non-physical infrastructure (such as the economy, health, education, and digital technology).
2. Create attractions that are not limited to a single location to avoid overcrowding.
3. Promotion of agrotourism
4. Preserving Bromo Tengger Semeru National Park's unique natural and cultural potential.
5. Build institutional cooperation and synergy between supporting villages in the form of BUMDesMa, Pokdarwis, and existing associations.
6. Create an exciting and appealing event calendar and promote it on social media to reach local and international tourists.
7. Optimum supporting infrastructure (such as hotels, restaurants, cleaning facilities, and so on)

Furthermore, from the combination of S-O strategies that have been determined, they have been grouped into three (three) criteria, namely, according to Middleton (2014), which consists of amenities, accessibility, and attraction, and then a ranking is carried out from the priority sequence of strategies that must take precedence. The Analytic Hierarchy Process (AHP) method uses Microsoft Excel 17 computer software to facilitate analysis. The strategy's priority is determined by the weighting of each variable by relevant resource persons with expertise in their respective fields. The stages in the Analytic Hierarchy Process method are as follows:



**Figure 1. The result of data processing using Microsoft Excel**

### Pairwise Comparison Criteria for

The first stage in the AHP weighting is to weigh the criteria determined based on the opinions submitted by the respondents as criteria for determining the best strategy. The results of the pairwise comparison of criteria against strategic priorities are described in the figure below.

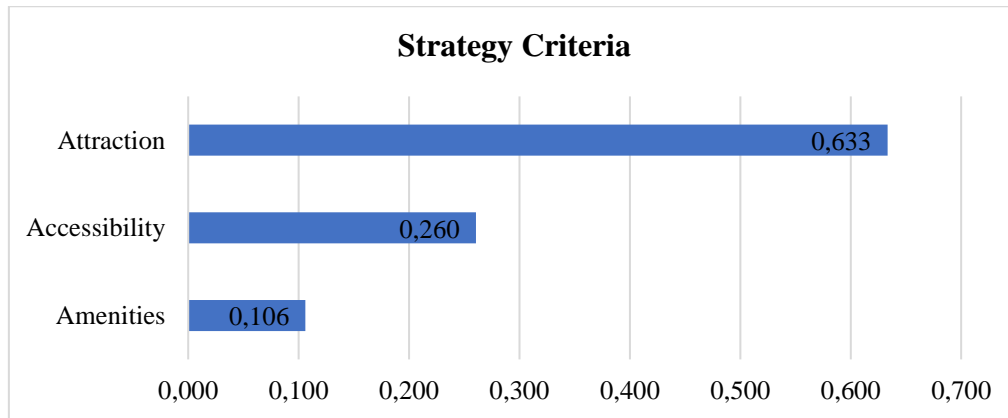


Figure 2. Results of Strategy Criteria Weighting

Based on the weighting of the criteria in the image above, the priority order of criteria is obtained with the attraction criteria as the main priority strategy criteria in determining the strategy, with a total weight of 0.633. The CR value is 0.03. The assessment is acceptable and considered consistent because it has met the requirements for the inconsistency ratio value, which is less than or equal to 0.1 (Saaty, & L. Thomas, 2012).

### Attraction Criteria for Paired Comparison of Alternative Strategies

The results of the weighting of alternative strategies with attraction criteria are presented in Figure 3 below:

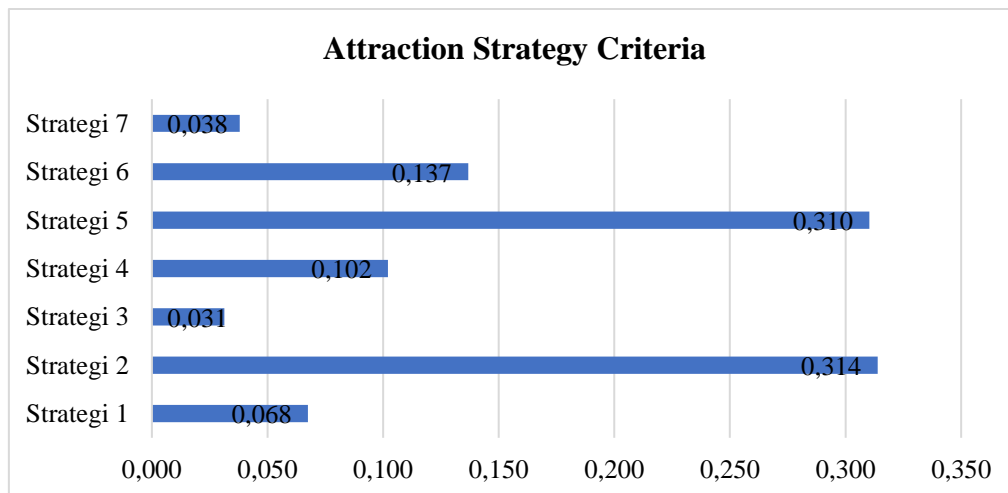


Figure 3. Results of Attraction Strategy Criteria Weighting

Based on the weighting of the attraction strategy in the image above, the priority order of the strategies on the attraction criteria is obtained with strategy two as the main priority with a total weight of 0.314. The CR value is 0.07. The assessment is acceptable and considered consistent because it has met the requirements for the inconsistency ratio value, which is less than or equal to 0.1 (Saaty, & L. Thomas, 2012).

### Weighting Alternative Strategies with Accessibility Criteria

The results of the weighting of alternative strategies with differentiation criteria are presented in Figure 4 below:

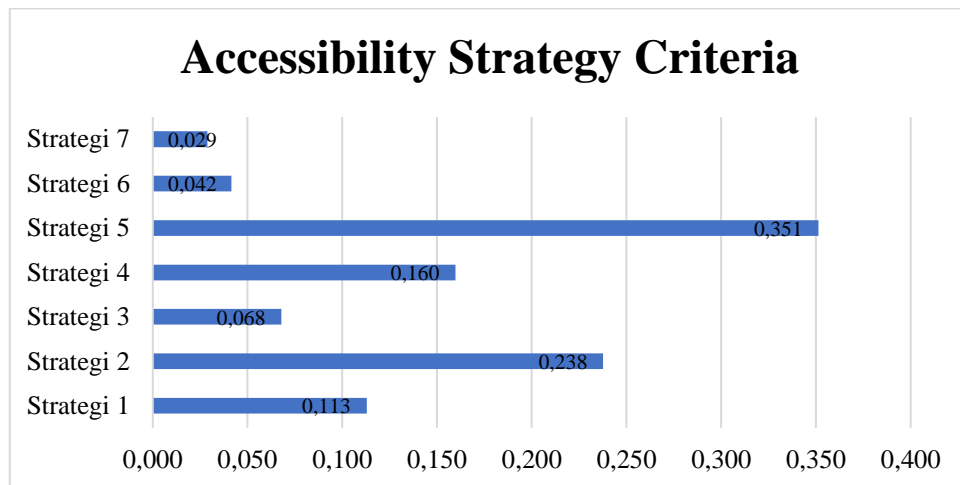


Figure 4. Results of Accessibility Strategy Criteria Weighting

Based on the weighting of the accessibility strategy in the picture above, the priority order of the strategies on the accessibility criteria is obtained with strategy five as the main priority with a total weight of 0.35. The CR value is 0.07. The assessment is acceptable and considered consistent because it has met the requirements for the inconsistency ratio value, which is less than or equal to 0.1 (Saaty, & L. Thomas, 2012).

### Weighting Alternative Strategy with Amenities Criteria

The results of the weighting of alternative strategies with amenities criteria are presented in Figure 5 below:

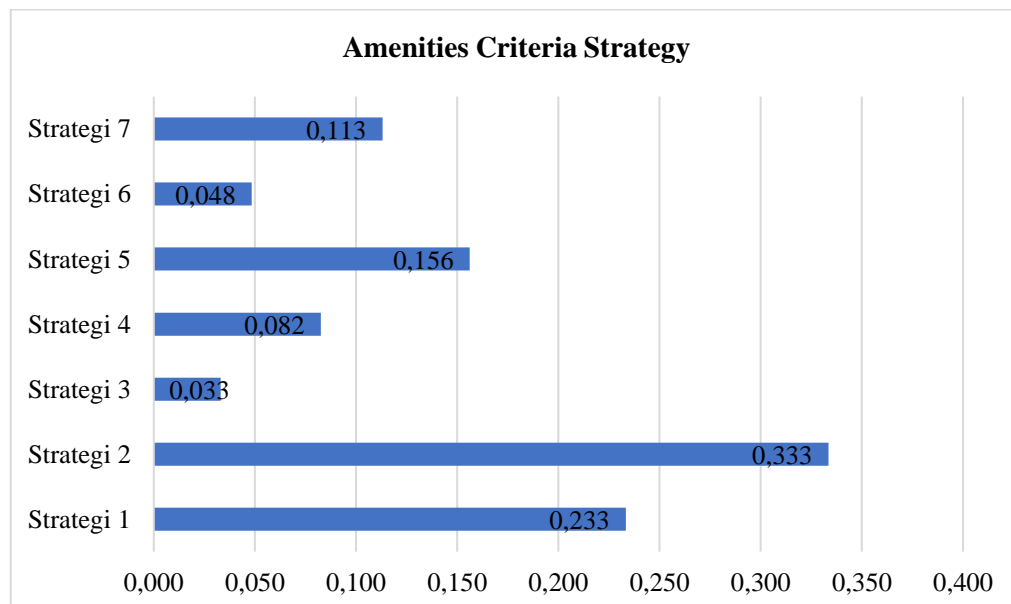


Figure 5. Results of Amenities Strategy Criteria Weighting

Based on the weighting of the amenities strategy in the picture above, the priority order of the strategies on the accessibility criteria is obtained with strategy two as the main priority with a total

weight of 0.33. The CR value is 0.07. The assessment is acceptable and considered consistent because it has met the requirements for the inconsistency ratio value, which is less than or equal to 0.1 (Saaty, & L. Thomas, 2012).

### Results of Strategic Priority Ranking

The results of determining the priority of the strategy are described in the dynamic sensitivity test in Figure 6 below:

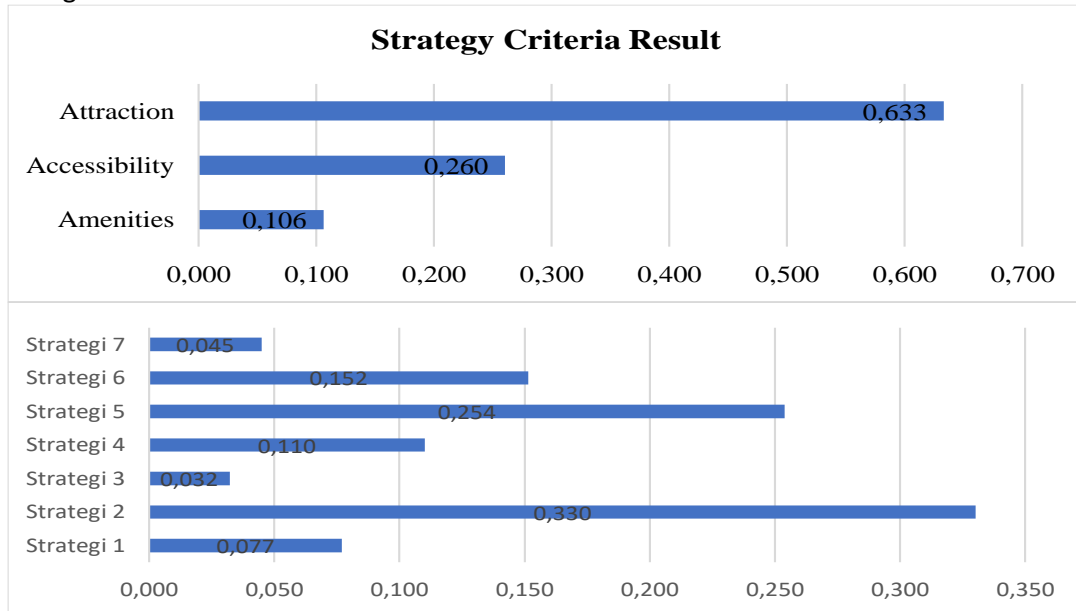


Figure 6. Results of Strategic Priority

Based on the results of determining the priority of the strategy in Figure 6, the ranking of the strategic criteria is obtained, namely the first strategy criteria, the second attraction, accessibility, and the third, the criteria for the amenities strategy, while the order of priority strategies is as follows:

- Strategy 2: Develop attractions that are not fixed on one destination to avoid overcapacity.
- Strategy 5: Build institutional cooperation and synergy between supporting villages in the form of BUMDesMa, Pokdarwis, and existing associations.
- Strategy 6: Create an exciting and attractive event calendar and promote it through social media to reach local and foreign tourists.
- Strategy 4: Preserving Bromo Tengger Semeru National Park's unique natural and cultural potential.
- Strategy 1: Build physical infrastructure (irrigation, roads, bridges, electricity supply, and others) and non-physical (economy, health, education, and digital technology).
- Strategy 7: Optimizing supporting infrastructure (such as hotels, restaurants, cleaning facilities, and so on).
- Strategy 3: Promote agrotourism.

As a top priority strategy that can be implemented by considering the attraction criteria as the main criteria in determining the strategy, the accessibility and amenities criteria are the last. The CR value is 0.05. The assessment is acceptable and considered consistent because it has met the requirements for the inconsistency ratio value, which is less than or equal to 0.1 Saaty, & L. Thomas, 2012).

The priority selection of alternative strategies is influenced by the attraction criteria of 63.3%, the accessibility criteria by 26%, and the amenities criteria by 10.7%. The attraction criteria in this study aim to implement strategies oriented towards improving the community's economy through developing alternative attractions.

Strategy 2. Developing attractions that are not fixed on one destination to avoid overcapacity is a priority strategy that can be applied to support the socioeconomic progress of the community in the Bromo Tengger Semeru National Park area as a sustainable tourism destination.

This is by the results of discussions in interviews with related parties that have been carried out. Specifically, developing attractions is the main thing that must be considered in the continuity of tourism in Bromo Tengger Semeru National Park, followed by strategy 5, building institutional collaboration and synergy. Buffer villages in the form of Village Selecting Business Entities, Tourism Awareness Groups, and existing associations, Creating exciting and attractive event calendars and promoting them through social media to reach local and foreign tourists, Maintaining the unique natural and cultural potential in the area of Bromo Tengger Semeru National Park, Build physical infrastructure (such as irrigation, roads, bridges, and electricity supply) as well as non-physical infrastructure (such as the economy, health, education, and digital technology), optimize supporting infrastructure facilities (such as hotels, restaurants, and cleaning facilities), and promote agro-tourism.

The combination of the strategy of strengthening attractions, developing accessibility, and amenities are expected to increase the number of visitors to improve the socio-economic community in the Bromo Tengger Semeru National Park area.

## **CONCLUSION**

From the analysis that has been described, it can be concluded that Bromo Tengger Semeru National Park has implemented sustainable tourism by having a strategic plan for managing a good environment, empowering, and training the community, including cultural preservation and conservation, to have an impact on the socio-economic progress of the community around the area. However, in its development, several indicators are not optimal. In the future development strategy, there is a priority order of the SWOT strategy, such that the strength-opportunity strategy has the highest weight. The S-O strategy is a strategy that supports an aggressive strategy (growth-oriented strategy) by utilizing all the strengths of the Bromo Tengger Semeru National Park and taking advantage of the maximum opportunity. Based on the results of determining strategic priorities, a ranking of strategic criteria is obtained, namely the first, second, accessibility, and third criteria for the amenities strategy. Thus, the development of tourism areas should be based on careful planning so that the tourism objects that will be developed can meet the elements and needs of tourism.

The limitation of this research is that the area studied is limited to the Bromo Tengger Semeru National Park area. Then the priority strategy for destination development is based only on three main components of tourism products: attraction, accessibility, and amenities. The academic suggestions and recommendations that researchers can give are based on the limitations of this research; namely, in developing new attractions for stakeholders (Central Government, Regional Government, Village Government, Village-Owned Enterprises, Tourism Awareness Groups, and associations of associations), there must be more synergy so that they can realize the Bromo Tengger Semeru National Park area into a sustainable tourist attraction and provide unique benefits for the economic progress of the community around the area. Furthermore, promoting tourism by utilizing technology, such as creating attractive advertisements, tour packages, or creating digital applications based on community-based tourism, so that it can reach all levels, both local and foreign tourists, then gradually beginning to develop agro-tourism as one of the new tourism alternatives that have not yet been touched, and what needs to be emphasized is that all efforts to develop tourism by utilizing local human resources and the addition.

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