**DEVELOPMENT STRATEGY OF BANGUN SARI FLOWER TOURISM IN DELI SERDANG REGENCY NORTH SUMATERA PROVINCE**

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**ABSTRACT**

 Bangun Sari Flower Tourism is one of the attractions in Deli Serdang Regency. It offers clean air and beautiful scenery for tourists. But there are problems in its management. There are needs to be made strategies that can be used to develop flower tourism of Bangun Sari thus enhancing people's welfare.

 This study aims to identify and describe the strategies that can be used in the development of Bangun Sari Flower Tourism and limiting factors in the development of Bangun Sari Flower Tourism object as well as efforts to overcome the obstacles. Analysis of the strategies are ASOCA analysis (Suradinata: 2013) to look at internal factors and external factors. The method used is descriptive qualitative research method with inductive approach. Data was collected through interviews, observation, and documentation.

 The results of this study resulted in six alternative strategies used in the development strategy of Bangun Sari Flower Tourism such as AbO strategy, SO strategy, AgO strategy, AbC strategy, SC Strategy, and AgC strategy. The strategy is expected in realizing the development of Bangun Sari Flower Tourism with optimization Bangun Sari Attraction management.

**Keywords : Strategy, Development of Bangun Sari Flower Tourism,**

 **ASOCA**

**Introduction**

Indonesia is a mega biodiversity country which ranks seventh in the world that has flora of Malesiana were estimated about 25% of species of flowering plants with the number of species of 20,000 species, 40% are endemic or native Indonesian plant.[[2]](#footnote-2) It is an opportunity to develop diversity into tourism area.

Law Number 23 Year 2014 on Local Government has been give authority to the widest area then in Law Number 23 Year 2014 Article 1 (6) explains that local autonomy is the right, authority, and duties of the autonomous regions to organize and manage their own affairs and interests of local communities in the system of the Indonesian Republic.[[3]](#footnote-3) This confirms that local government has the authority to manage its own affairs, including in the field of tourism under applicable regulations. This is in line with the issuance of the Law of Indonesian Republic Number 10 Year 2009 on Tourism in increasing the national income, expanding and distributing business opportunities and jobs, spuring development, empowering local communities, fostering a sense of love for the homeland of Indonesia.[[4]](#footnote-4) It encourages governments, communities, and the private sector to take over management in the tourism sector.

The development of tourism in Indonesia in recent years has entered into a new order. Indonesia's tourism development trend is the development of village-based tourism model (Triambodo & Damanik, 2015).[[5]](#footnote-5) Development of tourism attractions that make the village level as tourism destination is expected to create the equality of economic opportunities across the country to achieve equitable development in Indonesia.

Bangun Sari Village is applying the concept of agro tourism namely Bangun Sari Flower Tourism. Located in Jalan Lintas Sumatera Gang Madirsan which is located 13.5 km from the center of Medan North Sumatra Province. Bangun Sari Village offers a beautiful panorama and clean air. According to the Chairman of the Association of Plant breeder North Sumatra (ASPENTA-SU), N. Akelaras who also settled in this village there are more than 300 active breeder open breeding here. This amount as the largest plant breeders (flower’s farmer and trader) on the Sumatra Island.[[6]](#footnote-6) In addition to selling seedlings, ornamental plants breeders also provide accessories plant and supporting plant growth. Tourists are not only presented with beautiful scenery and clean air but also educational tours about the importance of caring for the natural surroundings.

Based on law the efforts to increase tourism awareness in the preparation of tourism awareness groups contained in the Indonesian Presidential Instruction Number 16 Year 2005 on the Development Policy of Tourism Culture. Further Regulation of the Minister of Culture and Tourism Number 17/PR.001/MK/08 on Tourism Awareness.

*POKDARWIS* preparation effort is expected to increase community tourism awareness. Tourism awareness is a condition that describes the participation and support of all components of society to promote the establishment of conducive climate to growth and development of tourism in a destination or region.

In addition to limited of tourism awareness, there is no ownership of attractions. Thus no local revenue (PAD) obtained from the attractions in Deli Serdang Regency. "Because in principle Deli Serdang does not have any tourist attraction. Instead of hoping to become local revenue, there is no ownership."[[7]](#footnote-7)

The Problems are in the government institutions and private. The low quality of human resouces in Youth, Sport, Culture, and Tourism Office according to the community. The potency of this village has not been optimally developed. The Government of the area only alocate budget for cleanliness. The community has not been understood about the development of tourism villages. Promotion by the government and the community is limited.[[8]](#footnote-8)

***Strategy***

 Suradinata explained that,[[9]](#footnote-9)

*Strategi adalah suatu rencana yang sifatnya serba komprehensif, bagaimana sesuatu organisasi dapat mencapai* mission *dan* objectivestrategy *segi harus mampu mencapai semaksimal mungkin kompetitif dan mengusahakan sekecil adanya hambatan bahkan kalau bisa tidak terdapat hambatan.*

(The Strategy is a comprehensive plan that is versatile, how something organizations can achieve in terms of mission and objective strategy should be able to achieve a competitive and exploit as much as possible as small as their barriers even no obstacles.)

***ASOCA Analysis***

Strategy refers to the implementation of organizational goals will be underfunded, both from outside and inside. The strategy was developed to achieve the organization goal or advantageous for organizations to look at internal factors and external factors that are based on analyzes of existing measures. The strategy carried out by community organizations and the organization of the company. Governmental organization and the local organization (OPD) should have a targeted strategy for the development of the area. There is ASOCA Analysis consist of strategy factors such as Ability, Strength, Opportunity, Culture, and Agility.

***Tourism development***

According to Hamid in Yoeti, tourism development is[[10]](#footnote-10):

*Pengembangan Pariwisata adalah segala daya dan upaya untuk menggali, memanfaatkan, dan meningkatkan potensi alam, budaya, prasarana, sarana, dan fasilitas ekonomi pariwisata, sehingga memberikan kemudahan, kenikmatan, kenyamanan, dan kepuasan bagi wisatawan yang pada akhirnya memberikan kemudahan, kenikmatan, kenyamanan, dan kepuasan bagi wisatawan, yang pada akhirnya memberikan manfaat dan keuntungan bagi Negara, masyarakat pariwisata umumnya khususnya sektor-sektor lainnya pada pariwisata.*

(Tourism development is all power and efforts to explore, exploit and increase the potential of nature, culture, infrastructure, facilities, and facilities of the tourism economy, so as to provide ease, pleasure, comfort, and satisfaction for tourists, which in turn provide benefits and advantages for the State, society in general tourism in particular other sectors on tourism.)

***Research methods***

This article is using data from field research conducted by the researcher in Deli Serdang Regency with data source determined using Purposive Sampling Technique with Data Collection Techniques such as Research Library (Library Research) and Research Field, which consists of observation, interviews, and documentation. The data collected was analyzed using qualitative research methods to describe/explain and analyze a situation, referring to the facts in gaining complete picture of the development of Bangun Sari Flower Tourism in Deli Serdang Regency.

**Discussion**

ASOCA matrix can be determined as follows:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Ablility (Ab)** | **Strength (S)** | **Agility (Ag)** |
| **1** | **2** | **3** | **4** |
|  **Internal** **Factors****External****Factors** | The ability of personnel in planning development strategies Bangun Sari  | Local government regulations governing the tourist area of ​​Bangun Sari village attraction | Apparatus intelligence in Bangun Sari tourism development and increased performance |
| **Opportunities (O)** | **AbO Strategy****Ability (Ab) + Oportunity (O)** | **SO Strategy****Strength (S) + Opportunity (O)** | **AgO Strategy****Agility (Ag) + Opportunity (O)** |
| As the Location of Training and Empowerment Programs | Leveraging the capability of personnel in planning government programs providing training for rural community empowerment Bangun Sari | Utilizing government regulations that have been made to accelerate the development of Bangun Sari Flower Tourism by providing training and community development programs | Leveraging the apparatus intellegence in creating programs and training for community empowerment |
| **Culture (C)** | **Ability AbC Strategy (Ab) + Culture (C)** | **SC Strategy Strength (S) + Culture (C)** | **AgC strategy Agility (Ag) + Culture (C)** |
| Community service by the public as quality service for consumers | Using the ability of the apparatus to promote a culture of mutual cooperation with the provision of support facilities as well as increased community culture in quality service delivery | Maximizing local government policies that regulate tourism in the community to increase tourism awareness | Maximizing the intelligence of apparatus in community mutual cooperation *(gotong royong)* culture by creating a clean environment and the quality services to attract tourists |

*Source: Adapted from Ermaya Suradinata (2014)*

***AbO Strategy (Ability and Opportunity)***

Leveraging the capability of personnel in planning government programs providing training for Bangun Sari Villager empowerment

 The ability of the apparatus in a plan is needed. Good planning will minimize spending budget and timeliness in reaching goal. The ability of personnel in strategic planning, short term, medium term and long term are needed as a reference in tourism development. Meanwhile the ability of apparatus in coordinating with other OPD is needed in palanning making.

 Governmental apparatus role in the development of tourist attractions, especially the Bangun Sari attraction needed to increase the number of tourists visiting. The program that has been compiled by department officials give rural communities an opportunity to empower themselves. Tourism awareness group formation, training, and studies that have been conducted imitate can provide inspiration in developing Bangun Sari Flower Tourism. Therefore, it is necessary to develop the right strategy Bangun Sari Flower Tourism which impact on improving the economy.

***SO Strategy (Strength and Opportunity)***

Utilizing government regulations that have been made to Accelerate the development of Bangun Sari flower tourism by providing training and community development programs

 The legal basis has been made into a strength in running a program. Government regulation as guidance in the implementation of the program so as not to violate other rules.Deli Serdang as a local metropolitan development creates the opportunity in the development of the tourism sector. It is associated with the development of Bangun Sari Flower Tourism is a strategy for community empowerment. It is set up to promote cooperation between government agencies and the public in achieving a common goal.

 There is need to improving the organizational structure that has been created. Maximizing the role of personnel service can be done by placing the employee according to the field, an understanding of the basic tasks and functions, and employee discipline in achieving the targets.

***AgO Strategy (Agility and Opportunity)***

Leveraging the intelligence apparatus in creating programs and training for community empowerment

 Apparatus intelligence in making training programs and community empowerment is a strategy needs to be applied. Apparatus intelligence in creating a cooperative and harmonious relationships among agencies. Official role in disseminating the program to the community to increase tourism awareness to accelerate the process in developing community Bangun Sari Flower Tourism.

***AbC Strategy (Ability and Culture)***

Using the ability of the apparatus to promote the culture of mutual cooperation *(gotong royong)* with supporting facilities and increasing quality service delivery

 Mutual cooperation and quality services for consumers is needs to improved. Preserving culture is the duty officers and the public. The role of the apparatus is to promote the culture of the local area and sanitation facilities to support a culture of mutual cooperation Bangun Sari village community.

 In addition to mutual cooperation there are also environmental cleanup culture of quality service provision. The formation of the group of tourism awareness and guidance for training can increase tourism awareness of Bangun Sari villager.

***SC Strategy(Strength and Culture)***

Maximizing local government policies that regulate tourism in the community to increase of tourism awareness

 Deli Serdang Regent Regulations Number 2233 Year 2016 on Positions, Organizational Structure, Duties and Functions and the Rules of the local work. Matters concerning the organizational structure is sufficient to explain the duties and functions of the apparatus in every field to develop Bangun Sari Flower Tourism. Put the right man on the right place is able to generate innovation that can be used in creating innovation program in order to develop Bangun Sari Flower Tourism.

***AgC Strategy (Agility and Culture)***

Maximizing the apparatus intelligence in mutual cooperation *(gotong royong)* culture by creating a clean environment and quality services to attract tourists

 It is needs a apparatus intelligence in utilizing every opportunity to develop the Bangun Sari flower tourism. Mutual cooperation culture and quality of public service Bangun Sari village needs to be improved. A clean environment, suave, and tourism awareness in Bangun Sari is needs to improvr in order to increase tourist visiting. Maximizing the apparatus intelligence in creating the program by ideas of apparatus are needed for the development of Bangun Sari Flower Tourism.

**Obstacle Factors in Developing of Bangun Sari Flower Tourism**

***Internal Obstacles***

***Human Resources***

Human resources is conducting the activities in an organization. As for the quality of human resources quantity is important in the implementation of tourism development Bangun Sari Flower Tourism. Inadequate number of officers and the duties and functions that are imposing an obstacle in the development Besides the limitation of skill and knowledge of the apparatus become an obstacle in the course of tourism development efforts.

***Fund***

Funds or budget is an element that can not be ignored. Budget is a medium of exchange and a measure of value. The size of an activity can be seen from the amount of budget circulating in an organization. This is related to how much budget should be provided to finance the salaries of labor, equipment needed and how results will be schieved by an organization. There is limited budget in the development of Bangun Sari Flower Tourism.

***Facilities***

Facilities and infrastructure are neee in supporting tourism. Adequate facilities and infrastructure will increased mobilization and facilitate the activities of the community and visitors. The facilities and infrastructure in the Bangun Sari does not yet support. Mode of transportation is minimal and limited of space to relax a in Bangun Sari Flower Tourism.

***Tourism Promotion***

The limitation of promotion is the cause of the development of Bangun Sari Flower Tourism. Though many people are fascinated by the beauty of Bangun Sari Village. Therefore, the promotional efforts should be Increased both by Officials and the public. There is need to procurement of technology and human resources in supporting the promotion sector.

***External Obstacles***

***Economic Factor***

 Tourism revenue has not contributed to the Youth, Sports, Culture and Tourism Office Deli Serdang only to provide guidance. In 43 attractions have been managed by the office nothing has contributed local revenues in Deli Serdang. Currently the office only conduct training, because public is not aware of the residents, escpecially Bangun Sari Village. Economic conditions are still lower middle is a constraint in the development of Bangun Sari Flower Tourism.

 How the community to meet their needs according to their respective capabilities. The fulfillment of this requirement shows how the community is able to respond to their environment. Responsiveness to environmental management resulting in maximum yan fulfillment and excess income. Conversely the lack of responsiveness to an environmental cause delays in fulfillment. Social plurality can be seen from the variety of people in a region, usually the people's livelihood in the village of Bangun Sari an Entrepreneur, Military/Police, Civil Servants, Farmers and Labor.

***Social and Culture***

 Social life or society depends on natural resources and the environment. Society depends on the environment as a farm for a living. Thus Spake the socio-cultural harmony in environmental management is needed in the development of Bangun Sari Flower Tourism.

 Office has provided facilities such as the construction of the gate, rest areas such as public toilets, drainage, street lights, improvement of sports facilities, plant walls to add to the aesthetics of the village entrance. But people do not take care of the facilities that have been granted.

***Technology Factor***

 Rapid changes in the era of globalization due to rapid technological developments. Technology increasingly allows people in an attempt to fulfill their needs. Currently, the apparatus has to understand the procedures for the use of technology limited to the fulfillment of administrative activities. But in its management in the field of promotion such as application usage continues.

**The Effort to Overcome Obstacles in Developing of Bangun Sari Flower Tourism**

***Internal Efforts***

***Improvement of Human Resources***

 The number of our existing apparatus maximize service functions as well as government officials to propose the addition of Deli Serdang with the recruitment of fresh graduates who have skills that qualify. In addition, the implementation of regular meetings to evaluate the work by giving socialization tourism. For example, time and media promotion, more effective implementation, namely during school holidays and through print media such as newspapers and the online media business field. Efforts to improve the quality of human resources continue to do through studies to imitate.

***Budget Supportting***

Budget constraints be overcome with effort and cooperation with the private sector to the government's budget proposal of regency.

***Facility Development***

Limitations of the facility is an inhibitor of an organization in achieving its objectives. The efforts made the Youth, Sports, Culture and Tourism Office Deli Serdang in revamping the facility is with coordinate with the village government and budgeted funds for revamping facilities for development Bangun Sari Flower Tourism.

***Supporting Tourism Promotion***

 Promotion aims to disseminate information, influence or persuade, or remind the market of its products. The office promote tourism of Bangun Sari flower mainly by uploading videos and photos on social media. In addition, they promote through print media such as newspapers *Medan Bisnis*. Also they serve Deli Serdang travel digital video screen advertising in Kuala Namu Airport. In addition they steer a tourism ambassador for excellence Deli Serdang introduce the general public. The timing of the sale they tighten up during the summer school holidays.

***External Efforts***

***Economic Improvement***

 Increased economic growth will help the community in the development of Bangun Sari Flower Tourism. The office will attempt to change the region to be more organized and neat so that many more people will visit there. We provide guidance premises open BUMDes.

***Social and Culture***

 The Government's Efforts in developing Bangun Sari Flower Tourism will not be achieved without the support of various parties. Community participation is essential to the program can be run properly.

 The office coordinate to the village government in tourism development Bangun Sari Flower Tourism. Tourism awareness group that has formed us to Become agents in increasing public participation in order to travel consciously. In addition the office has given socialization for school-age children in the form of tourist visits to improve the knowledge of tourism. The government's efforts to involve communities in tourism development activities Bangun Sari Tourism involving awareness group that has been formed as the driving agent improvement of community facilities.

***Technology Factor***

 Adequate technology tools will increase of efficiency and effectiveness in achieving program objectives. The form of office equipment procurement technology facilities to support the performance of the apparatus contained in the strategic plan Office Youth, Sports, Culture and Tourism in 2015-2019.

**CONCLUSION AND SUGGESTION**

***Conclusion***

1. The study resulted six alternative strategies used in the development of Bangun Sari Flower Tourism. Consist of:
2. AbO Strategy (Ability and Opportunity) is a strategy that uses the ability to take advantage of opportunities that take advantage of the capability of personnel in planning government programs providing training for rural community empowerment Bangun Sari. This strategy is expected to address the budget shortfall and official resources in the development of Bangun Sari flower tourism.
3. SO Strategy (Strength and Opportunity) is a strategy that uses the power to take advantage of opportunities that take advantage of government regulations that have been made to accelerate the development of Bangun Sari flower tourism by providing training and community development programs.
4. AgO Stretegy (Agility and Opportunity) is a strategy that uses intelligence to take advantage of opportunities that take advantage of the intelligence apparatus in creating programs and training for community empowerment.
5. AbC Startegy (Ability and Culture) is a strategy that saw the ability to cope with environmental demands cultural change that is by using the apparatus ability to incresing a culture of mutual assistance (gotong royong) with supporting facilities to increasing community culture in quality service delivery.
6. SC Strategy (Strength and Culture) is a strategy that uses the power to respond to the effects of cultural change by maximizing local government policies that regulate tourism in the community to increase tourism awareness.
7. AgC Strategy (Agility and Culture) is a strategy that uses intelligence to anticipate the effect of cultural change by maximizing the intelligence apparatus in support of community mutual assistance culture and quality of service provision to attract tourists.
8. Limiting factors in the development of flower tourism of Bangun Sari is derived from the internal environment of the organization and the external environment of the organization.
9. Internal Obstacles
10. Human Resources
11. Budgets
12. Facilities and infrastructure
13. Tourism promotion
14. External Obstacles
15. Economic factor
16. Social and Cultural factor
17. Technology factor
18. Efforts are being made in overcoming obstacles in the development of Bangun Sari flower tourism:
19. Efforts to overcome internal obstacles
20. Submission of additional human resources
21. Budget supporting
22. Procurement infrastructure
23. Support tourism promotion
24. Efforts to overcome external obstacles
25. Tourism-based economy
26. Increased tourism awareness
27. Technology equipment procurement

***Suggestion***

1. The researcher recommend that the Office of Youth, Sport, Culture and Tourism Deli Serdang use ASOCA develop strategies in the development of flower tourism of Bangun Sari.
2. The researcher recommend that the Office of Youth, Sport, Culture, and Tourism Deli Serdang overcoming the obstacles that may include: lack of human resources, budget, facilities and infrastructure, promotion of tourism, economic, social, cultural, and technology.
3. The researcher recommend that the Office of Youth, Sport, Culture and Tourism Deli Serdang follow up the efforts made to overcome these obstacles include: submission of additional human resources, budget, facilities and infrastructure, improve the promotion of tourism, community participation, tourism-based economy, increase tourism awareness and procurement of equipment technology.

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