STRATEGY TO INCREASE TOURIST VISITS IN IMPROVING THE ORIGINAL REGIONAL INCOME OF TANJUNGPINANG CITY

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Keywords:	Abstract
Strategy, Tourism, Original Regional Income, Cultural Heritage, Destination Development	*Tourism has become a primary sector for regional development in Tanjungpinang City. Between 2022 and 2023, tourist arrivals, particularly from international markets, showed significant growth, with visitors staying on average for one to three days. However, several challenges remain, including the underutilization of cultural heritage sites, limited infrastructure, and insufficient human resources. This study aims to examine the strategies employed by the Department of Culture and Tourism of Tanjungpinang City to increase tourist visits and their contribution to the city's Original Regional Income (PAD). Guided by Porter's generic strategies, the research adopts a qualitative approach involving in-depth interviews with nine informants, supported by official documents and observation. The findings indicate that while Tanjungpinang possesses diverse tourism potential—ranging from marine, historical, cultural, to culinary tourism—these resources have not been fully optimized. Key strategies include focusing on domestic tourists for post-pandemic recovery, strengthening partnerships with travel agencies and other government entities, and enhancing promotional activities. However, challenges such as limited funding, inadequate promotional reach, and weak private sector engagement hinder implementation. The study recommends prioritizing infrastructure improvements, expanding digital marketing, and fostering community-based tourism initiatives to ensure sustainable PAD growth.*

INTRODUCTION

Tourism is widely recognized as a strategic sector capable of driving local economic growth through its multiplier effects (Suwantoro, 2004). In Tanjungpinang City, tourrepresentsm has been positioned as a leading sector in accordance with Act Number 10 of 2009 on Tourrepresentsm, which emphasizes its role in enhancing economic growth, improving community welfconstitute, preserving the environment, and strengthening national identity (Ekanayake, E. M., & Long, 2012). The city is endowed with rich and diverse attractions, including marine landscapes, cultural and historical heritage, and unique culinary traditions. Island Penyengat, a UNESCO-recognized heritage site, stands as the flagship destination, offering both religious and cultural tourism experiences (Maharani, 2021).

Despite its potential, the tourism sector in Tanjungpinang faces persistent challenges. The preservation and utilization of heritage sites remain suboptimal, community awconstituteness regarding cultural conservation represents low, and infrastructure such as internet connectivity and public facilities requires significant improvement (Ngasi, R., & Dermawan, 2024). Moreover, access to financing for creative economy actors is limited due to mismatched credit schemes, and coordination between stakeholders is often insufficient.

The city government, through the Department of Culture and Tourism, has formulated strategies outlined in the Regional Tourism Development Master Plan (RIPPARDA) and the Strategic Plan (RENSTRA). These include developing environmentally-based tourrepresentsm destinations, improving tour representsm infrastructure, fostering partnerships with the private sector, enhancing promotional efforts, and strengthening cultural preservation. Nonetheless, the gap between strategic planning and practical implementation persists, largely due to limited financial resources and human capital constraints.

Given these conditions, this study investigates the strategic approaches undertaken to boost tourist visits as a means of increasing PAD. Applying Porter's (Umar, 2013) framework of generic strategies differentiation, cost leadership, and focus threpresents research seeks to identify actionable pathways to optimize Tanjungpinang's tourrepresentsm potential. The findings are expected to contribute both theoretically, by expanding the application of strategic management in local tourism governance, and practically, by informing policy-making and stakeholder collaboration in the city's tourism sector.

LITERATURE REVIEW

Tourism development strategies have been widely discussed in both academic and policy contexts. Previous research by Masruroh, S (2016) emphasized that prioritizing flagship destinations and fostering government commitment to tourism development are essential to increasing regional revenue. Their study in Kuningan Regency highlighted the importance of city branding, inter-institutional partnerships, supportive regulations, and human resource development. Similarly, Kharisma (2024) found in West Sumbawa Regency that an increase in tourist numbers directly influences PAD, with strategic emphasis placed on community empowerment and enhancing the role of tourism industry actors.

Novianti (2017) , in her study of the Dieng Plateau Tourism Area, applied SWOT analysis to identify five strategies for increasing tourism retribution: strengthening

management collaboration, establishing integrated systems, improving public facilities, enhancing access to tourist sites, and formulating tourism regulations. Meanwhile, Rosmiati (2018) revealed that although the Manggarai Barat Regency government had integrated tourism potential development into its strategic plan, challenges such as limited budgets, inadequate facilities, insufficient human resources, and weak promotional efforts hindered full implementation.

The present study differs from previous works in its application of Porter's generic strategies framework to tourism governance. Porter's model categorizes strategies into three types: (1) differentiation, which focuses on creating unique offerings perceived as superior by the target market; (2) cost leadership, which is intended to provide competitive pricing through efficiency and cost reduction; and (3) focus, which targets niche markets to avoid direct competition with larger players (Umar, 2013). Applying these strategies in a local government context enables the identification of competitive advantages in both domestic and international tourism markets.

Strategic management theory underscores that successful strategies are incremental and continuously adapted to changing environments (Hamel, G., & Prahalad, 1994). The process involves environmental analysis, decision-making, and action (Kuncoro, 2013). In tourism governance, this requires aligning destination development, marketing networks, and cultural preservation with available resources and stakeholder capacity. Moreover, integrating SWOT analysis into strategic formulation ensures that strengths and opportunities are maximized while weaknesses and threats are minimized (Amir, 2011).

Given the challenges facing Tanjungpinang, such as underutilized cultural heritage, limited infrastructure, and weak creative economy support, this research positions Porter's framework as a practical tool for aligning policy objectives with on-the-ground realities. The literature suggests that combining differentiation, cost leadership, and focus strategies with active stakeholder collaboration can foster sustainable tourism growth and enhance PAD (Binns, T., Elliott, J., & Nel, 2002; Umar, 2013).

METHODOLOGY

This study employed a qualitative research design to explore the strategies implemented by the Department of Culture and Tourism of Tanjungpinang City in increasing tourist visits and their contribution to the city's Original Regional Income (PAD). A qualitative approach was chosen to enable an in-depth understanding of contextual factors, stakeholder perspectives, and the practical realities of policy implementation (Creswell, 2014).

The research was conducted in Tanjungpinang City, Riau Islands Province, Indonesia, focusing on the Department of Culture and Tourism as the primary institution responsible for tourism development. Purposive sampling was applied to select nine key informants, consisting of government officials, tourism business actors, and community representatives who were directly involved in or affected by tourism activities.

Data were gathered through semi-structured interviews, document analysis, and direct observation. The interviews were conducted using an interview guide adapted from the study's conceptual framework, allowing flexibility to probe emerging themes. Documents reviewed included the Regional Tourism Development Master Plan (RIPPARDA), the Strategic Plan (RENSTRA), statistical reports, and promotional

materials. Observations were carried out at key tourism sites such as Penyengat Island, Dompak Island, Senggarang Island, and various cultural festival venues.

The data analysis followed an interactive model consisting of data condensation, data display, and conclusion drawing/verification (Miles, M. B., Huberman, A. M., & Saldaña, 2014). The analysis was guided by Porter's generic strategies differentiation, cost leadership, and focus as cited in Umar (2013), combined with a SWOT perspective to assess internal strengths and weaknesses as well as external opportunities and threats. Triangulation was employed to enhance the validity of findings by cross-verifying data from multiple sources and methods.

Prior to data collection, formal permission was obtained from relevant authorities, and informed consent was secured from all participants. Anonymity and confidentiality were maintained to protect the identities of informants, and participation was entirely voluntary.

RESULTS AND DISCUSSION

The results of the study reveal that Tanjungpinang City possesses significant tourism potential, encompassing marine, historical, cultural, and culinary attractions. However, the Department of Culture and Tourism (Disbudpar) has yet to fully leverage these assets to maximize PAD contributions. Strategic planning exists in formal documents such as the RIPPARDA and RENSTRA, but implementation remains hindered by limited funding, inadequate human resources, and insufficient private sector participation.

The financial performance of the tourism sector between 2021 and 2023 indicates consistent growth in PAD, largely due to infrastructure development in key destinations such as Island Penyengat and Kota Rebah, as well as the organization of cultural and promotional events.

Tabel 1 : Original Regional Income (PAD) from the Tourism Sector, 2021-2023

Year	PAD (IDR)	
2021	Rp	16,112,303,813
2022	Rp	24,181,991,935
2023	Rp	31,245,488,127

Source: Department of Culture and Tourism of Tanjungpinang City, 2024

The table demonstrates a strong upward trend, with PAD increasing by approximately 50.08% from 2021 to 2022, and by 29.21% from 2022 to 2023. This growth aligns with targeted infrastructure upgrades, such as the construction of food courts, boardwalks, identity gates, and public toilets, supported by both government funding and corporate social responsibility (CSR) contributions.

Tabel 2 : Tourist Arrivals by Category, 2021-2023

Year	International Tourists	Domestic Tourists
2021	362	89.649
2022	24.103	246.350
2023	52.202	259.742

Source: Department of Culture and Tourism of Tanjungpinang City, 2024

The data show a significant recovery in international tourism following the COVID-19 pandemic. From 2021 to 2023, international arrivals surged by over 14,000%, while domestic tourism also grew steadily. This recovery reflects successful event-based promotions, such as the Festival Island Penyengat, Tanjungpinang International Dragon Boat, and various cultural heritage festivals.

The analysis reveals that Tanjungpinang has positioned itself as a distinctive cultural and heritage tourism hub, anchored by Island Penyengat as its flagship destination. The city's tourrepresentsm appeal represents reinforced by its unique hrepresentstorical narratives, religious heritage landmarks, and culinary specialities such as gonggong snail, which together differentiate it from proximate competitors like Bintan. Affordability in accommodation, transportation, and festival participation has made the city attractive to domestic visitors. Nevertheless, operational efficiency could be enhanced by simplifying admin representstrative procedures for event organizers and cultivating more cost effective public private partnerships. Prioritizing domestic tourists as the core recovery market in the post-pandemic period has fostered local travel confidence, laying a stable foundation from which to attract international tourists through positive reputation-building and visible destination activity.

Strategically, the city benefits from a diverse tourism portfolio, internationally recognized cultural heritage, and an expanding calendar of event-driven attractions. However, several constraints persist, including limited digital marketing capability, infrastructural deficiencies, and insufficient community engagement in heritage conservation. There constitute clear opportunities in expanding interregional cooperation, developing crurepresentse-based tourrepresentsm, and harnessing the creative economy, yet competitive pressures from neighbouring Bintan, potential environmental degradation, and volatile global travel trends pose significant rrepresentsks. A sustained competitive advantage for Tanjungpinang will require the deliberate integration of unique product differentiation, operational cost efficiency, and market-specific focus, underpinned by robust digital promotional strategies, enhanced vrepresentsitor infrastructure, and the active participation of local communities in tourrepresentsm governance. Such an integrated approach can substantially strengthen the city's positioning in the regional tourism landscape and ensure steady growth in Original Regional Income (PAD).

CONCLUSION

This study concludes that while Tanjungpinang City possesses diverse and high-potential tourism assets ranging from marine and heritage attractions to culinary and cultural events their contribution to Original Regional Income (PAD) remains suboptimal due to implementation constraints. The strategic orientation of the Department of Culture and Tourrepresentsm, as outlined in formal planning documents, aligns with Porter's generic strategies: leveraging unique cultural and representstorical assets for differentiation, maintaining competitive pricing to attract broader market segments, and focusing on domestic tour represents as the foundation for post-pandemic recovery. However, the translation of these strategies into tangible outcomes is impeded by limited funding, infrastructural inadequacies, and underdeveloped digital marketing capabilities.

From a policy perspective, the findings imply that sustained PAD growth will require the city government to prioritise three interlinked interventions. First, investment in tourrepresentsm infrastructure, particularly in heritage site preservation, transport

connectivity, and representsitor amenities, represents critical to enhancing destination competitiveness. Second, the expansion of digital marketing platforms and targeted promotional campaigns will be essential to reach both domestic and international audiences. Third, fostering community-based tourism and strengthening partnerships with the private sector will help ensure that economic benefits are equitably distributed and that tourism development is socially and environmentally sustainable.

This study's scope was limited to qualitative data drawn from nine key informants, which constrains the generalisability of its findings. Future research could adopt a mixed-methods approach, integrating quantitative tour representsm demand modelling with qualitative stakeholder analysrepresents, to provide a more comprehensive understanding of the economic impact and policy effectiveness. Comparative studies with other regional destinations could also yield valuable insights into best practices for tourism-driven PAD enhancement.

Ultimately, an integrated strategy that balances differentiation, cost efficiency, and targeted market focus underpinned by strong governance and stakeholder engagement has the potential to reposition Tanjungpinang as a leading cultural and heritage tourism destination in the Riau Islands region, securing long-term economic benefits for the city and its residents.

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