

CHAPTER III

DISCUSSION

a. Environmental Observation (SWOT Analysis)

Environmental observation is the first step in tourism development, previously formulated strategic formulation in the internal and external environment. In the environmental field, the implementing agency of strategic management will formulate the strengths and weaknesses in order that the strength can overcome the weaknesses, as well as the external environment ie the threats that can be overcome with the opportunities that exist.

In this chapter, the author will attempt to explain Strategy on Tourism Development by SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis in making it easier for the Department of Culture and Tourism Batam City in the strategy of planning process that they do for the development of tourism (Batam City).

In the process of strategic planning, one of the steps taken was to develop a critical success factor both internal factors and external factors

1. Internal Environmental Observation (Strength and Weakness)

a. Strength

In the strategic planning process, one step taken was to develop a critical success factor, which begins by reviewing the strategic

environment that includes the conditions, situations, circumstances, events, and influences that came from within (internal environment) and external (external environment). Internal and external environment have an impact on the life and performance of all the components involved, which includes strengths and weaknesses, opportunities and threats. Critical success factors are factors that have an influence and function to focus on strategies to achieve the vision to formulate the goals, objectives, programs, and activities.

Internal strength of Batam City which is supporting the development of tourism are:

- 1) The number of workers absorbed by the tourism sector is always increasing every year.
- 2) Availability of legal instruments governing development management in the tourism sector.
- 3) Potential objects and attractions of art, culture, and history are adequate.
- 4) Having of accessibility tourism maps to activity tourists in Batam City



Source: Department of culture and tourism Batam City, 2016

With the Tourism Maps, Batam City make it easy for local tourists and foreign tourists to holiday in Batam.

From some internal strength in the city of Batam is already known some of the strength that later as a shield to overcome the weaknesses that arise. According to the researcher in this aspect of strength, it is necessary to look specifically at the existing tourism institutions in the community such as Sadar Wisata Group, Tourists, and investors involved in tourism development.

b. Weakness

1) The Quality of Human Resources of Tourism sector is still relatively low

According to HJ Enik Juliastowati, our human resources are still weak in three things, namely the languages especially

English, mastery of information technology (IT) and production management, this makes the problem of first in tourism to the development of the competitiveness of Batam city (Interview data MS HJ Enik Juliastiwati, 6 june 2016).

Wisely also the researchers view, that Batam still requires human resources in accordance with the background and suitability of education in the hospitality industry, so skill, knowledge, attitude, responsibility, experience, accountability can be in accordance with the expectations of tourists who travel to Batam, it must be done through a professional certification in which every tourism industry must participate in supporting human resources to conduct professional certification activities so that there is recognition from a Professional Certification Institute approved by the National Agency for Professional Certification.

(Bureau statistic Batam City 2016) Prospective workers in Batam City with an educational background in full domination by high school graduates/equivalent as many as 6859 people, Diploma-1/Diploma-III as many as 266 people and Bachelor's degree/Bachelor's degree 2 (S1/S2), as many as 138 people registered in the Office of Manpower Batam. If looking at the educational level of prospective workers in Batam City, the level of prospective workers towards the worker is not a

managerial direction that requires a higher level of education so as to analyze a problem. This is to be considered for the business world, especially in the field of Tourism.

- 2) The second weaknesses are infrastructure sector to support tourism for felt to be an obstacle to the travel and accommodation activities of tourism in Batam City, This has an impact on the process of tourism activities in Batam city.

According to Mr. Rudi Panjaitan SSTP, Msi, development of infrastructure in Batam City is slowly and many road damages, because development infrastructure must have cooperation between stakeholders, and then in Batam City must We've been talking to the Agency related to the construction of infrastructure for tourism with good passes.

- 3) The not optimal of promotion effort to Tourism Attraction Object (*Obyek Daya Tarik Wisata*), cultural art and history.
- 4) Spatial development and development of Tourism Area not entirely available.
- 5) The object of a tourist attraction, culture and history have not been well organized and managed.

Based on the internal mapping, that the need for special attention to the internal government that carry out the development of tourism in the city of Batam so that this treat can be minimized and easier to run.

2. External Environmental Observation (Opportunity and Treat)

The external environment will support the internal environment because between the two are mutually sustainable, the external environment is more directed to the area or tourist location that will be developed in Batam City and its relationship with other organizations involved in the development of Tourism.

a. Opportunity

Opportunity is one of the supporters of tourism development success because the opportunity is an opportunity in the development of tourism so that it can be achieved in accordance with the desired, while the external environmental opportunities of Batam City include:

- 1) The City strategies, the increasing number of tourist each year both foreign tourists and local tourists who visit in Batam City because the position strategies area border country namely Singapore and Malaysia, and this opportunity would be a basic capital for development Tourism in Indonesia especially Batam City.

According to HJ Enik Juliastowati from the data we have only in Batam stopover area for areas or other Countries, tourists come just to stay one to three before departure to the destination this makes a chance for world tourism to prepare a

tourism flagship (Interview data MS HJ Enik Juliastiwati, 6 July 2016).

Figure3.2: Batam Map



Indonesia Batam Map. View this E514 photo at its source: <http://www.smilinghillbatam.com/>. Glamorous Batam Map, rides and buffet in Indonesia, Southeast Asia.

2) Availability of event / promotional activities conducted every year in Batam City.

3) The existence of government program Visit Kota Batam

Based on the opportunities that Batam is a strategic region because of its geographical location, according to the researcher's opportunities should be utilized as possible because there are few areas in Indonesia that are located strategically.

b. Threat

Threats are factors that will be a barrier in the development of Tourism in the city of Batam to be done, therefore analyzing the threats in the process of development and development of tourism

in order to minimize. The threat of external environment will be a study in the preparation of strategic management so that the implementation can run in accordance with what is desired. The threat of Batam's external environment is:

1) Human Resource competition in the AEC era is very tight

The existence of competition between / competition between nation/region with the enactment of free market, according to Mr. Rudi Panjaitan SSTP, Msi, Batam City tourism has its own threat is the lack of manpower professional in its field, A more productive foreign worker becomes a threat to Indonesian workers, this is due to the lack of language skills "especially the English language" so that it cannot compete with foreign workers in the world of tourism.

2) Competition among tourist destinations in Indonesia in an effort to increase the number of tourist visits.

3) Unpredictable political, economic and security situation in the world and in the country.

From some of the existing threats, researchers argue that Batam City government should be more assertive in addressing the changes that occur in the development of tourism so that these threats can be passed so as not to impact the walking of Tourism.

b. Strategy Formulation

Strategy formulation is an effort undertaken by Batam City government in developing long-term plan to know the management of the effectiveness of opportunity and environmental threat seen from strength and weakness of organization covering Batam Tourism and Culture Service.

The objective of this strategic management formulation is to calculate and determine the steps that will be carried out by the Batam City Government and related regional apparatus in the development of tourism by considering the results of the observation of the previous environment, from the observation of Batam City researchers have the potential of maritime tourism, and history, and make great opportunities and take advantage of the opportunities it has to minimize existing threats and maximize the strength of Government Organizations and local work units concerned to tackle existing weaknesses.

1. Strategic Area of Tourism Development

In the development of tourism, Batam City has determined several strategic areas that have the potential to be developed in the regional mid-term development plan (RPJMD) Batam 2014-2019 namely the determination of strategic areas as follows:

- a. Nongsa and surroundings with excellence tourism resorts, beach tours, sporting tours, historical tours, MICE tours
- b. Nagoya and surrounding areas with exciting shopping, culinary tours, Mice tours

- c. Sekupang and surroundings with the benefits of culinary tourism, resort tours, sports tours, religious tourism
- d. Batam center and surrounding MICE tour, shopping tour, culinary tour, sports tour
- e. Batu Ampar and surrounding areas with exciting shopping, culinary tour
- f. Baloi and surrounding areas with shopping excellence
- g. Jodoh and surrounding areas with the benefits of shopping
- h. Tanjung sekuang and surrounding areas with shopping excellence
- i. Barelang and surrounding areas with the benefits of culinary tourism, Argo tours, beach tours, historical tours
- j. Waterfront City and its surroundings with resort excellence resorts, sports tours

Almost all parts of Batam City has potential and excellence, this potential becomes an attraction in the world of tourism areas, in its development, Batam prioritizes strategic places in driving the wheel of tourism so that tourists can enjoy everything in Batam City, in general with this mapping become easier to run and carry out tourism activities

2. Tourism Development Steps

In the preparation of strategic management in need of tourism development steps to determine the potential of tourism, tourism products, tourist attraction, access to tourist attractions, these components will facilitate the tourists

visiting the city of Batam to conduct tourism activities. Activities undertaken Batam City Government in the development of tourism is as follows:

- a. Development of tourism products. This development covers several aspects including:
 - 1) Development of tourist attraction
 - 2) Improvement and arrangement of types of attractions
 - 3) Improvement of facilities and infrastructure
- b. Development of accessibility, this development covers several aspects including:
 - 1) Availability of land, sea and air transport
 - 2) Availability of adequate road access
- c. Development of marketing and promotion, the development is done several steps such as:
 - 1) Conduct market analysis to conduct tourism promotion and promotion
 - 2) Increased utilization of information technology in the development of tourism marketing and promotion.
- d. Investation Development, are:
 - 1) Opening investment opportunities in Batam tourism sector
 - 2) Cooperate with private/external parties engaged in tourism
 - 3) Investment policy making

As the mapping of tourism development above researchers argue that the steps are undertaken Batam City government is good enough

and the need to evaluate every implementation of tourism development. These steps can be further developed by involving the entire community of Batam City and the people outside the City.

3. Achievement Target

In strategic planning, it is desirable to achieve achievement targets as a driver of development implementation and as an evaluation material when strategic management has been implemented. Batam city has several achievement targets such as:

- a. The increasing number of tourist visits in each year
- b. Increasing the promotion of Batam tourist area
- c. Increase the amount of tourism investment Batam City
- d. Improving economic growth and prosperity of citizens Batam City.
- e. Improve the facilities and infrastructure available in a tourist destination in the city of Batam.

Target achievement in the development of tourism is very important because in this target can see how many percents of activities that have been done so that it will become a reinforcement and encourage to keep trying to do maximum development for the target determined on achieved.

c. **Strategy Implementation**

From the results of research, Batam strategic implementation in the development of Tourism as follows.

1. Strategy of Development Tourism Product

a. Development Attraction Tourist

The tourist attraction is a way to make the tourists more interested in visiting the tourist spots and will make the tourists stay longer in the sights because they feel comfortable. Tourist attractions are usually held at a certain time or celebration days such as the Batam City Government, in the management of tourism and cultural tourism Batam City prioritizes regional cultural arts as a dish, and indirectly can introduce the local arts of Malay Culture namely:

1) Malay Culture



Source: Department of Tourism and culture Batam city, 2017 (Tary zapin, kompong, gasing, mak yong)

The city of Batam has the potential or power as Malay Cultural City, Although Batam is a Metropolitan City bordering on the Modern State of Singapore, but Malay Culture is still inherent with the people of Batam such as, at weddings or other sacred events are:

a) Zapin dance (Tari zapin)

Tari Zapin is this traditional dance is educative but packed with different things so anyone who watches it will feel comforted. Through the dance is used as a medium of Islamic da'wah, through the lyrics of songs that show.

b) Tambourine (Rebana)

Rebana is a type of traditional musical instrument that is often played to accompany the songs are generally themed Islamic. This instrument is usually played during the celebration of the big day as well as arts and cultural events.

c) Kompang

Kompang is a kind of traditional musical instrument originating from Arabia, generally played at the time of welcoming guests, accompanying the procession, feast or other traditional Malay ceremonies.

d) Gasing

Gasing is a very popular folk game for the Malay community especially in Padang belakang Island (pulau belakang padang) in the region there is a gasing museum that



can be played and visited by the tourists who want to know and play the game of gasing.¹

The photo above is a Cultural as well as typical of the Malay culture in Batam city, and the attraction for foreigners and tourists, usually this will be performed at major events in Batam, such warning independence day, the anniversary of Batam city, and another big day.




b. Type of Tourist Attractions in Batam

Tourism object in Batam City is divided into 8 sections are: Marine Tourism, Shopping Tourism, Tourism Culture, Religion Tourism, Historical Tourism and others. Tourism Marine, Historical Tourism contained in Batam City is:




1) Marine Tourism potential in Batam City

No	Marine Tourism	Information
1	<p>Abang Island</p> 	<p>Marine tourism attraction that is owned by this island is a marine park that has a living coral reef is quite good and many in the encounter of anchovy green and other ornamental fish.</p>
2	<p>Marina Beach</p> 	<p>Marina Beach area was built with the concept of development of the waterfront city. Marine tourism attractions offered: Banana, Boat, Parasailing, Jet sky, etc.</p>

¹ Arsip skpd.Batam.id, “budaya Melayu”, by: <https://arsipskpd.batam.go.id/batamkota/skpd.batamkota.go.id/pariwisata/objek-wisata-batam/wisata-budaya/index.html> acces on 10 june 2017.

3	<p style="text-align: center;">Sekikak Beach</p> 	<p>The location is located in Batu Besar has advantages such as white sand beaches, means of child play.</p>
4	<p style="text-align: center;">Kampong Nongsa Beach</p> 	<p>Its tourist attraction is the existence of traditional village of Malay on the coast with the beauty of Panorama City of Singapore. Beach width at low tide ranges from 20-40 meters, while the length reaches 200-300 meters.</p>
5	<p style="text-align: center;">Melur Beach</p> 	<p>Tourism Object Melur Beach is currently visited by many local tourists. The location of tourist attractions adjacent to tourist areas Camp Vietnam, Galang Island and Tuanku Tambusai Bridge. Condition of the beach is quite gentle sloping white sand with a beach width of 20-30 meters, while the length is approximately 100-200 meters. Tourist attractions maritime tourists, such as swimming and sailing</p>

2) Historical Tourism Potential in Batam City

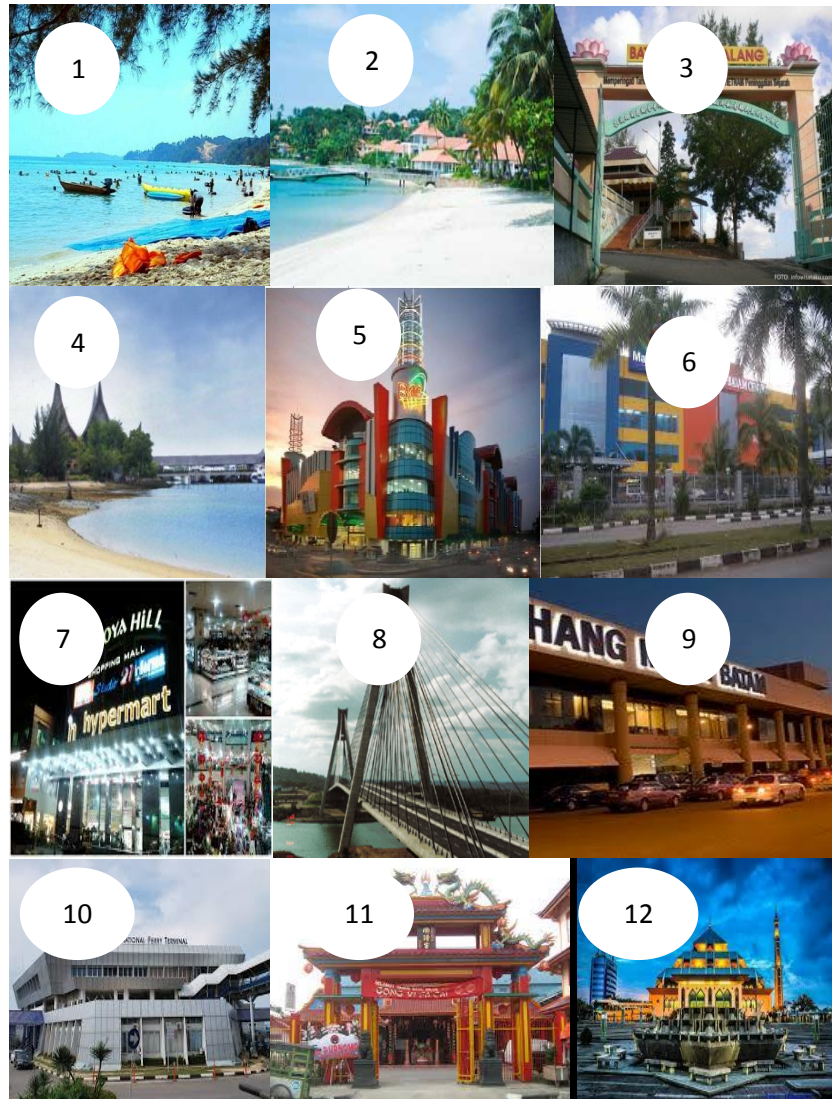
No	Historical Rourism	Information
1	<p style="text-align: center;">Vietnam Town</p> 	<p>The Vietnamese village located on Galang Island is an uninhabited area that was once home to Vietnamese refugees. Vietnamese refugees who are often referred to as boat man flee to Galang Island 45 because of internal conflicts in Vietnam. This area became uninhabited as the Government of Indonesia allowing them to stay in Kampung Vietnam gradually repatriated them to their hometown so that now there are no more refugees in this area. Although empty, Kampung Vietnam is still a tourist attraction in Batam is interesting to visit because the condition is still the same as yore, complete with various relics.</p>
2	<p style="text-align: center;">Temenggung Tomb</p> 	<p>Temenggung Abdul Jamal's grave located on Bulang Lintang Island was one of the Tomonggongs in the Riau-Lingga Kingdom era. There is a mini museum that describes his profile during his lifetime as well as his relics,</p>
3	<p style="text-align: center;">Nong Isa Tomb</p> 	<p>Nong Isa is one of the original inhabitants of the island of Batam, where the results of the hard work he was able to advance the area in the early of the founding of Nongsa Batam.</p>

Sources: Department of Culture and Tourism 2017

a) Tourist attractions and important place in Batam city, and its surrounding areas as follows:

Figure 3.3: Site Map Important Batam City





Sources: Author Analysis, 2017

c. Improvement of Facilities and Infrastructure

The need of facilities and infrastructure at the location of tourism usually only Parking, Transportation, Gazebo, Public Toilet, Electricity Network, prayer place, and place of trade. In the improvement and development of facilities and infrastructure must be organized so that tourists do not feel disturbed when the activity there, tourists usually judge from a tourist attraction through physical appearance and non-physical attraction as a children's playground. In handle facilities and

infrastructure must have a supporting component that will become a tourist attraction, especially for domestic and foreign tourists, the following supporting facilities and infrastructure.

The number of non-Star and star in Batam 2015 much as 63 hotels, while the number of non-star Hotel 125 Hotel, and increased in 2015 to 69 five-star hotel, and the non-star hotels totaling 125 Hotel.

Table 3.1: The number of Hotel in Batam City 2015-2016

No	Hotel	Amount	
		2015	2016
1	5 Stars	1 Hotel	1 Hotel
2	4 Stars	20 Hotel	23 hotel
3	3 Stars	22 Hotel	22 hotel
4	2 Stars	6 Hotel	9 hotel
5	1 Stars	14 Hotel	14 hotel
6	Non-Stars	125 Hotel	125 hotel
	Total	188	202

Source: Department of tourism in Batam, 2017

From the above table illustrates that the number of hotels in the city of Batam from 2015-2016 increased, the increase was from non-star hotels to star hotels.

Table 3.2: Number of Hotel/ Accommodations, Room and Beds and Employee 2005-2015

Year	Hotel/Accommodation	Room	Bed Room	Employee
2005	146	7,097	8.930	5.372
2006	159	8.251	10.572	6.214
2007	159	7.819	9.845	5.491
2008	152	7.814	10.064	5.425
2009	153	6.544	8.702	5.783
2010	150	9.211	11.252	6.072
2011	156	9.317	11.482	6.182
2012	162	9.630	12.370	6.305
2013	170	10.570	14.046	6.848
2014	188	11.264	15.519	6.989
2015	202	13,754	16,241	7.487

Sources: Central Bureau of statistics Batam City 2016

The above table illustrates that hotels, rooms, and workforce are increasing every year, suggesting that Batam City tourism has grown every year, so that this peninggkatan also helps the government, especially in the field of service needs, facilities and infrastructure needed by tourists.

From the results of a survey of several tourist attractions in the city of Batam researchers concluded that the revamping of facilities and infrastructure that has been done by the region and the Department of Tourism and Culture can be quite good, because seen from the available facilities and infrastructure is sufficient in access to tourist attractions . While the tourist area that has not been too developed but popular tourists equipped facilities and infrastructure is quite adequate although there are some that have not been maximized.

2. Strategy of Accessibility Development

Accessibility is an important aspect in tourism development, because accessibility is very influential on the security and comfort of tourists in visiting tourist sites. This accessibility is related to cross-sectoral development because access within the area that has tourism potential must be adjusted and meet the standards, accessibility has two internal and external categories, internal access is the ease for mobility and the movement of tourists from one location to another location that is still in one tourist area, whereas external accessibility is the ease for mobility and the movement of tourists to the tourist area, in the development of accessibility of Batam city in priority to facilitate the mobility of passenger goods and services.

Access of Transportation tourism facility

a. Air Transportation

Hang Nadim Airport (IATA code: BTH, ICAO: WIID), also known as Hang Nadim international airport, located in Batam, Riau Islands (part of Sumatra), Indonesia.

b. Sea Transportation

Sea transport in Batam City has eight (8), and scale having 4 International Port and 4 Nationality Port are:

c. International Port linking sea journey to some neighboring countries such as Singapore and Malaysia, namely:

- 1) Sekupang seaport and ferry terminal
- 2) Batu Ampar seaport and ferry terminal

- 3) Batam Centre ferry terminal
 - 4) Nongsa Pura ferry terminal
- d. National ports connect with regions throughout Indonesia that are:
- 1) Telaga Punggur ferry terminal
 - 2) Teluk Senimba ferry terminal
 - 3) Kabil seaport
 - 4) Sekupang ferry terminal
- e. Land Transportation

- 1) street

Long way in Batam City = 1,089.08 km, consisting of:

- a) Artery Street = 260,90 km
- b) Collector Roads = 138,05 km
- c) Local Road = 690,13 km

- 2) Bridge

The bridge linking several islands in Batam City:

- a) Tengku Fisabilillah Bridge
- b) Nara Sing Bridge
- c) Raja Ali Aji Bridge
- d) Sultan Zainal Abidin Bridge
- e) Tuanku Tambusai Bridge
- f) Raja Kecil Bridge

3. Strategy of Marketing and Promotion

Development of tourism as one of the supporters of regional economic development directed in accordance with regional development objectives. In this case the objectives of economics to be met should be balanced with other objectives, such as udaha preservation of socio-cultural values and the environment. In line with the above concept, the marketing of tourism products in Batam City needs to be done inside and outside the City area Add to the exit of the city by the official government agencies and private parties engaged in the tourism industry sector by increasing the intensity of business and cooperation in order to become a good tourist area.

Batam Tourism marketing policy is expected to improve the quality of tourist visits to come, in fact people outside the area only know that batam as the blood of idils of workers testil, not blood tourism place, therefore the policy of marketing development in the field of promotion should be in priority, carried out to implement the strategy is to increase the promotion as optimal as possible until abroad. The program and and the steps of marketing development and promotion of Batam City Tourism based on (RPJMD) Batam City, among others:

a. Analysis of market for promotion and marketing of tourism object

Market analysis aims to know the market or enthusiasts of tourism in the city of Batam in order to see the possibility and appropriate steps to develop marketing through the development of tau countries that have never visited the city of Batam, which is done as follows:

- 1) Conducting data collection of tourists visiting the tourist area of Batam City.
 - 2) Classify travelers according to their origin and gender.
 - 3) Determining marketing targets
- b. Increasing utilization of information technology in tourism marketing

At this time has been very developed so that the utilization in marketing and promotion can be more effective because the technology is a very accessible media and can reach all regions in Indonesia or abroad. The steps taken by the Tourism Department in the utilization of technological developments for marketing and tourism promotion include:

- 1) Marketing through internet media by creating websites, instagram, and Facebook.
 - 2) Promotional efforts are intensified through radio, television, newspapers, leaflets and others.
- c. Implementation of the promotion of domestic tourism inside and outside the country

This marketing is done with the action / attraction directly and following some art exhibition in Batam City Special the steps undertaken by the tourism department are:

- 1) Held an annual festival of Batam City that is Festival ART and Culture (27 April 2016),
- 2) Race festival Cuisines (27 Mei 2016),
- 3) Regional Dance Parade,

- 4) Congress of melayu language (14-15 June 2016),
- 5) Supplying traditional music instrument,
- 6) Kenduri of Melayu ART

Researchers see that the marketing of tourism products in the city of Batam need dilakukan by the official institution of the government, the private sector engaged in the tourism industry sector by increasing the intensity of business and cooperation in order to obtain better results. Promotional activities in general will help the introduction of existing attractions in the city of Batam, because there are still many attractions that are still undeveloped and not in the know the tourists who travel in Batam, therefore the development of tourism in marketing and promotion bus very need to take precedence.

So far the marketing conducted by the Department of Tourism is the making of brochures and tourist maps of Batam City, but also held promotions in the area by organizing events and cultural arts festivals, because such activities are very influential on the development of tourism, in addition to the tourist attraction is also one a promotional event with a target of foreign tourists, so that many tourists will be involved in organizing events and festivals in the hope that tourists also market and tell the story to others in his country.²

4. Strategy of Infestation Development

² Interview with Head of Program MS HJ Enik Juliastiwati via telp

1) Cooperate with Private Parties

To improve the quality of tourism services, the development and development of tourism must cooperate with tourism / external parties, help to improve tourism supporting facilities and infrastructures, because the private sector will make more excited tourism activities, in the tourism development private parties will also seek the maximum profit possible, besides the private role is also expected to cover the shortcomings of the development and development of existing attractions so that the object of tourist attraction will become more interesting, for example: Hotels, entertainment venues, and shopping place built by private parties will add to the beauty of the condition of the tourist attraction . The private sector is also a moving asset for the increase of regional income, in other words without the private sector intervention of a development will be very difficult to move forward.

Table 3.3:

Management of Attractions

No	Tourism Object	Pengelola	Location	Fasility
1	Abang Island	Government and private	District of Galang	Hotel, cafe, karaoke, pendopo, toilet, mushola, and other
2	Melur Island	Government and private	District of lubuk baja	Hotel, cafe, karaoke, pendopo, toilet, mushola dan other

3	Nongsa Island	private	Kecamatan Nongsa	Hotel, café, Karaoke, jalan, pendopo, toilet, restaurant, tempat hiburan lainnya.
4	BCS Mall	private	Baloi	Shopping Centre, toilet, mushola, karaoke and other
5	Nagoya Hill Supernlock	private	District of lubuk baja	Shopping centre, toilet, mushola, karaoke and Other
6	Mega Mall	private	District of Batam Kota	Shopping Centre, toilet, mushola, karaoke and other
7	Vietnam town	Government	Galang Batam	pendopo, toilet, mushola and other
8	House of Limas Potong	Government	District of nongsa	pendopo, toilet, mushola and other
9	Nong isa tomb	Government	District of nongsa	pendopo, toilet, mushola and other
10	Perigi air raja	Government	District of galang	pendopo, toilet
11	Cerobong asap pabrik batu batam Brick work Raja ali kelana	Government and private	District of Batu aji	pendopo, toilet, café
12	Komplek makam keluarga temenggung abdul jamal,	Government	District of bulang	pendopo, toilet
13	Putri Island	Government and private	District of Nongsa	Hotel, café, Karaoke, jalan, pendopo, toilet, restaurant, and other.
14	Belakang padang Island	Government and private	District of belakang padang	Hotel, café, Karaoke, streat, pendopo, toilet, restaurant, and other

Sources: Department of Tourism and Culture Batam City

2) Minimize the constraints that occur with investment policy making

Batam tourism investment opportunity is very rapid because of the development of tourism is being developed from the world of mining industry into the tourism industry and the government trying to do a lot of development in the tourism sector, in this tourism pengembangan Batam City government still find some obstacles between them.

- a) Limited fiscal owned Batam City
- b) Little of adequate human resources, and in accordance with what is needed
- c) Limited infrastructure
- d) Complicated bureaucracy in investing

To minimize these obstacles Batam City government set the policy as follows:

- a) Conducting trainings on human resources engaged in the field of Tourism industry
- b) Improving infrastructure development such as land transportation, water, electricity and some infrastructure related to tourism development.
- c) Conducting an investment offer with the provisions of the investment opportunities of Batam City investment
- d) Not incriminating investors in investing in accordance with applicable regulations.

D. Influence Factors

1. Supporting factors of Tourism Development

In the development of tourism has an influence factor that supports the implementation of tourism development, the supporting factor is the strength of tourism and government agencies that have been tersusun to achieve a minimum implementation. Factors supporting the implementation of strategic management of tourism development of Batam City, among others:

a) Organizational Strength (Government and Tourism Department)

The strength of the organization is an important thing that must be maintained and improved to support the implementation of strategic management, the strengths are:

- 1) Good strategic management
- 2) Availability of adequate human resources
- 3) Sufficient fiscal availability to fund strategic execution
- 4) There is an orderly infrastructure and others.

b) Opportunities of the external environment (Natural Potential and human resources concerned)

The city of Batam has several opportunities from the external environment that is a factor supporting the development of tourism, the opportunity is how the environmental impact will be developed from natural resources and human resources. Opportunities are among others:

- 1) There is a beautiful and interesting natural potential to visit
- 2) The availability of access that makes it easy for tourists to reach the tourist destination that will be developed
- 3) The support of the people who live in the tourist destination will be developed
- 4) The existence of various forms of support from organizations and private parties engaged in tourism bus and willing to support the development of tourism

2. Inhibiting factors of tourism development

In the development of paragoues, these factors hamper the implementation of strategic management, therefore there should be a study in order to minimize the barriers when the implementation of strategic management, the inhibiting factors arise from internal and external government, service and related organizations in the implementation of strategic management, obstacles that the authors found among them:

- a) The weakness of the organization (Government and Tourism Department), this weakness is divided into several components, namely:
 - 1) Lack of adequate human resources
 - 2) Fiscal limitations owned by governments and organizations
 - 3) Limited infrastructure

b) Threats External environment (influence of environment and human resources)

- 1) The occurrence of environmental damage resulting from industries unrelated to tourism development
- 2) The fading of cultural art influences the culture of foreign tourists
- 3) Lack of support from people living in tourist destinations.