



The Strategy for Development of Heritage Tourism in Singaraja City

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ABSTRAK

Potensi wisata belum sepenuhnya dikembangkan untuk membantu peningkatan PAD Kabupaten Buleleng. Setiap lokasi tentunya memiliki strategi yang berbeda yang disesuaikan dengan kekuatan, kelemahan, aspirasi, dan target pengelola objek wisata. Penelitian ini bertujuan untuk merumuskan strategi pengembangan kota Singaraja di Bali sebagai wisata pusaka. Data dikumpulkan dengan menggunakan teknik observasi, dokumentasi, dan FGD kemudian dianalisis secara kualitatif. Penelitian ini menemukan bahwa kota Singaraja di Bali utara memiliki banyak aset sejarah kerajaan dan bangunan Buleleng pada masa penjajahan Belanda. Namun, pengembangan kota Singaraja sebagai destinasi pusaka cukup menantang. Keinginan pemerintah daerah untuk memperkenalkan aset-aset tersebut menjadi wisata pusaka untuk meningkatkan jumlah wisatawan yang berkunjung ke kota Singaraja. Dari analisis tersebut maka strategi pengembangan pariwisata Kota Singaraja adalah: (1) membentuk DMO (Destination Management Organization) yang profesional; (2) keterlibatan seluruh pemangku kepentingan pariwisata sangat penting untuk pengembangan kota Singaraja sebagai destinasi wisata heritage; (4) penambahan atraksi dan fasilitas wisata menjadi prioritas dalam pengembangan wisata heritage di Kota Singaraja; (5) segera dibentuk tim kreatif untuk mempromosikan kota Singaraja sebagai destinasi wisata heritage.

ABSTRACT

Tourism potentials have not been fully developed to help increase Buleleng Regency's PAD. Each location must have different strategy tailored to the tourism object manager's strengths, weaknesses, aspirations, and targets. This study aimed to formulate strategy for developing Singaraja city in Bali as a heritage tourism. Data were collected using observation, documentation, and FGD techniques and then analyzed qualitatively. This research found that Singaraja city in the north of Bali has many historical assets of the Buleleng kingdom and buildings during the Dutch colonial period. However, the development of Singaraja city as a heritage destination is challenging. The local government has strong eagerness to introduce these assets into heritage tourism to increase the number of tourists visiting Singaraja city. From this analysis, the tourism development strategies for Singaraja City are: (1) form a professional DMO (Destination Management Organization); (2) the involvement of all tourism stakeholders is vital for the development of the city of Singaraja as an heritage tourism destination; (4) the addition of tourist attractions and facilities to be a priority in the development of heritage tourism in the city of Singaraja; (5) a creative team should be formed immediately to promote the city of Singaraja as an heritage tourist destination.

1. INTRODUCTION

Singaraja City is the capital of Buleleng Regency. Singaraja has various historical heritage objects. The city of Singaraja is physical evidence that bears witness to the glory of the Buleleng Kingdom, the control of the Dutch East Indies government in Indonesia, to the struggle of the Indonesian people to seize independence (Kurniawan et al., 2022; Kurniawan & Arthana, 2018; Rahmawati & Arsupdpta, 2022). However, the local government has developed only a few objects into tourist destinations, such as the former Buleleng Harbor tourist attraction. There are many assets need more attentions from government to be developed into a heritage tourism destination (Laksana et al., 2017; Parma et al., 2021).

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Heritage tourism is tourism that utilizes historical heritage as a tourist attraction. There are two types of heritage tourism activities that are closely related to cultural activities and historical sites (Pennington & Thomsen, 2010; Yuniar et al., 2021). First, heritage tourism as a tourist trip to places that are cultural heritage, historical heritage in its application must follow Law Number 11 of 2010 concerning cultural heritage. Cultural heritage has the materials of the objects, buildings, social structures, and sites that must be preserved because they have essential values for history, science, education, religion, and culture through the determination process (Engelenhoven, 2021; Ott & Pozzi, 2008). Thus, understanding cultural heritage has a specific value in human life, so scrutiny and study must be carried out, if the government wants to package it into a tourist attraction (Barbieri et al., 2017; Styliani et al., 2009).

Heritage tourism, in its application, has received space through the Law of the Republic of Indonesia Number 11 of 2010 concerning Cultural Conservation. This concept has stated in Article 85, paragraph 1, which reads that the Government, Regional Government, and everyone can take advantage of Cultural Conservation for the interests of religion, society, education, science, technology, culture, and tourism (Ernawati et al., 2018; Hakim, 2018; Perdana, 2020). Meanwhile, Article 91 explains that the use of collections in the form of Cultural Conservation in museums is carried out for the maximum development of education, science, culture, society, and tourism. Furthermore, law Number 10 of the Year 2009 in Article 27 prohibits changing and destroying the exact value of a tourist attraction that has been determined by the Government and/or Regional Government (Loaiza Carvajal et al., 2020; Madyukova, 2021; Styliani et al., 2009). In this case, Article 27 Paragraph (2), what is meant by "authentic value" is the value of authenticity, which is the target or purpose of tourist visits, such as cultural heritage objects.

Cultural tourism visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, scientific or lifestyle/heritage offerings of a community, region, group or institution. The development of historical tourism, which is part of cultural tourism products, must understand the market that does have a particular interest in the culture of an area, both material and intangible (Pajriah, 2018; Parma et al., 2021). Moreover, heritage sites should adapt to changing visitor demand patterns to remain relevant and attractive to contemporary tourists. For example, the British seaside pier has an innovation to adapt towards a more overtly twenty-first-century product based on contemporary entertainment, high-end catering, and in some cases, an orientation toward the needs of local communities (Anya Chapman, 2020; Neuhofer & Buhalis, 2012).

The components of the city that can become the main tourist attraction for cultural cities are 1) museums, 2) cultural districts, 3) ethnic communities, 4) entertainment areas, 5) pilgrimage tourism, 6) literary trail (Cuomo et al., 2021; Pajriah, 2018; Wirawan et al., 2020). Ancient ports with their various attributes can be used as tourist attractions and simultaneously increase the connectivity of several marine tourism attractions and regions. However, some heritage tourism potentials have not been maximized in their management because four aspects of their products have not been well organized: attractions, access, amenities, and ancillary (Arida & Adikampana, 2016; Astiti, 2018).

Therefore, it is necessary to understand the theory of heritage tourism to identify heritage and adopt appropriate management for preservation, protection, and the use of heritage as a tourist attraction. The potentials of the City of Singaraja need to be developed with the concept of sustainable tourism planning. Therefore, this research helps the local government to formulate strategies for developing heritage tourism for Singaraja.

2. METHOD

This study took Singaraja City as research location, including all locations with tourist attractions, such as the former Port of Buleleng, Puri Buleleng, Penimbangan Beach, Banyuasri Market, Tugu Tiga, Sukarno Park. Singaraja City is the capital of Buleleng Regency which is located on the northern tip of the island of Bali. Singaraja City can be reached in approximately 2 hours from Denpasar City or about 3 hours from Ngurah Rai Airport. The research was carried out three month.

The techniques used to collect data in this study are observation, documentation, and focus group discussion. Observation uses the sense of sight to provide an accurate picture of the object under study. Observations were made at all tourism potentials in Singaraja City such as the Tri Yudha Sakti Monument, Kanginan Castle, Puri Gede, Buleleng Museum, Gedong Kertya, Buleleng Harbor, and Penimbangan Beach. In addition, observations were also carried out in all locations around Singaraja City that supported the research.

The study of documentation, namely the collection of data that is not directly addressed to the respondents but on documents related to tourist attractions that will be developed. The documents collected include, among others, previous research related to tourism in the city of Singaraja, the level of tourist visits, and other statistical documents. Focus Group Discussion (FGD) was used in this study because

focus groups can produce more robust knowledge and insights. Second, focus groups allow researchers to see the complex way respondents position themselves in relation to one another when answering research questions (Denzin & Lincoln, 2011). Third, save time and energy. Fourth, respondents were selected according to their relevance to the research topic.

The data were analyzed using qualitative approach. The main activities of qualitative analysis are reading notes, documents and transcripts, listening to interviews and FGD notes, transcribing data, and coding, sorting and organizing data.

3. RESULT AND DISCUSSION

Result

In developing heritage tourism, it is vital to refer to Law No. 11 of 2010 concerning Cultural Conservation. This law is a guide for carrying out ethical preservation of Cultural Conservation and contains rules regarding what to do and what to avoid in the context of preserving Cultural Conservation. The city of Singaraja has tourism potential in the form of historical relics of witness to the glory of the Buleleng Kingdom, the control of the Dutch East Indies government in Indonesia, to the struggle of the Indonesian people to seize independence. Some of the valuable assets of the City of Singaraja include: (1) the former Port of Buleleng; (2) Puri Kanganan Buleleng; (3) Buleleng Museum; (4) Gedong Kertya; (5) Puri Buleleng; (6) Bung Karno Park; (7) Tugu Tiga; (8) Old Buildings in Singaraja City; (9) Penimbangan Beach; (10) Banyuasri Market. Map of histotical building of Singaraja city is show in Figure 1.

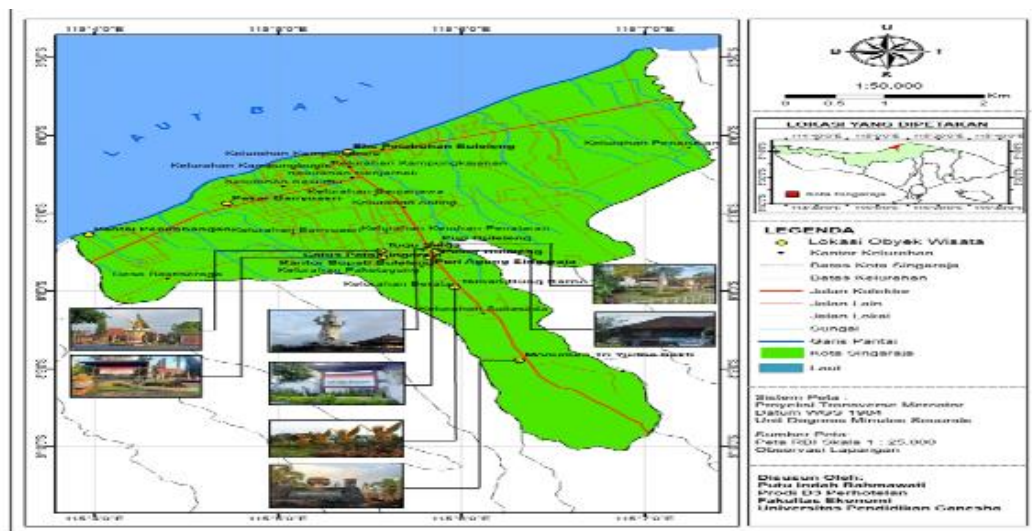


Figure 1. Map of Histotical Building of Singaraja City, Bali Province, Indonesia

In 2013 the Cultural Heritage in Singaraja City was the Bale Gede House, the Jami Mosque, the Koran, the Temple, and the Governor's Office Soenda Ketjil being proposed to get the Buleleng Regent's Decree. After the inauguration of these five objects, it is essential to include them as part of Singaraja City heritage tourism. Heritage sites in Singaraja mostly related to the Buleleng Kingdom and the civilization of Dutch in Bali. Figure 2 shows the heritage sites in Singaraja city called Puri Kanganan.



Figure 2. Puri Kanganan is a Heritage of Buleleng Royal Palace

Besides the palace, Singaraja city also has the heritage narratives of Buleleng eks-harbour as the evident of the past glory of Buleleng regency. Buleleng port was the center of Bali's trade in the past. The trade volume that once occurred is even equivalent to the current busyness of Singapore's ports. The local government has build the Soenda Ketjil museum to present the historical narratives of Buleleng eks-harbour to the visitors. The photos of Buleleng eks-harbour and Soenda Ketjil museum can be seen in [Figure 3](#).



Figure 3. Buleleng Eks-Harbour in the North of Bali

However, government only managed to restore Buleleng Esk Harbour as a tourist destination. Other sites, such as Buleleng palace, temple and traditional markets are neglected. The local government seems to have less capacity to manage historical sites into a heritage tourism. Therefore, a professional management is essential to manage these historical sites to become more profitable heritage tourism destination. One strategy to develop heritage tourism destination in Singaraja city is to create a DMO ((Destination Management Organization).

The role of DMO, according to the Destination Consultancy Group in Morisson (2012; 5), has six leadership roles in tourism, such as: (1) Leadership and Coordination: DMO has a leadership role in tourism in a destination; in this function, DMO provides direction related to future tourism. the DMO also acts as the coordinator of the efforts of each component in the destination. (2) Planning and Research: DMOs are crucial in preparing destinations' tourism policies, plans, and strategies. It is conducted to research existing and potential target markets for marketing guidance solely to determine future product development. In addition, DMO can track its competitors' critical programs and seek to continually learn from case studies to improve product development and marketing.

(3) Product development: DMO is responsible for sustainable development in terms of tourism products, including physical products, communities, packages, and programs. An inventory is required of the destination's current offerings, and those offerings help improve product quality. In addition, DMO identifies new tourism products as development opportunities and assists in realizing projects and programs. (4) Marketing and promotion: DMO develops an overall marketing strategy and prepares long-term and short-term marketing plans for tourism. This is done to identify the priority target market and choose the most effective image to achieve the goal of implementing a practical brand approach. In addition, DMO uses communication marketing methods, combining online and traditional promotions to inform and persuade tourists to come to a destination. (5) Partnerships and team strengthening: DMO puts together an effective goal team and builds partnerships to achieve destination product development and marketing goals. Some of the partnerships are set in purpose, while others are with external parties, including travel agents, tour operators, transport providers, MICE planners, and others. (6) Community relations: DMO acts as a leading and supporting role for tourism in the destination by raising awareness and profile of local tourism to support the achievement of product development and marketing objectives. In addition, DMOs may consult with community members when making important decisions affecting their lifestyle and standard of living.

In preparing the DMO organizational structure, the steps taken are: (1) mapping relevant stakeholders, (2) develop an institutional coordination system that follows regional conditions, and (3) determine the level of interest, influence, and stakeholder involvement by developing institutional models and forms of governance that can increase stakeholder participation. Grouping stakeholders into primary,)secondary, and key stakeholders. With the following explanation, 1.) Key Stakeholders: Key stakeholders are stakeholders who have legal authority in decision-making. 2.) Primary Stakeholders: Primary stakeholders are directly interested in a policy, program, or project. They should be placed as crucial

determinants in the decision-making process. 3.) Secondary Stakeholders: Secondary stakeholders are stakeholders who do not have a direct interest in a government (public) policy, program, and project but have concerns so that they have a voice and influence on the government's legal decisions. Concerning the development of tourism governance in Singaraja City as educational tourism and heritage tourism, the details of the grouping of stakeholders can be seen in [Table 1](#).

Table 1. Stakeholder Grouping Details

Stakeholder Type	Relevant Agencies
Key Stakeholders	The Regent of Buleleng Regency Tourism Department of Buleleng Regency Social Department of Buleleng Regency Environmental Department of Buleleng Regency Department of Transportation of Buleleng Regency
Primary Stakeholders	Bappeda Buleleng Regency Department of Fisheries and Maritime Affairs Cultural Department The head of Baktiseraga village Puri Kanginan and Puri Agung Buleleng party PHRI Asita
Secondary Stakeholder	Regional Promotion board of Buleleng Regency HPI Pokmaswas Universitas

The tourism potential in Singaraja City can be a source of PAD for Buleleng Regency, but its management is still done partially by several agencies. [Table 2](#) is a list of tourism potential managers in Singaraja City.

Table 2. Singaraja City Tourism Potential Manager

No.	Name	Manager
1	Eks Buleleng Harbour	1. Tourism Department of Buleleng Regency 2. Department of Transportation of Buleleng Regency 3. Social Department of Buleleng Regency
2	Penimbangan Beach	Baktiseraga Village
3	Tri Yudha Sakti Monument	Social Department of Buleleng Regency
4	Museum Buleleng	Cultural Department of Buleleng Regency
5	Gedong Kertya	Cultural Department of Buleleng Regency
6	Bung Karno Park	Environmental Department of Buleleng Regency
7	Agung Buleleng Palace	Penglingsir Puri Agung Buleleng
8	Kanginan Buleleng Palace	Penglingsir Puri Kanginan Buleleng
9	Rumah Soenda Ketjil dan Laksmi Graha	Social Department of Buleleng Regency
10	Banyuasri Traditional Market	PD Pasar

After determining the management organization structure, the next step is determining the Singaraja City business plan as an educational and heritage tourism, investment projections, and income and expenditure projections. The Singaraja City business plan as an educational and heritage tourism business can be seen in the [Tabel 3](#).

The direction of tourism development in the city of Singaraja will consider the four GSTC criteria to achieve sustainable tourism that provides maximum benefits to the community and minimize negative impacts. The tourism development and management strategy of Singaraja City have been described in detail per tourism potential. Various activities are designed to add the aspect of "something to do and something to buy" in each location you want to develop, for example, adding a playground at the Tri Yudha Sakti Monument.

Table 3. Roadmap for the Development of Singaraja City as Educational and Heritage Tourism

Year	Activity	Agencies Involved
2021	Legalization of Regent's Regulations related to visitor retribution for Bung Karno Park.	Environmental Department
	Dissemination and public hearing of the Regent's Regulation regarding visitor fees.	Environmental Department
2022	Legalization of Bung Karno Park Management UPTD	Environmental Department
	Preparation of promotional media for Bung Karno Park	Environmental Department
	Preparation of the master plan for the revitalization of the Tri Yudha Sakti Monument, Soenda Ketjil and Laksmi Graha's houses.	Social Department
	Revitalization of Tri Yudha Sakti Monument, Laksmi Graha and Rumah Soenda Ketjil	Social Department
	Legalization of Regent's Regulations regarding Visitor Retribution	Social Department
	Preparation of promotional media for the Tri Yudha Sakti Monument, Rumah Soenda Ketjil and Laksmi Graha	Social Department & Tourism Department
	Implementation of visitor retribution	Social Department
	Preparation of the DMO structure and legalization with the Regent's Decree	Social Department & Tourism Department
	Preparation of the master plan for the revitalization of the former Buleleng Port, Puri and Museum	Tourism Department
	Arrangement of pedestrians, trails and parks in Singaraja City	Perkimta Department
2023	Arrangement of vegetation and street furniture along the streets of Singaraja City	Perkimta Department
	Making Central Parking for tourism and public buses	PUPR
	Arrangement of parks, pedestrians and central parking supporting elements	PUPR
	Implementation of the revitalization of the former Buleleng Port, Puri and Museum.	Tourism Department
	Legalization of Regent's Regulations regarding Visitor Retribution	Tourism Department
	Preparation of promotional media for the former Buleleng Port, Puri and Museum	Tourism Department
	DMO performance review	Tourism Department
	Preparation of the Master Plan for the Revitalization of Penimbangan Beach	Tourism Department
	DMO performance review	Tourism Department
	the Revitalization of Penimbangan Beach	Tourism Department
2024	Implementing the revitalization of Penimbangan Beach	Tourism Department
	Legalization of Regent's Regulations regarding Visitor Retribution	Tourism Department
	Preparation of promotional media	Tourism Department
	DMO performance review	Tourism Department

Discussion

These findings support research who stated that the development of heritage narratives follows the directions set by the involvement of royal families (Murti, 2019). The evidence of this argument can be found in the collection of materials of the heritage site, such as stories about royal families, ownership of buildings, photos, the leadership of the local organization and establishment (Arida & Adikampana, 2016; Kurniawan et al., 2022; Yuniar et al., 2021).

Ideally, DMO is formed to assist one-stop tourism management and is able to solve various existing problems with the concept of collaborative governance. Collaborative governance as a process of facilitating and operating in a multi-organizational form to solve problems that cannot be resolved or are difficult to solve by one organization (Hashed & Almaqtari, 2021; Mohammed et al., 2017). It can be concluded that collaborative governance is a multi-organizational collaboration to solve a problem the destination faces. The DMO organizational structure as a forum can be used as a reference for tourism management in Singaraja City as educational and heritage tourism. The Bupati as a key stakeholder, can form a DMO organization by utilizing the primary and secondary stakeholders.

The Global Sustainable Tourism Council Criteria recommends that every tourist destination should take an interdisciplinary, holistic and integrative approach that includes four main objectives: (i) Demonstrating sustainable destination management, (ii) Maximizing economic benefits for local communities, and minimizing negative impacts, (iii) Maximizing benefits for society, visitors and culture

while minimizing negative impacts, and (iv) maximizing benefits for the environment and minimizing negative impacts (Jalilifar & Moradi, 2019; Risteskia et al., 2012; Shafiee et al., 2016). Revitalizing existing tourist attractions such as the former Buleleng Harbor, Tri Yudha Sakti Monument is necessary to create a Site and Come to Alive Program (Ahyuni & Sri, 2015; Anggraini & Kumala, 2021; Sylvia, 2017). The results of this study are in line with Regent Regulation, which states that (1) it is necessary to make a Tourism Zone Masterplan, (2) it is necessary to optimize tourism promotion (Leung et al., 2017; Owsianowska, 2011), (3) develop tour packages, and (4) develop tourism attractions for traditional art themes through: art groups, cultural arts studios, schools, and open stage.

The implication of this research is to increase understanding of historic tourism potential in Singaraja City and introduce it as an attractive tourist destination. In addition, it provides guidance for governments and tourism industry players in developing effective and sustainable historic tourism strategies. Plus this research can help increase income and local economy through historic tourism. The research is only focused on Singaraja City, so it is not possible to generalize the research results to other cities or regions. The limitation of this research is that it was conducted in 2018, so it is possible that the situation and conditions of tourism in Singaraja City have changed since the research was conducted. In addition, this research only explores the views and opinions of respondents who are limited to tourism stakeholders and the local government. So that the views of the local community or foreign tourists visiting Singaraja City are not represented.

4. CONCLUSION

The city of Singaraja has tourism potential in the form of historical relics of witness to the glory of the Buleleng Kingdom, the control of the Dutch East Indies government in Indonesia, to the struggle of the Indonesian people to seize independence. Some of the valuable assets of the heritage sites in Singaraja city, include: (1) the former Port of Buleleng; (2) Puri Kanginan Buleleng; (3) Buleleng Museum; (4) Gedong Kertya; (5) Puri Buleleng; (6) Bung Karno Park; (7) Tugu Tiga; (8) Old Buildings in Singaraja City; (9) Penimbangan Beach; (10) Banyuasri Market. These tourism potentials have not been fully developed to help increase Buleleng Regency's PAD. Each location has a different strategy tailored to the tourism object manager's strengths, weaknesses, aspirations, and targets. Excellent and appropriate governance for tourism management in Singaraja City by referring to the principles of sustainable tourism is management using a professional DMO (Destination Management Organization), which was specially formed with a Regent's Decree with a one-stop management system. With professional management and one-stop management, management costs can be more efficient and transparent.

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