



Development Strategies for Tourism Destinations in Semarang Old Town

Retno Ginanjar^{1✉}, Suchatiningsih Dian Wisika Prajanti²

¹Economic Education Study Program, Postgraduate, ^{1,2}Department of Economics Development, Economics Faculty, Universitas Negeri Semarang

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Abstract

This study aims to analyze the priority strategies for developing tourism destinations in Semarang Old Town Area. This study was designed using a qualitative descriptive research method. The data used in this study were primary and secondary data. The data collection techniques were through interviews, observation, documentation study, and AHP questionnaires. The data validity technique used in this study also used data triangulation technique, namely triangulation of sources and techniques. The analysis technique used in this study was to use Analysis Hierarchy Process (AHP) scheme to find an analysis of the criteria priority order from the strategies in developing tourism destinations in Semarang Old Town Area. The research results show that based on the results of AHP analysis, the most prioritized criteria in the development strategy of tourism destination in Semarang Old Town Area is tourism policies, followed by service criteria for visitors in the second position, and tourism marketing criteria for the last priority. The last priority criterion is tourism marketing. Meanwhile, the result analysis on all alternatives shows that the first priority alternative is transportation control. The second priority alternative is providing a sense of security and comfort for visitors. Meanwhile, the last priority of all alternatives is the ease of licensing to sell.

INTRODUCTION

Tourism for a country is an important thing. With this tourism, then a country or especially the local government where the place of tourism object is located, will get revenue from the income of each tourism object. Tourism industry according to (Zaenuri, 2012), is an activity that provides accommodation, transportation, food, recreation services and other related services. One of the goals of tourism development in Indonesia is to increase foreign exchange income in particular and the income of the state and society in general, expanding opportunities and employment as well as encouraging the activities of supporting industries and other side industries (Suwena & Widyatmaja, 2017). Considering the importance of tourism, many regions continue to make management improvements and increase the quality of tourism destinations.

Central Java is one of the provinces in Java Island which is located on the crossing route between West Java and East Java, so that many tourists often skip Central Java because it is only a crossing area. Semarang City has various tourism objects such as nature tourism, cultural tourism, religious tourism, family tourism, shopping and culinary tourism. If it is managed and developed properly, it will become an attractive tourist destination to be visited. Thus, it will be able to increase the Locally Generated Revenue (PAD) and the income of the community around the tourism object. However, the number of tourists coming to Semarang City in the last three years has decreased.

The number of tourists in Semarang City has decreased from year to year. In 2018, the number of tourists was 66,107 people. The number of tourists decreased by 33.42% compared to 2017 which amounted to 99,282 people. The table above shows that in 2017, the number of tourist visits was 99,282 people, experiencing a decrease of 2.43% from the number of visits of the previous year in 2016 amounted to 101,756 people. One of the tourist objects in Semarang City that can be studied is

the tourist attraction of Semarang Old Town Area. Semarang Old Town Area is a tourist attraction in Semarang City which has a lot of potency. The location which is surrounded by canals with European-style buildings makes the area look like a city in the Netherlands. The government continues to build and revitalize Semarang Old Town. This is done to increase tourist destinations in Semarang Old Town.

Based on the field observation, it shows that the development and construction of the old town has not been carried out optimally and thoroughly. There are still many quite complex problems in the tourism object of Semarang Old Town Area. The various problems include 1) building problems, there are still abandoned buildings that have not been used properly. The development and construction of tourism objects are not evenly distributed, such as in the Berok Bridge and Tawang Polder, use of buildings that are not in accordance with preservation principles, and lack of building maintenance 2) environmental problems such as high volume of traffic jams, unorganized public transport spaces, lack of provision of infrastructure and facilities as well as green open spaces, 3) social problems, namely the existence of homeless people who occupy abandoned buildings, street vendors and crime, 4) less than optimal marketing, such as the increase of promotion intensity, marketing through interesting events, ease of selling licensing, creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.), 5) the problem of service to visitors in Semarang Old Town Area, in this case, it is focused on human resources found in tourism destination of Semarang Old Town Area need to be improved such as hospitality in services to tourists, guidance related to determining the appropriate amount of tour retribution, increasing the ability to manage the Old Town, easy access to information for tourists in the Old Town and easy transportation access to the Old Town.

If viewed from the number of visitors, the number of tourists in the Old Town of Semarang has decreased from year to year. In 2018, the number of tourists was 55,502 people.

This number of tourists decreased by 31.61% compared to 2017 which amounted to 81,161 people. The table above shows that in 2017 the number of tourist visits was 81,161 people, experiencing a decrease of 8.82% from the number of visits of the previous year in 2016 of 89,010 people. The potency of Semarang Old Town Area as a tourist destination still needs to be developed again so that it can become the main tourist destination which is most popular in Semarang city. Tourism development efforts can include several aspects. Coordination between stakeholders is one of the most important aspects in order to achieve more advanced tourism development (Matilainen et al., 2018; Septiani & Mahagangga, 2019). Stakeholders must coordinate with each other in tourism development planning in order to have the same goals. Public participation must also be considered because they are a major element in tourism development. The community must be involved in order to accommodate their aspirations (Prince & Ioannides, 2016; Maa et al., 2018; Zatul & Buchmann, 2018).

To develop tourism objects in Semarang Old Town, it is also necessary to pay attention to tourism management and promotion. The Old Town tourism management must be managed properly. Tourism promotion needs to be improved because it can improve the brand or image of the tourism objects (Liu & Chou, 2016; Araujo, 2016; Park et.al, 2016; Lase, 2018; Momeni et al., 2018; Kisi, 2019; Widodo et al., 2019). Another aspect that is no less important in developing tourism objects is financial aspect. Efforts must be made to allocate funds from the government to support tourism development (Bodosca & Diaconescu, 2015). Infrastructure is also an important aspect in tourism development. Good infrastructure will be able to increase the interest of visitors to visit the tourism object (Hareen, 2016; Zhang & Chan, 2016; Coban & Yildiz, 2019). Government policies, especially in the development of supporting facilities and infrastructure for tourism, must continue to be carried out in order to make tourism more advanced and attractive to visitors (Bora, 2018).

In addition, the services provided by the tour manager to visitors must also be improved. Good service will make tourists feel satisfied and not reluctant to return to visit the tourism (Muneeza et al., 2019).

Another aspect that is no less important in tourism development is innovation and creativity in managing local wisdom in order to increase tourism attraction (Djukic, 2018; Gardiner & Scott, 2018; Mukhayar, et al., 2019). Semarang Old Town has various uniqueness and local wisdom that can be developed in terms of culinary, building design, local culture, and others. By developing the local wisdom, it will be able to make the Old Town more attractive to be visited. Therefore, it is needed a tourism object development strategy that is really well prepared, accompanied by good handling by the management of Semarang Old Town Area. The objective of this study is to analyze the strategic priorities for developing tourism destinations in Semarang Old Town Area.

RESEARCH METHODS

This study used a qualitative descriptive approach that aims to explore an object of research. In this study, it was focused on the strategy for developing tourism objects in Semarang Old Town Area which referred to the development strategy. The data used in this study were primary data and secondary data. Primary data obtained from key persons who were involved or become objects in the study. Information was obtained from informants or people who mastered the problem, had information, and were willing to provide information. The technique of selecting informants in this study was using purposive sampling technique. The informants in this study involved several parties such as the Department of Culture and Tourism of the Semarang City, BAPPEDA of the Semarang City, and visitors of Semarang Old Town Area.

Meanwhile, secondary data was used as complementary data in the study and can be obtained from various related agencies such as: Department of Culture and Tourism of

Semarang City, Bappeda, Central Bureau of Statistics, Tourism Statistics Book of Central Java and national and international journals. This study used several data collection techniques, namely observation, documentation, interviews, and questionnaires. The data validity technique used in this study was triangulation. Triangulation means the best way to eliminate differences in reality construction that exist in the context of a study when collecting data about various events and their relationship to development strategies of tourism destination in Semarang Old Town Area from various views. In this study, the researchers used several types of triangulation, namely triangulation of sources and triangulation of techniques.

The analytical method used in this study was Analytical Hierarchy Process (AHP). AHP method is a comprehensive decision-making model by considering qualitative and quantitative matters. AHP method can help to set priority and objective from various options by using several criteria. To determine the priority of elements in a decision problem was to make pairwise comparisons, namely each element was compared in pairs against a specified criterion. The form of pairwise comparison was a matrix. The filling of the pairwise comparison matrix used numbers that describe the relative importance of one element over another.

Through the Analytical Hierarchy Process (AHP) method, several strategies will be generated that can be used in order to develop a strategy for developing tourism destinations in Semarang Old Town Area in accordance with the hierarchy and priorities. The variables used to compile the criteria and sub-criteria as alternatives to determine policy priorities with the Analytical Hierarchy Process (AHP) were tourism policy, tourism marketing, and services to visitors. Within these three aspects, there are various alternative programs to determine the strategy for developing tourism destinations in Semarang Old Town Area. From the three criteria, which strategy will appear that has a high priority in order to develop a strategy for

developing tourism destinations in Semarang Old Town Area.

RESULTS AND DISCUSSION

Based on the calculations of the analytical hierarchy process on all strategic criteria for developing tourist destinations in Semarang Old Town Area, with the expert choice 11 program the following results are obtained:



Figure 1. AHP Output of All Criteria for the Development Strategy of Tourism Destinations in Semarang Old Town Area

Inconsistency Value: 0.09

Source: Primary data processed, 2020

Based on Figure 1, it can be seen that the answer from Key person is consistent since the inconsistency value is 0.09 which is still below 0.1. The most prioritized criteria in the strategy for developing tourism destinations in Semarang Old Town Area are tourism policies with a value weight of 0.498 or around 49.8%. Then, the second priority criteria is service to visitors with a weight value of 0.367 or about 36.7%. Meanwhile, the last priority criterion is tourism marketing with a weight value of 0.135 or about 13.5%. Based on the results of the AHP analysis, in an effort to develop tourism destinations in Semarang Old Town Area that needs to be prioritized is tourism policy.

After the priority sequence of criteria is obtained, the next step is to describe the criteria starting from the most prioritized to the least prioritized into several alternatives. In the tourism policy criteria, there are 5 alternatives, among others (1) Addition of tourism supporting facilities. (2) Improvement of supporting infrastructure. (3) Control of transportation. (4) Providing a sense of security

and comfort for visitors. (5) Provision of parking lots.

Tourism marketing criteria have 4 alternatives, namely (1) Increased promotion intensity. (2) Marketing through interesting events. (3) Ease of licensing to sell. (4) Creation of innovation in marketing (Social Media, Brochures, Pamphlets). Meanwhile, the criteria of service for visitors have 5 alternatives including (1) Hospitality in service to tourists. (2) Guidance related to determining the appropriate amount of tourism retribution. (3) Increasing the ability to manage the Old Town. (4) Easy access to information for tourists in the Old Town. (5) Easy transportation access to the Old Town.

The results of the Analytical Hierarchy Process (AHP) as has been previously explained show that tourism policy criteria are the most prioritized criteria in the strategy for developing tourism destinations in Semarang Old Town Area. The tourism object will run properly if it is also supported by the government. This bureaucracy is related to government policies that facilitate the development of the tourism sector. In the tourism policy criteria, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP). The results of the AHP calculation on the tourism policy criteria are as follows:

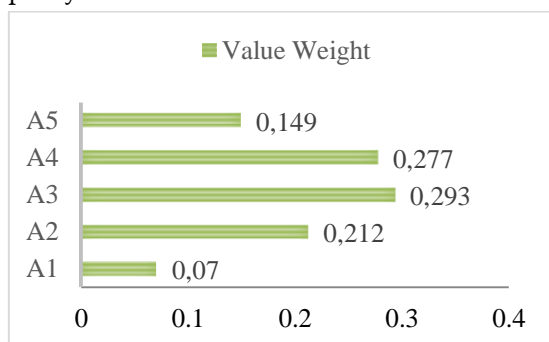


Figure 2. AHP Output on Tourism Policy Criteria

Inconsistency Value: 0.09

Source: Primary data processed, 2020

Where; A1: Additional facilities to support tourism objects; A2: Improvement of supporting infrastructure; A3: Control of transportation; A4: Providing a sense of security

and comfort for visitors; A5: Provision of parking space.

Figure 2 shows that the result of the AHP analysis has an inconsistency value of 0.09, which means that the answer from the key person is considered consistent because it is below 0.1. The most prioritized alternative in the policy criteria is transportation control with a weight value of 0.293 or about 29.3%. The second priority is providing a sense of security and comfort for visitors with a weight value of 0.277 or about 27.7%. Alternative of supporting infrastructure improvement is the third priority with a weight value of 0.212 or about 21.2%. The fourth priority alternative is the availability of parking lots in the old town with a weight value of 0.149 or about 14.9%. Meanwhile, the last priority alternative is the addition of supporting facilities for tourism objects with a weight value of 0.07 or about 7%.

Based on the calculations from the Analytical Hierarchy Process (AHP), it shows that the criteria for service to visitors are the second priority criteria in the strategy for developing tourism destinations in Semarang Old Town Area. Services in this case are focused on human resources in tourism objects in Semarang Old Town Area. In the criteria of service for visitors, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP). The result of the AHP calculation on the service criteria is as follows:

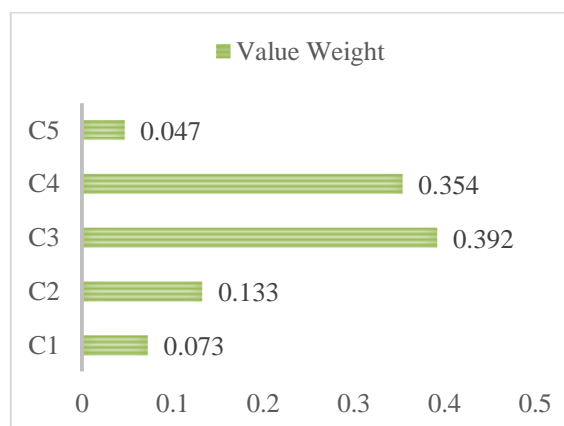


Figure 3. AHP Output of Criteria of Service for Visitors

Inconsistency Value: 0.05

Source: Primary data processed, 2020

Explanation; C1: Hospitality in service to tourists; C2: Guidance related to determining the appropriate amount of tourist retribution; C3: Increasing the ability to manage the Old Town; C4: Ease of access to information for tourists in the Old Town; C5: Easy transportation access to the Old Town.

Based on Figure 3, it can be explained that the result of the AHP analysis has an inconsistency value of 0.09, which means that the answer from Key person is considered consistent. The first priority alternative in the service criteria is an increase in the ability to manage the Old Town with a weight value of 0.392 or about 39.2%. The second alternative priority is easy access to information for tourists in the Old Town with a weight value of 0.354 or about 35.4%. The third priority alternative is guidance related to determining the appropriate amount of tourism retribution with a weight value of 0.133 or around 13.3%. Hospitality in service to tourists is the fourth priority alternative with a weight value of 0.073 or about 7.3%. The last priority alternative in the service criteria is the ease of transportation access to the Old Town with a weight value of 0.047 or about 4.7%.

Based on the calculations from the Analytical Hierarchy Process (AHP), it shows that tourism marketing criteria are the third priority criteria in the strategy for developing tourism destinations in Semarang Old Town Area. Marketing of tourism objects can be done with the aim of introducing tourism objects so that people want to visit. In the tourism marketing criteria, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP). The results of the AHP calculation on the marketing criteria are as follows:

Figure 4 shows that the result of the AHP analysis has an inconsistency value of 0.09, which means that the answer from Key person is considered consistent. The first priority alternative in the marketing criteria is marketing through interesting events with a weight value of 0.564 or about 56.4%.

The second priority alternative is increased promotion intensity with a weight value of 0.192 or about 19.2%. The third alternative priority is the creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.) with a weight value of 0.179 or about 17.9%. The last priority alternative is the ease of licensing to sell with a weight value of 0.065 or about 6.5%.

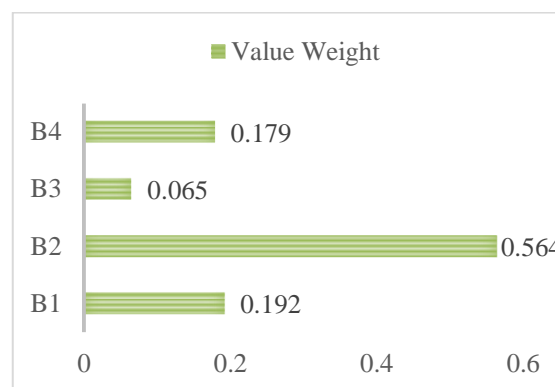


Figure 4. AHP Outputs on Tourism Marketing Criteria

Inconsistency Value: 0.08

Source: Primary data processed, 2020

Explanation; B1: Increased promotion intensity; B2: Marketing through interesting events; B3: Ease of licensing to sell; B4: Creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.).

The results of the analytical hierarchy process calculation on the overall alternative strategies for developing tourism destinations in Semarang old town with the help of the expert choice 11 program obtained the Figure 5.

Based on Figure 5, it can be seen the analysis of overall alternatives in the strategy for developing tourist destinations in Semarang old town. The alternative that becomes the first priority is transportation control with a weight value of 0.173 or about 17.3%. The second priority alternative is providing a sense of security and comfort for visitors with a weight value of 0.164 or about 16.4%. The third alternative priority is to increase the ability to manage the Old Town with a weight value of 0.128 or 12.8%. Meanwhile, the last priority of all alternatives is the ease of licensing to sell with a weight value of 0.005 or about 0.5%.

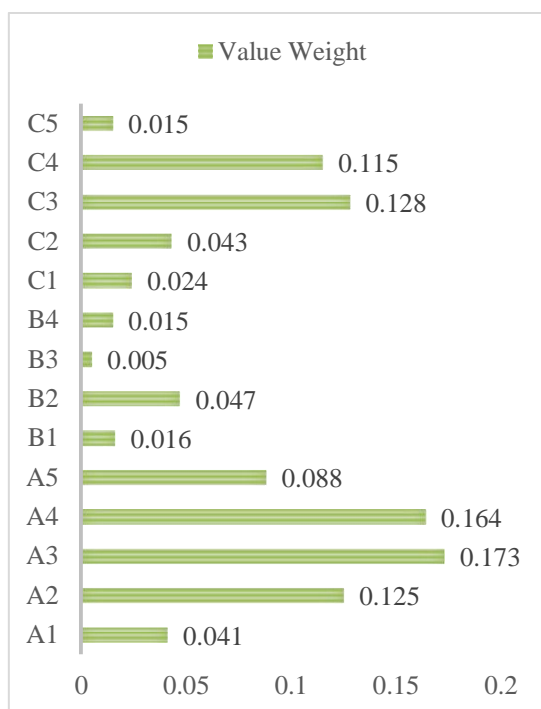


Figure 5. AHP Output on All Alternatives
Inconsistency Value: 0.08

Source: Primary data processed, 2020

Explanation; A1 : Additional facilities to support tourism objects; A2 : Improvement of supporting infrastructure; A3 : Transportation control; A4: Providing a sense of security and comfort for visitors; A5 : Provision of parking space; B1 : Increased promotion intensity; B2 : Marketing through interesting events; B3 : Ease of licensing to sell; B4 : Creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.); C1 : Hospitality in service to tourists; C2 : Guidance related to determining the appropriate amount of tourism retribution; C3 : Increasing the ability to manage the Old Town; C4 : Ease of access to information for tourists in the Old Town; C5 : Easy transportation access to the Old Town.

This study uses Analytical Hierarchy Process (AHP) analysis to develop strategic priorities for developing tourism destinations in Semarang Old Town Area. The components of the analysis used in this study include several criteria and alternatives based on the results of literature reviews, previous research, and interviews with predetermined and competent key persons in the field of tourism development.

The key persons involved in this study amounted to 11 people consisting of Department of Culture and Tourism of Semarang City, Planning and Development Agency (BAPPEDA) of Semarang City, and visitors of the Semarang Old Town tourism object. To obtain a strategic priority for the development of tourism destinations in Semarang Old Town Area, the step taken is to choose several criteria and alternatives therein based on the results of observations and interviews with several stakeholders. From the results of observations and interviews conducted by the researchers, three criteria are obtained, namely Tourism Policy, Tourism Marketing, and Services to Visitors. From these three criteria, several alternatives are obtained which are then compiled based on the results of AHP.

After the priority sequence of criteria is obtained, the next step is to describe the criteria starting from the most prioritized to the least prioritized into several alternatives. In the tourism policy criteria, there are 5 alternatives, namely (1) Addition of tourism supporting facilities. (2) Improvement of supporting infrastructure. (3) Control of transportation. (4) Providing a sense of security and comfort for visitors. (5) Provision of parking lots. Tourism marketing criteria have 4 alternatives, namely (1) Increased promotion intensity. (2) Marketing through interesting events. (3) Ease of licensing to sell. (4) Creation of innovation in marketing (Social Media, Brochures, Pamphlets).

Meanwhile, the criteria of service for visitors have 5 alternatives including (1) Hospitality in service to tourists. (2) Guidance related to determining the appropriate amount of tourism retribution. (3) Increasing the ability to manage the Old Town. (4) Easy access to information for tourists in the Old Town. (5) Easy transportation access to the Old Town.

The results of the Analytical Hierarchy Process (AHP) as previously described show that tourism policy criteria are the most prioritized criteria in the strategy for developing tourism destinations in Semarang Old Town Area. The tourism object will run properly if it is also supported by the government. This

bureaucracy is related to government policies that facilitate the development of the tourism sector. In line with the results of research which states that the carrying capacity of the government is very much needed in developing tourism so that it can implement all the resources and potencies of tourist destinations. (Prajanti & Farhanah, 2015; Zhang & Chan (2016; Sulistyadi et al., 2017; Suprojo & Siswanto, 2017). In the tourism policy criteria, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP).

Based on the results of AHP calculation that the most prioritized alternative in the tourism policy criteria is transportation control. This is in line with the research result which states that the facilities which become the convenience for visitors to tourism destinations determined by the availability of transportation and strategies that can be used in developing tourism destinations among others the development of road accessibility and transportation control (Sutanto & Shandy, 2016; Dewantara et al., 2017; Khotimah et al., 2017; Pinasthika & Pradoto, Pajanti, 2017; 2018; Winanto, 2018; Coban & Yildiz, 2019). The position of the Old Town, which is passed by the public transportation route, causes traffic jams to occur in the center of the old town so that transportation becomes chaotic due to lack of control. Crowded transportation also often disturbs pedestrians. Transportation control can be done by imposing a special route for public transportation so as not to pass through the old town center. This is in line with the research result which states that easy access to tourism sites can be done by developing transportation and accommodation, for example opening new transportation access. This is done with the aim of overcoming competition with other tourism destinations (Rozana & Sunarta, 2018; Savitri & Arida, 2019).

The second priority is providing a sense of security and comfort for visitors. In accordance with the research result which states that one of the strategies that can be applied to anticipate visitor boredom is to provide a sense of security and comfort and can meet the needs

of visitors while in a tourism object (Gama, 2018). Old Town is one of the interesting destinations in Semarang City after being renovated. This causes an increase in visitors, especially on weekends. On the other hand, traffic jams, environmental pollution, and crime still become problems faced in Old Town, causing inconvenience for visitors. Because so many visitors come and go, it is necessary to provide a sense of security and comfort by placing several security officers at certain points. This is in line with the results of research which states that the management of Semarang Old Town Area needed to preserve the environment and the comfort of Semarang Old Town Area, and the poor environmental quality in the Old Town is also an obstacle for the Semarang City government to develop the Old Town Area (Sari et al, 2017; Puspitasari & Ramli, 2018; Winanto, 2018; Hayati & Suryasih, 2019).

Supporting infrastructure improvements are the third priority alternative. In line with the research results which states that improving the maintenance of supporting infrastructure is a strategy to increase tourist arrivals (Pardede and Suryawan, 2016). The supporting infrastructure needed in Semarang Old Town Area currently is special transportations to the old town which do not exist yet because the majority do come using private vehicles. In fact, if there is special transportation, visitors from outside the area will not be confused when entering other areas. Other supporting infrastructure is the addition of special lanes for public transportation and special lanes for cyclists. So far, the public transportation route in the Old Town is still integrated with the bicycle lane, which endangers cyclists and visitors on foot. This is in accordance with the results of research which states that the main challenge of developing tourism destinations is related to attractions, infrastructure, superstructure, accessibility, human resources, facilities, environmental maintenance, transportation means and accommodation facilities (Chadjiah et al., 2015; Hareen, 2016; Rusdarti 2017; Adityaji, 2018; Fitriana, 2018; Meytasari & Tisnawati, 2018; Coban & Yildiz 2019; Mukhayar et al., 2019).

The fourth priority alternative is the availability of parking lots in Old Town. Parking lots in Old Town do already exist, but it is not integrated and often regulated by illegal parking attendants so that the arrangement is less tidy. In addition, parking fees often become very expensive due to the absence of special regulations governing parking arrangements in the Old Town. In accordance with the results of research which states that improving the quality and quantity of infrastructure and supporting facilities such as the need for public toilets and parking lots is a strategy that can be applied in developing tourism destinations (Adityaji, 2018; Sherdianto & Anom, 2018). By adding some of these facilities, it can help to increase the ease and interest of tourists to visit tourism destinations so that it leaves a good impression.

Meanwhile, the last priority alternative is the addition of supporting facilities for tourism objects. The facilities needed in the old town recently are public toilets. At some point in the crowd of the Old Town, there are no public toilets available, causing confusion when visitors want to go to the toilet. Other supporting facilities needed are the availability of a typical souvenir center for Semarang City which can make the old town as a reference for souvenirs so that it will attract more visitors. In addition, there is also a need for several signposts at each intersection to make it easier for visitors who come from outside the city. In line with the results of research which states that potential tourism attractions, accessibility, amenities, supporting infrastructure, infrastructure, preservation of local culinary, the need for public toilets and tourism institutions are needed in developing tourism destinations (Araujo, 2016; Priyanto & Safitri, 2016; Khotimah, 2017; Rusdarti, 2017; Bora, 2018; Fitriana, 2018; Sherdianto & Anom, 2018).

Based on the calculations from the Analytical Hierarchy Process (AHP), it shows that the criteria for service to visitors are the second priority criteria in the strategy for developing tourism destinations in Semarang Old Town Area. In line with the results of research which states that to overcome obstacles

in the development of the tourism industry is to improve public services (Muneeza et al., 2019). Services in this case are focused on human resources in tourism objects in the City Old Semarang area. This is in line with the research which says that obstacles in the implementation of tourism development are caused due to the performance of human resources in tourism destination area has not been maximized. A strategy that can be carried out in an effort to improve HR performance is to provide guidance and training for HR in tourism destination areas (Supeno, 2015, Ridlwan, 2017; Rudarti, 2017; Setya, 2017). Meanwhile, Piyanto & Safitri (2016) said that the quality of human resources which have been not optimal is an inhibiting factor in tourism development. This can be overcome by the active role of various parties, especially the society around the tourism objects.

In the tourism service criteria, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP). Based on the results of AHP calculations, the first priority alternative in the service criteria is an increase in the ability to manage the Old Town. So far, the management of the old town has been good. However, this management needs to be improved, especially in terms of parking area management that is not yet integrated. The management of some hawkers who still often enter uncontrolled and the management of disorderly visitors in garbage disposal. The management of the old town needs to be improved with the addition of several management personnel to make it better in the future. This is in line with the research which states that it is necessary to improve comfort and public services by the manager of tourism objects especially the cleanliness of the tourism object's environment, improvement of public facilities and addition of supporting facilities in the form of health clinics, tourism security posts, money changers, ATMs, sufficient parking lots, establishment of tourism object management agency and human resource development in the tourism sector so as to increase the number of tourists (Praniti et al., 2015; Khotimah et al.,

2017 ; Rusdarti, 2017; Pinasthika & Pradoto, 2018; Sherdianto & Anom, 2018; Muneeza et al., 2019).

The second alternative priority is easy access to information for tourists in Old Town. One of the development strategies that can be applied in increasing tourism visits is to further increase access to information and promotions about these tourist areas where complete information becomes one of the facilities that make it easier for visitors of tourism destinations (Susanty et al., 2015; Prince & Ioannides, 2016; Sutanto & Shandy, 2016). A tourism object area needs to provide an information center service to accommodate messages, impressions, and complaints from tourists as evaluation to develop tourism products, facilities and infrastructure in tourism objects (Adityaji, 2018; Prajanti, 2018).

So far, visitors who come to the Old Town claim to get information by word of mouth. This is because access to information for tourists is still limited. There is a need for social media or a special website for the old town so that when visitors want to come to the old town it is easy to access information. In addition, access to information related to certain places such as places to eat, toilets, and others also needs to be added to make it easier for visitors. In line with the research which states that the strategy that can be done to develop tourism destinations is to manage existing social networks and update information in tourism website content (Hafidha & Farida, 2018).

The third priority alternative is guidance related to determining the appropriate amount of tourism retribution. This relates to human resources in the tourism object of Semarang Old Town Area. In line with the research result states that coaching and training of human resources in the tourism object area and the participation of the surrounding community in an effort to develop tourism objects are very much needed as strategies to increase tourism visits (Bodosca & Diaconescu, 2015; Amalia & Purwaningsih, 2017; Khotimah et al., 2017; Umar, 2017; Bibin et al., 2018).

It is still common to find some parking attendants charging parking fees that are too high because there is no stipulation of the amount of parking fees. It is expected that the local government will immediately regulate and determine the amount of parking fees so that visitors are not harmed. While the entrance fee in the Old Town tourism destination area currently does not exist because it is still free for the public. This is indeed beneficial for visitors because there is no need to spend money when visiting the old town. However, on the other hand, if the old town is imposed with an entrance fee, this can be a potential source of regional income. This income can actually later be used for operational management and maintenance of the old town to make it better in the future.

Hospitality in service to tourists is the fourth priority alternative. Good service to visitors of tourism objects is needed in an effort to increase tourism visits. Therefore, it is necessary to improve the coaching and training of community resources in these tourism objects because one of the success of managing and developing tourist areas depends on human resources (Chadijah et al., 2015; Bibin et al., 2018).

All this times, the services provided to visitors have been good. The services provided by security officers, parking attendants and restaurant owners have been friendly. However, there are still some parking attendant services that are not very friendly and sometimes charge too high a parking fee. In addition, there are still many restaurants that charge a meal rate that is too high for visitors, so there is a need for evaluation for future service improvements.

The last priority alternative in the service criteria is the ease of transportation access to the Old Town. This is in line with the result of research which states that the ease of access given to tourism object sites and opening new transportation access are strategies that can be done to overcome competition with other tourism destinations (Rozana & Sunarta, 2018). As we know, the existence of the old town is still categorized as being in the city center since

it is not far from the Mayor's office. However, transportation routes that have many intersections often confuse visitors from outside the city. Hence, there is a need for special transportation to the old town which is integrated with several other strategic places such as shopping centers, souvenir centers, terminals, airports and stations to ease visitors to go to the old town. In accordance with the research result which states that the development of tourism destinations will be more successful if accompanied by the development of road accessibility, transportation, directions, infrastructure such as transportation and accommodation facilities (Khotimah et al., 2017; Fitriana, 2018).

Based on the calculations from the Analytical Hierarchy Process (AHP), it shows that tourism-marketing criteria are the third priority criteria in the strategy for developing tourism destinations in Semarang Old Town Area. Marketing of tourism objects can be done with the aim of introducing tourism objects so that people want to visit. In this tourism marketing criteria, there are 5 alternatives that will be analyzed using the Analytical Hierarchy Process (AHP).

Based on the calculation result from the AHP analysis, it shows that the first priority alternative in the marketing criteria is marketing through interesting events. In line with the research which states the right strategy to increase the number of visitors is to use marketing communication strategies, it can be done by promotion through print and electronic media and following national events (Muntadliroh, 2016; Liu & Chou, 2016; Sulistyadi et al, 2017; Zatul & Buchmann, 2018). So far, it is still very rare to hold big events in Old Town. Even though the procurement of these events will be able to attract a larger number of visitors as well as introduce the old town area to the wider community. Events that can be held include cultural events, music concerts, exhibitions, carnivals, culinary festivals typical of Semarang City and so on. This is in line with the research which states that tourism marketing can be done

through the creation of traditional and typical food markets of tourism destinations (Araujo, 2016; Sipasi & Yasak, 2017, Lase, 2018; Pujiati & Sari, 2018; Widodo et al., 2019).

The second priority alternative is to increase the intensity of promotion. Promotion of the existence of Old Town has indeed been carried out, both direct and indirect promotions. However, the intensity is still not maximal. This is in line with the result of the research which states that marketing strategies can be done by developing innovations and promotions directly or online (Widiyanto & Puspitasari 2015). Increasing the intensity needs to be done by inviting the native inhabitants of Semarang City to take part in promotional activities either directly by word of mouth or indirectly through social media. In line with the research which states that efforts to implement communication strategies in promoting tourism destinations can be done by involving the community in implementing each work program (Dora & Dewi, 2018). Meanwhile, social media such as Facebook can be used to communicate with the public to convey various information and promote tourism in Semarang Old Town. The use of online tools is an effective strategy for communicating with the public, offering, and promoting tourism (Park et al., 2016; Sugiyanti, 2016; Momeni et al., 2018).

The third alternative priority is the creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.). It is in accordance with the research which states that innovation creation needs to be done in order to help achieve tourism goals, packaging of tourism products that are still monotonous makes tourists feel bored with existing tourism products, creativity is needed to create new tourism products (Soesilowati and Wiyanto, 2012; Amalia and Purwaningsih, 2017; Septemuryantoro, 2017; Tribowo, 2017; Djokic & Antonic, 2018; Gardiner & Scott 2018).

Marketing innovation needs to be done along with the times. Indirect innovation through social media is an alternative to introduce the existence of the old town to the wider community. In addition, innovation in the

tourist attraction of the Old Town area can be done by creating a new program to add tourism attraction, such as organizing traditional and typical culinary tours of Semarang City. The purpose of this new program is to create renewal and freshness. Therefore, the visitors will feel satisfied and more memorable so that they give information and recommendations to colleagues and relatives to come to the Old Town area. Therefore, the Old Town Area is indirectly promoted with the help of visitors' experiences while visiting the Old Town Area. Thus, the Old Town will be better known and interesting to be visited. The creation of innovation in marketing can also be done through social media such as Facebook, distributing brochures, pamphlets, etc. This is in line with the research result which states that

The last priority alternative is the ease of licensing to sell. So far, the selling license for hawkers in the old town is not optimal because it is not easy to be arranged. However, the ease of this permit can make Old Town more lively with the availability of several traders. With the ease of this permit, it is expected that it can help to improve the economy of the people around the Old Town area where they can sell in the tourism objects of the Old Town Area, such as selling food, souvenirs, rental of decorative bicycles and so on. Thus, the visitors are also happy with the existence of the hawkers if it is neatly arranged so that it is easy to buy something they want. This is in line with the research result which states that one of the successes in tourism development is by empowering community groups so that it can provide benefits and create new jobs for local communities (Anggara & Suryasih, 2019; Laksana & Arida, 2019).

The goal of sustainable tourism is a tourism that can create a balanced and harmonious relationship between the quality of tourist experience, the quality of tourism resources, and the quality of life of the local community (Larasati & Rahmawati 2017; Maa et al., 2018).

Based on the result of the AHP calculation, it shows that from the analysis of overall alternatives in the strategy for developing tourism destinations in Semarang Old Town Area, the alternative that becomes the first priority is transportation control. This is in line with the research result which states that the facilities that ease visitors to tourism destinations are determined by the availability of transportation and strategies that can be used in developing tourism destinations include the development of road accessibility and transportation control (Sutanto & Shandy, 2016; Dewantara e al., 2017; Khotimah et al., 2017; Pinasthika & Pradoto, Pajanti, 2017; 2018; Winanto, 2018; Coban & Yildiz, 2019). Transportation control needs to be done because the state of transportation in the Old Town is currently not well coordinated. Public transportation still passes through the old town center route, so it often causes traffic jams which ultimately disturbs visitors. In addition, the motorized vehicle lane that still becomes one to the cyclist's lane makes transportation still chaotic and endangers cyclists. Transportation control can be done by imposing special routes for public transportation and for cyclists in order to create an orderly atmosphere. This is in line with the research result which states that one of the things that can support tourism activities is the need to build accommodation and transportation control facilities (Laksana & Arida, 2019).

The second priority alternative is providing a sense of security and comfort for visitors. The more crowded the old town makes visitors often cramped which raises the potency for criminality. Therefore, it is necessary to provide special security personnel in the old town to provide a sense of security and comfort for visitors. In addition, it is also necessary to arrange special places either for taking pictures or just a place to sit that is not on the pedestrian path so that visitors feel comfortable. In accordance with the research result which states that one of the strategies can be applied to anticipate visitor boredom is to provide a sense of security and comfort and can meet the needs

of visitors while in a tourism object (Gama, 2018). Meanwhile, Praniti et al., (2015) said that to overcome the obstacles in tourism development is the availability of tourism facilities that can make visitors feel safe and comfortable, such as the availability of seating and rest facilities for visitors around tourism objects, eating places, souvenir stalls, and polyclinics.

The third alternative priority is to increase the ability to manage the Old Town. The management ability of the old town has been good since the old town is now widely known by the community. However, based on the results of interviews, the visitors feel that the management still needed to be improved, especially for the management of parking lots and for the management of eating places to make it more orderly and integrated so that it eases the visitors. Increasing coaching and training of human resources in tourism destination areas is one of the strategies that tourism object managers need to implement to increase the number of visitors (Supeno, 2015).

Meanwhile, the last priority of all alternatives is the ease of licensing to sell. The ease of licensing to sell needs to be done, especially for hawkers in order to provide additional income for them. Besides that, to ease visitors when they want to buy something. With the ease of this license, it is expected that it can help to improve the economy of the people around the Old Town area where they can sell in tourism object in the Old Town Area, such as selling food, souvenirs, decorative bicycle rental and so on. However, the ease of licensing to sell must also be followed by controlling the traders so that they are neatly organized. The role of the community, the success or long-term success of a tourism industry depends on the level of acceptance and support from the surrounding community, cooperation with the surrounding community is needed, and people who are aware of tourism are needed, and the society are able to cooperate with the government in a way support every tourism policy (Setya, 2017).

CONCLUSION

Based on the description of the results and discussion, it can be concluded that Semarang city has quite good tourism potency. In Semarang city, there are many tourism destinations, one of which is Semarang Old Town Area. The potency for tourism destinations in the Old Town Area still needs to be developed because tourist visits tend to decrease. The efforts to develop Old Town tourism object can be done by paying attention to several criteria namely policy, marketing, and services to visitors. In the tourism policy criteria, there are several alternatives that can be developed, namely by controlling transportation, providing a sense of security and comfort, the availability of supporting infrastructure, the availability of parking lots in the Old Town. Meanwhile, the last priority alternative is the addition of supporting facilities for tourism objects.

Apart from policies, the criteria in the strategy for developing tourism destinations in Semarang Old Town Area are services to visitors. In the criteria of service for visitors, there are five alternatives that can be developed. The first priority alternative is to increase the management capacity of the Old Town. The second alternative priority is easy access to information for tourists in the Old Town. The third priority alternative is guidance related to determining the amount of tourism retribution. Hospitality in service to tourists is the fourth priority alternative. The last priority alternative in the service criteria is the ease of transportation access to the Old Town.

The next criterion in the strategy for developing tourism destinations in the Old Town Area is tourism marketing. The first priority alternative in the marketing criteria is marketing through interesting events. The second priority alternative is increased promotion intensity. The third alternative priority is the creation of innovation in marketing (Social Media, Brochures, Pamphlets, etc.). The last priority alternative is the ease of licensing to sell.

The sequence of strategic priority criteria in developing tourism destinations in Semarang Old Town Area is tourism policy, then the second priority criteria is service to visitors and the last priority criteria is tourism marketing. Priority alternatives from the criteria for tourism policies can be carried out, among others, by controlling transportation and providing a sense of security and comfort for visitors. Meanwhile, one of the priority alternatives that can be done for the criteria of service to visitors is to increase the ability to manage the Old Town. The priority alternative from the last criteria is to provide easy licensing for selling in Semarang Old Town Area.

The suggestion that can be given in this study is that the problems that exist in tourism destinations of Semarang Old Town Area must be overcome immediately. The Semarang City Government should pay attention to control the transportation of tourism objects in Semarang Old Town Area, considering that controlling transportation is the most complained problem. Transportation control is carried out in order to create an orderly atmosphere so that visitors feel comfortable when they are in the tourism destination of Semarang Old Town Area.

Tourism policy criteria are the most prioritized criteria in the strategy for developing tourism destinations in Semarang Old Town Area. Therefore, the government must really pay attention and immediately realize it. Tourism policy should emphasize more on controlling transportation and providing a sense of security and comfort for visitors because these two alternatives are the most prioritized.

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