



SYNERGY OF TOURISM OFFICE IN MANAGING TOURIST DESTINATIONS IN SOLOK CITY

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Abstract

Tourism plays a strategic role in supporting regional economic growth, including in Solok City, which has rich natural and cultural tourism potential. However, the optimization of destination management in this city faces several challenges, such as limited human resources, inadequate infrastructure, low community awareness, and insufficient promotion strategies. This study aims to analyze the role of the Tourism Office in optimizing destination management, identify influencing factors, and formulate strategic efforts towards sustainable tourism management. This research uses a qualitative approach with a case study method. Data were collected through observation, in-depth interviews with stakeholders (government, private sector, community, academia, and media), and document studies. The results show that the Tourism Office of Solok City plays a key role in four main functions: planning, implementation, coordination, and evaluation. Programs conducted between 2021 and 2024 include destination development, tourism promotion, human resource capacity building, and cross-sector partnerships. Internal and external factors such as budget constraints, infrastructure limitations, community participation, and destination competitiveness influence management effectiveness. The implementation of Good Governance principles participation, transparency, accountability, and efficiency along with Destination Management approaches, has guided policy and program implementation. However, some aspects, particularly cross-sectoral integration and innovation in tourism promotion, still need improvement. This study concludes that strengthening stakeholder synergy and enhancing institutional capacity are crucial for optimizing sustainable destination management in Solok City.

Keywords: Destination Management, Good Governance, Solok City, Stakeholder Collaboration, Tourism Development



1. INTRODUCTION

The tourism sector is an important pillar in supporting economic growth in various regions in Indonesia (Febriyanti, 2022). Apart from being a source of income, tourism also plays a role in preserving culture, improving the welfare of local communities, and improving the image of the region at the national and international levels. (Alfauziah & Jailani, 2024). Solok City as one of the areas in West Sumatra Province has quite large natural and cultural tourism potential, but until now its management is considered not optimal. Various challenges are faced, ranging from the low quality and quantity of human resources for tourism, limited transportation infrastructure, minimal budget, to the lack of destination promotion (Agung et al., 2025). Historically, Solok City also has a strong cultural background with strong Minangkabau historical roots. The existence of the name "Solok" recorded in Tambo Alam Minangkabau and the history of Kubuang Tigo Baleh are proof of the cultural richness that can be raised as a tourist attraction. However, the level of tourist visits to Solok City is still relatively low when compared to other destinations in West Sumatra such as Bukittinggi or Padang.

This research is based on two main theoretical frameworks to understand the problem, namely Good Governance and Destination Management. The theory of Good Governance as stated by Tjokroamidjojo (2001) emphasizes the importance of the principles of participation, transparency, accountability, effectiveness, and efficiency in governance, including in the management of the tourism sector. These principles are also supported by the characteristics of governance formulated by UNDP (1997), such as community participation, information transparency, and responsiveness in public services. (Sundari et al., 2023).

In addition, the Destination Management approach from Ritchie & Crouch (2003) as the basis for analyzing destination management strategies. This theory views destination competitiveness as the result of the interaction of four main components, namely: core resources and attractions, supporting factors, determining conditions, and destination policies, planning, and development. (Ariani & Zulhawati, 2023). This model helps to see to what extent the Solok City Tourism Office is able to integrate the management of attractions, accessibility, amenities, and the role of stakeholders in efforts to increase the competitiveness of regional tourism.

Based on this background, this study aims to analyze the role of the Solok City Tourism Office in managing tourist destinations, identify factors that influence the management process, and formulate strategic efforts that can be implemented to realize effective, transparent, collaborative, and sustainable tourism management. (Tjokroamidjojo, 2001; Ritchie & Crouch, 2003).



2. RESEARCH METHODS

This study uses a qualitative approach with a case study method, which focuses on the management of tourist destinations in Solok City. The selection of this method is based on the purpose of the study to explore in depth the role of the Solok City Tourism Office, stakeholder involvement, and factors that influence the process of managing tourist destinations in the area. According to Creswell (2013), a qualitative approach is very relevant to understanding the meaning given by individuals or groups to a social phenomenon in a specific context.

Materials and Research Tools in this study include interview guides, field observation sheets, voice recorders, cameras for visual documentation, and qualitative data processing software for the analysis process. Document studies are also additional data sources in the form of regional regulations, strategic plans of the Tourism Office, annual activity reports, and various tourism destination planning documents. The location of the research was conducted in Solok City, West Sumatra Province. This city was chosen because it has quite large natural and cultural tourism potential, but has not been optimal in the management and development of tourism destinations. Geographically, Solok City also has a strategic position as a transportation hub between regions in West Sumatra (Irawan & Hanida, 2020).

The reason for choosing the research location is based on the fact that Solok City is trying to increase the competitiveness of its tourism sector through various strategic programs initiated by the Tourism Office, but still faces obstacles related to limited human resources, infrastructure, budget, and low collaboration between stakeholders (Ariani & Zulhawati, 2023). Data collection was carried out through three main techniques, namely:

1. Field observation, to directly see the actual conditions of tourist destinations, supporting facilities, and the implementation of tourism management policies.
2. In-depth interviews, conducted with various parties including: heads of departments, tourism technical staff, tourism business actors, local communities, academics, and representatives of the mass media. This technique aims to explore their perceptions, experiences, and obstacles they face regarding the management of tourist destinations in Solok City.
3. Document study, by analyzing various policy documents, program reports, tourist visit data, and the Solok City tourism strategic plan from 2021 to 2024.

Data analysis was carried out using the qualitative analysis technique of the Miles and Huberman model, which includes three main stages: data reduction, data presentation, and drawing conclusions/verification (Miles et al., 2014). This process is carried out in stages, starting from thematic coding of interview and observation results, to triangulation of data with supporting documents to increase the validity of the research results. The case study method used in this study allows researchers to provide a detailed and in-depth picture of the reality of tourism destination management in Solok City. In line with the opinion Ihalauw et al. (2023), Case studies are a great choice for exploring policy practices, development programs, and interactions between stakeholders in a specific local context.



3. RESULTS AND DISCUSSION

The management of tourist destinations in Solok City shows complex dynamics, involving various internal and external factors that influence the effectiveness of the role of the Tourism Office. The results of the study indicate that the Solok City Tourism Office has a strategic role in the planning, development, promotion, and management of tourist destinations. However, in its implementation, the Tourism Office still faces various challenges in terms of human resources, infrastructure, budget limitations, and cross-sector coordination. This analysis was conducted by referring to the concept of Good Governance (Tjokroamidjojo, 2001; UNDP, 1997) and Destination Management (Ritchie & Crouch, 2003), which is the theoretical basis for understanding the dynamics of tourism management in Solok City.



Figure 4.2 Belibis and Pramuka Park Tourist Destinations
(Source: researcher documentation, 2025)



Figure 4.3 Sarasah Batimpo Indah tourist destination
(Source: Tribunnews, 2021)

The principle of good governance emphasizes the importance of transparent, participatory, accountable, and responsive governance to the needs of the community (Sundari



et al., 2023; Widanti, 2022). In this context, the Tourism Office not only functions as a policy implementer, but also as a facilitator that bridges the interests of various stakeholders, including tourism business actors, local communities, academics, and the media. Meanwhile, the destination management approach is used to describe how this agency manages tourism destinations holistically, starting from planning, tourism product development, marketing, to evaluating the impact on the social and economic environment (Ariani & Zulhawati, 2023).

3.1 The Role of the Solok City Tourism Office in Optimizing Tourism Destination Management

The results of the study show that the Solok City Tourism Office has a strategic role in the four main functions of managing tourist destinations, namely planning, implementation, coordination, and evaluation. In the planning aspect, the office prepares a destination development program that includes infrastructure development, improving the quality of tourist attractions, and promoting tourism through various media. In its implementation, the Tourism Office is also active in holding leading events such as Rang Solok Baralek Gadang and the Karisma Event Nusantara (KEN) program, which are national tourist attractions. In addition, the office carries out tourism awareness training and empowerment of local MSMEs as part of strengthening the capacity of tourism human resources. In the context of coordination, the office collaborates across sectors with other OPDs such as the Health Office, the Communication and Information Office, and the West Sumatra Provincial Government, in order to support cross-sector management. The following are programs that have been carried out by the Solok City Tourism Office.

Table 1. Recapitulation of Solok City Tourism Office Programs and Activities 2021–2024

No	Year	Main Programs/Activities
1	2021	<ul style="list-style-type: none"> - Planning, budgeting, and performance evaluation of regional apparatus - Management and development of Strategic Tourism Areas - Procurement/maintenance/rehabilitation of destination facilities and infrastructure - Management and development of tourism destinations - Domestic and foreign tourism marketing - Facilitation of tourism marketing - Provision of tourism data and information - Increasing tourism cooperation and partnerships - Development and training of tourism and creative economy human resources - Increasing community participation through tourism awareness training
2	2022	<ul style="list-style-type: none"> - Development of Strategic Tourism Areas - Procurement/maintenance/rehabilitation of facilities and infrastructure - Facilitation of standardization of tourism industry and business - Planning for DTW development - Strengthening domestic and foreign tourism promotion - Provision of data and dissemination of information - Increasing cooperation and partnerships - Development of tourism and creative economy HR competencies - Increasing community participation - Facilitation of creative economy: creation, production, distribution, consumption, conservation - Technology support for the business world - Protection and development of cultural advancement objects - Development of HR and cultural institutions



		- Protection and development of traditional institutions
3	2023	<p>Destination Attractiveness Enhancement Program</p> <ul style="list-style-type: none"> - Management of Strategic Tourism Areas - Procurement/maintenance/rehabilitation of facilities and infrastructure - Management of tourism destinations <p>Tourism Marketing Program</p> <ul style="list-style-type: none"> - Marketing of domestic and foreign destinations - Strengthening of print, electronic, and other media promotions - Facilitation of marketing activities - Provision of tourism data and information - Enhancement of cooperation and partnerships <p>HR Development and Creative Economy Program</p> <ul style="list-style-type: none"> - Training and development of tourism HR competencies
4	2024	<p>Destination Attractiveness Enhancement Program</p> <ul style="list-style-type: none"> - Management of Strategic Tourism Areas - Procurement/maintenance/rehabilitation of facilities and infrastructure <p>Tourism Marketing Program</p> <ul style="list-style-type: none"> - Marketing of domestic and foreign destinations - Provision of tourism data and information - Enhancement of cooperation and partnerships - Facilitation of marketing activities <p>HR Development and Creative Economy Program</p> <ul style="list-style-type: none"> - Enhancement of tourism HR capacity based on SKKNI

(Source: Solok Tourism Office, 2025)

Various programs and activities implemented by the Solok City Tourism Office during the 2021–2024 period show a concrete form of the implementation of strategic roles in managing tourist destinations. Table 1 summarizes the main programs covering aspects of planning, strategic area development, destination management and marketing, strengthening tourism human resource capacity, to facilitating partnerships and developing the creative economy. From these data, it can be seen that every year, the Solok City Tourism Office continues to adjust and innovate programs according to the needs and challenges faced, such as the addition of a tourism industry standardization facilitation program in 2022, strengthening digital promotion in 2023, and developing SKKNI-based human resource capacity in 2024. The diversity and sustainability of this program also reflect the application of Good Governance principles, especially in the dimensions of planning effectiveness and efficiency of implementing regional tourism development programs. The role of a facilitator is also carried out by involving the community in tourism village deliberation forums, program evaluations, and joint community promotions. The implementation of this role is in line with the principles of Good Governance, especially in the aspects of participation, transparency, accountability, effectiveness, and efficiency (Tjokroamidjojo, 2001; UNDP, 1997).

3.2 Factors Affecting Tourism Destination Management

Based on the results of interviews and document studies, the factors that influence the management of tourist destinations in Solok City can be categorized into internal and external factors. Internal factors include limited human resources, minimal tourism development budget, and lack of transportation infrastructure and amenities at several tourist destination points. Meanwhile, external factors include low levels of local community awareness, competition with other tourist destinations in



West Sumatra, and changes in tourist trends that increasingly demand innovation in attractions and services. In addition, accessibility to several destinations in Solok City is still an obstacle in increasing tourist visits.

From the perspective of Destination Management according to Ritchie & Crouch (2003), this management is influenced by four main pillars, namely:

1. Core resources and attractions, such as cultural potential (for example the Rang Solok Baralek Gadang event) and nature;
2. Supporting factors, in the form of basic infrastructure and public facilities;
3. Determining conditions, such as accessibility, security, and tourist perception; and
4. Strategic policies and planning, related to the direction of destination development policies at the regional level.

The interaction between internal and external factors is the main determinant of the extent to which tourist destination management can run optimally.

3.3 Efforts to Optimize Tourism Destination Management by the Solok City Tourism Office

In facing these challenges, the Solok City Tourism Office has designed and implemented various strategic efforts. These efforts include:

1. Increasing the capacity of tourism human resources through tourism awareness training, technical guidance for MSMEs, and developing competencies based on the Indonesian National Work Competency Standards (SKKNI).
2. Optimizing tourism promotion through digitalization of destination information on social media and official government websites.
3. Strengthening collaboration across OPDs and stakeholders, including building cooperation with communities, business actors, media, and academics.
4. Improving public facilities such as tourist toilets, parking areas, prayer rooms, and providing tourist complaint services.

These steps reflect the implementation of the principles of effectiveness, efficiency, transparency, and community participation in accordance with the concept of Good Governance (Tjokroamidjojo, 2001; UNDP, 1997), and show attention to the dimensions of attraction development, strengthening supporting factors, improving tourist perceptions, and strategic planning within the framework of Destination Management (Ritchie & Crouch, 2003).

However, this study also found that the sustainability efforts carried out by the Solok City Tourism Office are still sectoral and have not been fully integrated into the overall destination management system. Therefore, strengthening multi-party synergy, increasing institutional capacity, and developing innovations in technology-based promotion and management programs are the main recommendations for future improvements.

4. CONCLUSION

This study shows that the Solok City Tourism Office plays a strategic role in optimizing the management of tourist destinations through four main functions, namely planning, implementation, coordination, and evaluation. The implementation of this role is reflected in various destination development programs, tourism promotion, increasing human resource capacity, and facilitating cross-sector partnerships. The results of the study also confirm that



the management of tourist destinations in Solok City is greatly influenced by internal factors such as limited human resources, budget, and infrastructure, as well as external factors such as the level of community participation, competitiveness between destinations, and the dynamics of tourist trends.

Within the framework of Good Governance and Destination Management, the Solok City Tourism Office has implemented the principles of participation, transparency, accountability, effectiveness, and efficiency, although some aspects still need strengthening, especially in terms of cross-sector integration and innovation of tourism promotion programs. Efforts made such as digitalization of promotions, strengthening tourism events, and community involvement show positive steps towards more sustainable destination management.

As a recommendation, this study suggests that the Solok City Tourism Office increase collaboration with external stakeholders, such as private tourism industry players and local creative communities, and develop an information technology-based monitoring and evaluation system to strengthen the effectiveness of destination governance. In addition, further research is recommended to examine tourist perceptions and the socio-economic impacts of tourism development programs that have been implemented, in order to enrich perspectives on sustainable tourism management in Solok City.



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