

## **Tourism Potential Development Strategy Using the Military Model To Improve Local Economic Development in Indonesia**

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### **Abstract**

*Indonesia has an incredible diversity of natural resources and is one of the largest countries in the Asian region and even in the world. These natural resources can boost the local economy through tourism and various businesses. Therefore, to increase regional economic growth through the development of tourism potential, it is necessary to make careful plans and strategies. The purpose of this study is to determine methods that can be used to increase regional economic growth through the development of tourism potential. This study used a qualitative description approach. The goal is to provide an accurate picture of a particular characteristic, situation, symptom, or group of individuals, or to identify the frequency or distribution of symptoms. In military science, the strategic concept of "ends, ways, and means" developed by Arthur F. Lykke Jr. can be used to increase tourism potential. This concept explains that the existence of the tourism sector must include three objectives of this strategy: 1) Ends, which is a strategic concept centered on the ultimate goal of a tourism management strategy; 2) Means, which are methods or approaches used to achieve goals; and 3) Means, which is By implementing this idea, it is hoped that regional tourism growth can generate prosperity and economic independence, as well as a significant contribution to regional and national income.*

**Keywords:** *Development Strategy, Tourism Potential, Local Economic Development*

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## **INTRODUCTION**

Tourism is an activity that involves a person's travel or visit to somewhere outside of their daily life, usually for recreational, leisure, or business purposes. This includes everything from seeing natural landscapes, exploring historical places, tasting local food, and participating in cultural activities (Nurmansyah, 2014 ). Diverse natural resources, both physical and biological, as well as human cultural wealth, have potential for tourism. The rich and diverse national tourism resource is one of its many potentials. The tourism sector has the capacity to encourage the progress of a country, especially in the context of regional autonomy policies, which are made on the basis of regional communities that have reliable wealth for progress, one of which is the tourism sector (Rahma, 2020). The development of the tourism sector in a place will have a positive impact on the economy, society, and culture of the people there (Bahiyah, 2018). Therefore, the development of the tourism sector in the region depends on the role of local governments, local communities, and the private sector in managing local resources so that cooperation occurs in creating jobs and developing economic activities. The purpose of developing the tourism sector in the region is to improve the welfare and economic independence of the people in the area by increasing the number and type of job opportunities. To achieve this, local governments, local communities, and private companies must work together to undertake regional development projects by harnessing all their potential

The development of tourism potential must be carried out with strategic steps so that the creation of sustainable tourism not only has an impact at this time, but the positive impact can be felt in the long term. To realize the expected conditions of tourism development, tourism capital must be used to develop and improve the quality of tourist destinations (Suryani, 2017).

In Indonesia, economic growth is strongly influenced by tourism. In addition, economic growth and tourism have a reciprocal causal relationship, meaning that the growth of both contributes to each other (Nizar, 2011). One sector that affects economic growth is tourism, which can affect society as a whole through increased economic activities such as the emergence of new businesses, trade, and others. Economic growth is an increase in the quantity of goods and services produced by a country or region within a certain period of time (Zaim Mukaffi, 2022). The tourism sector, which is currently being intensively built by the government, is expected to be an attraction for local and foreign tourists to visit various parts of Indonesia, thus helping to move the wheels of the local economy. For example, people in tourist areas can take advantage of tourism potential by building homestays, selling local food, and providing transportation to tourist attractions, entertainment, and retail, thereby increasing local people's income and regional economic independence. The wider potential of tourism can also help improve regional economic development. Therefore, a mature and planned strategy needs to be made to develop tourism potential.

Tourism potential can significantly boost regional economic development. Regional economic development is a form of effort that strengthens and increases the economic potential of a region, such as a city, district, or region. The purpose of regional economic development is to accelerate economic growth, balance job creation, increase regional and community incomes, increase economic competitiveness, and establish and develop positive cooperation between regions (Nurany, 2022). The existence of regional economies is often influenced by region-specific factors such as the availability of natural resources, industrial structure, infrastructure, local government policies, and demographic trends. Improving the regional economy requires various integrated and sustainable strategies. There are various strategic theories that can be used to improve the regional economy. One of them is the adaptation of the military strategy concept "Ends, Ways, Means," which was first introduced by Arthur F. Rieke, Jr. The concept of strategy put forward by Lykke is about maintaining balance between the three things. These (ends, ways, and means) are described as three-legged benches. This concept illustrates that goals must be realistic in a way or method that has the least possible risk and sufficient resources to execute the strategy. If one of these three things is lacking, the strategy will be out of balance and high-risk (Hasto Kristiyanto, 2022). By adapting this conceptual model, it is hoped that tourism potential can drive Indonesia's regional economy to the maximum.

## RESEARCH METHODS

Research methods are scientific techniques for collecting data with the aim of understanding, solving, and anticipating problems in human life (Sugiyono, 2012). Research begins by using a scientific approach to reviewing problems to obtain useful and accountable information. The purpose of this research is to find answers to important problems. To achieve this goal, scientific procedures are used (Abubakar, 2021). Scientific research aims to improve our understanding of the phenomena around us. Scientific research allows researchers to test hypotheses, answer unanswered questions, find relationships between variables, and develop new theories. This study uses a descriptive qualitative approach, which is research conducted on independent variables without comparing them or associating them with other variables, so that the variables studied remain independent. The purpose of this study is to describe the characteristics of a particular individual, circumstance, symptom, or group, or to determine the frequency or spread of symptoms (Abubakar, 2021). Data analysis in this study uses indicators of the strategy theory model proposed by Arthur F. Lykke Jr., namely indicators: 1). Ends 2). Means, 3). Ways. The data that has been collected is sorted according to research needs (Surya Dwi Saputra, 2021).

## RESULT AND DISCUSSION

The tourism sector has developed into an important component in driving the Indonesian economy. Supporting factors, including natural resources, human resources, and the effectiveness of government policies and programs, clearly influence the successful management of the tourism sector. The tourism sector must be developed by utilizing all its potential to encourage economic growth and the economic empowerment of the people. The development of this sector can be achieved with a strategic concept. The strategic concept includes the planning and execution of long-term actions intended to achieve the goals and vision of an organization. The strategic concept includes the identification of the main objectives of the organization, the determination of the most appropriate methods, and the allocation of resources to achieve goals or obtain competitive advantage (Satria, 2009). To achieve the vision and mission of an organization or company, the implementation of strategy is very important. The implementation of strategies allows the achievement of goals effectively and efficiently, as well as utilizing the available resources to ensure the survival of the organization or company.

In military science, strategy is a mathematical equation of goals, methods, and resources, first proposed by a U.S. Army colonel, who first used the concept of ends, ways, and means in his 1989 article entitled “Defining Military Strategy”. Lykke describes the overall strategy as a three-legged bench. This bench can only function as a bench if all three legs are equally sturdy. The balance of his laws is crucial to the success of the plan. If the chosen means are reasonable and equipped with sufficient resources to achieve certain goals, the strategy is balanced and contains low risks. Conversely, if the middle leg and walk are too short (insufficient) or the end leg is too long (unrealistic), then the strategy will not achieve balance and certainly contains high risks (Ciptadi, 2021). If the three-sided concept is described, it can be seen in the following figure:

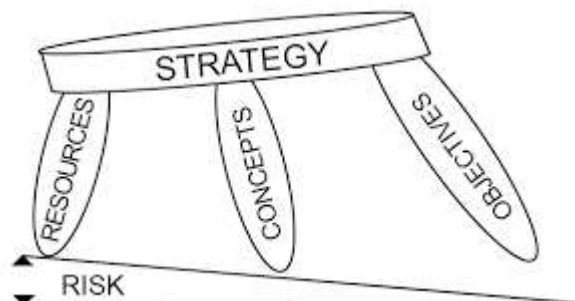


Figure 1: Ends, Ways, Means Strategy Concept  
Source: (Andromedaciptadi.com)

The concept of Lykke balance can certainly be applied in any field, including tourism and economics, which include the following:

### Ends Strategy

Ends is a strategy concept that focuses on the ultimate goal of strategy management. In a military context, "ends" refers to the strategic objectives that a country or army seeks to achieve. This includes defending sovereignty, securing territory, or ending conflicts. The importance of a goal is to ensure that decisions are based on a solid understanding of current conditions and realities and to enable organizations to objectively measure their progress and success (Sasoko, 2022). It is hoped that the tourism sector can help the economic growth of the community at large rather than just the rill sector. From an economic perspective, the tourism sector should prioritize the following objectives: increase employment opportunities, thereby reducing

unemployment and creating new jobs; increase national and regional income so that per capita income increases; and empower communities to increase people's incomes. By attracting more foreign tourists to Indonesia, increasing foreign exchange income for developing countries, increasing the presence of local businesses, encouraging rural and urban development, diversifying the local economy, expanding local markets, and increasing people's productivity. The goal of a scientific strategy is to create plans and actions based on empirical evidence and solid research in order to increase the likelihood of success in achieving specific objectives. The scientific approach to strategy includes data collection, analysis, hypothesis testing, and rational decision making (Bolland, 2017). In addition the objectives of the strategy is first, Increase Effectiveness: The scientific approach allows organizations to find the most effective strategies to achieve their goals. This approach includes hypothesis testing and evaluation of various options to select the one that best suits the circumstances and goals of the organization. Reduce Risk: Scientific strategy helps reduce the risk of mistakes or wrong decisions as it is based on solid evidence and in-depth analysis. By relying on data and facts, organizations can make better decisions that minimize the likelihood of unintended outcomes. Evidence-Based Innovation: Organizations can generate evidence-based innovation, i.e., new ideas and strategic changes supported by strong empirical evidence. It helps organizations stay relevant and competitive in an ever-changing market thanks to a scientific approach. Optimizing Resources: The scientific approach enables organizations to allocate their resources more efficiently and effectively. This approach involves a thorough analysis of where and how resources should be used to achieve optimal results. Sustainability: Scientific strategies enable organizations to create lasting plans. By understanding the impact of each step taken, organizations can plan actions that are both current and future.

### **Ways Strategy**

Methods are used to achieve goals through the execution of plans in real-life activities (Bararah, 2022). A way is a method or approach used to achieve a goal. In the military, "ways" involve tactics, operations, and strategies applied. Methods are ways to achieve goals using a strategic plan consisting of three main components: internal, external, and structural factors. Internal factors include the area's potential to thrive in a tourist environment, including a wealth of resources, infrastructure, and the participation of local residents. Internal tourism factors are very important in determining how much potential a region has to develop in the tourism sector. Internal factors that can attract tourists are the wealth of natural, cultural, and human resources. Good infrastructure, such as highways, airports, and accommodation, is essential to encouraging tourism growth in a place. In addition, the active participation of locals in the development of tourism, both as entrepreneurs and supporters, is an important component that can strengthen the tourism industry and benefit the local community as a whole. These external factors come from outside the tourist site. In the tourism industry, external factors include various elements that come from elsewhere. Local and foreign tourists are one of the most important external factors, as they have a direct impact on the growth of tourism in a region. In addition, educational and research activities carried out at tourist attractions can also be an external component that helps tourist destinations become more attractive and develop. For example, the existence of educational or research institutions that focus on environmental studies or local culture can help the preservation and promotion of these tourist attractions. Structural factors are factors related to government agencies, policies, and regulations related to the management of tourist areas. Governments can create an enabling environment for sustainable tourism growth and have a positive impact on the economy, environment, and local communities. The government regulates regulations and policies that support tourism growth, such as simplification of the licensing process, fiscal incentives for tourism investment, environmental protection, and protection of workers' rights in the tourism industry (Wiranta, 2015). Therefore, the role of the government in

determining suitable methods to harness the potential of tourism to boost the local economy is very important. Because the success of the tourism sector in contributing to the economy is strongly influenced by the policies taken by the government.

### **Means Strategy**

Means are the resources used to achieve goals. In a military context, "means" includes everything from personnel to equipment to technology. For example, troops, fighter planes, warships, and intelligence. This means that this strategy focuses on subjects and objects related to the development of tourist areas. The subject of this strategy is inter-integrated parties in tourism activities, including the government, local communities, investors, and the private sector (Pajriah, 2018). Resources in the scope of tourism cover many factors, including skilled and trained human resources in various fields such as hospitality, culinary arts, tour guides, and others that are very important to providing quality services to tourists. In addition, the main attractions for tourists are natural beauty, historical sites, local traditions, and art. For the tourism industry to keep going, these resources must be maintained and managed sustainably. Adequate resources and good management of these various aspects will help the tourism sector grow and develop sustainably. Adequate infrastructure, such as highways, public transportation, airports, ports, accommodation, and other tourism facilities, is needed to facilitate the accessibility and comfort of tourists. Then the existence of information and communication technology, such as websites, online booking applications, destination management systems, and other technologies, can improve operational efficiency and the traveler experience. Then the existence of information and communication technology, such as websites, online booking applications, destination management systems, and other technologies, can improve operational efficiency and the traveler experience. Resources and good management of various aspects are essential for sustainable growth and development in the tourism sector. When natural resources, culture, people, and infrastructure are managed effectively and sustainably, the positive impact can be felt in various aspects. By paying attention to adequate resources and managing them well, the tourism sector can become a positive force that provides economic, social, and environmental benefits to a region in a sustainable manner.

## **CONCLUSION**

The strategy of developing tourism potential using military models to enhance local economic development in Indonesia presents an interesting and potential approach. Through the application of this model, governments can adopt organizational and planning principles that have been tested in a military context, such as resource grouping tactics, the use of advanced technology for mapping and surveillance, and effective communication strategies. By leveraging existing military expertise and infrastructure, tourism destinations can improve management and security, which in turn can increase tourist attraction and confidence. In addition, collaboration between the military and local governments and tourism industry players can provide an additional boost to the local economy through infrastructure development that supports the tourism sector, workforce training, and the promotion of tourist destinations more effectively in domestic and international markets. However, the use of the military model in the context of tourism development also needs to be accompanied by careful consideration of cultural, social, and environmental aspects. The implementation of overly violent or authoritarian military strategies can risk upsetting the ecological balance and damaging local cultural heritage. Therefore, it is important to ensure that the use of the military model in tourism development is aligned with the principles of sustainable development, taking into account the participation of local communities, environmental preservation, and preservation of cultural



diversity. Thus, while this approach offers the potential to boost local economies through the tourism sector, it is important to offset economic gains with social, cultural, and environmental sustainability.

The conclusion is that the use of military models can make a positive contribution to the development of tourism and the local economy. However, keep in mind that this is only one example of strategy, and not all aspects of the military model will be applicable to the tourism sector. Proper implementation and the development of synergies between agencies will be key factors in the success of this strategy. In addition, greater attention to infrastructure development, natural resource management, and improving the quality of tourism services is also needed to improve local economic development in Indonesia.

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