

strategic planning model on Minapolitan Tourism

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**STRATEGIC PLANNING MODEL ON MINAPOLITAN TOURISM
AREA DEVELOPMENT OF THE NATIONAL FISHERY HARBOR
OF KARANGANTU AT SERANG CITY**

Ipah Ema Jumiati¹, Rd. Nia Kania Kurniawati², Leo Agustino³

¹
¹Sultan Ageng Tirtayasa University, Banten, Province – Indonesia

²Sultan Ageng Tirtayasa University, Banten, Province - Indonesia

³Sultan Ageng Tirtayasa University, Banten, Province - Indonesia

Ipah.ema@untirta.ac.id

Abstract

Strategic planning is a system developed with regard to the specific characteristics of the organization. Strategic planning is used as an instrument in compiling sustainable development that will help organizational leaders in managing and allocating all the resources they have to achieve organizational goals. But in reality there are still many problems found in strategic planning in an organization. The problem of this study is that strategic planning is not based on the results of previous program evaluations, besides in planning formulation, it does not involve all stakeholders, lack of coordination between Regional Device Organizations, besides the coastal and small island strategic plans and Detail Engineering Design (DED) as one of the requirements for developing the Minapolitan area is not already. The purpose of this study was to determine the strategic planning model of the development of the Minapolitan Tourism Area at the Karangantu Port of Nusantara Fisheries (PPN) in Serang City. The concepts of the strategic planning process underlie this research which include: (1) Scanning the environment; (2) Determination of the organization's vision and mission; (3) Determination of strategies; (4) Determination of goals; (5) Determination of Annual Plans; (6) Controlling and evaluation

steps that determine how well the strategic plan is carried out. The method used is descriptive method with a qualitative approach in the form of case studies that focus attention on a particular unit of various phenomena that aim to describe, summarize various conditions, various situations or various social realities of society. The results showed that the strategic planning of the development of the Minapolitan tourist area at the Serang Nusantara Fisheries (PPN) Port of Serang City was still not integrated because it was constrained by technical, consultative and coordinative problems. The recommendation of this study is to encourage program synergy between Minapolitan stakeholders and tourism stakeholders in the development zones of the Minapolitan Karangantu tourist area, Serang City on an ongoing basis.

Keywords: Strategic Planning; Tourism Area; Development; Minapolitan.

1. INTRODUCTION

Regional development is an important part of the development of a region in order to improve social, economic, cultural, educational and community life around it. For this reason, the involvement of various elements of the community and regional commitments is very necessary and determines the success of the area

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to be developed. Therefore, in order to be able to carry out the development of controlled, integrated and sustainable tourism, strategic planning was made.

Indonesia is the largest archipelagic country in the world with an area of about 5.8 million km². According to World Resources data in 1998, the Indonesian sea has a coastline of 91,181 km. It contains fisheries and marine resources that have great potential to become the foundation of natural resource-based economic development. Karangantu Banten Province is one of 41 pilot Minapolitan Areas in Indonesia that are expected to be a driving force for marine and fisheries development region-based which is able to generate a multiplier effect of the regional economy. The stipulation of the Nusantara Fisheries Port (PPN) as the core zone of the development of the Minapolitan area of Serang City, which is based on the Mayor's Decree No.523 / Kep.116-Org / 2011 concerning the Determination of Minapolitan Areas in Serang City. synergy between the central government and the regions. The synergy between the center and the regions must be done, at least, in three ways, namely synchronization of objectives, synergy in the pattern of financing and consistency of local governments in implementing government policy directives.

The Coastal Area has a large enough potential to be developed. The coastal region has rich and diverse natural resources, both renewable and non-renewable resources. In addition, this region also has excellent accessibility for various economic activities, such as transportation, port, industry, settlement and tourism. If coastal development is not well organized and without regard to all related aspects, especially the balance aspect between the level of development and the carrying capacity of the environment and the balance of development between regions, then the development will not achieve optimal and

sustainable results (Dahuri at al., 2008: 148). The potential of marine tourism in Karangantu include, Pulau Dua Tourism, Lima Island and Tunda Island, which still need further attention.

In order to support the potential of the region above, according to the Regional Regulation of Serang City Number 6 of 2011 concerning the Serang City Spatial Plan for 2010-2030 in Article 39 which contains that Banten Lama was designated as a strategic area for social cultural development and preservation of cultural heritage, and Regional Regulation Number 14 of 2014 concerning the Master Plan for Regional Tourism Development Number 14 of 2014 concerning the Master Plan for Regional Tourism Development for 2012-2015. The regional regulation explains the development and development of tourist areas or tourist destinations which are the priorities of regional tourism development.

Based on the results of interviews with one of the Head of Fields in Serang City Bappeda it is known that the development of the Minapolitan tourist area in Karangantu, Serang City has problems in terms of planning, which is not yet fulfilled one of the requirements for developing the Minapolitan Area, namely coastal and small islands strategic plans and Detail Engineering Design (DED).

In Law No. 27 of 2007 concerning Coastal Areas and Small Islands, the coastal and small island strategic plans must be prepared as one of the conditions in the form of coastal area planning. Then, DED became a guideline for the physical development plan in the Minapolitan area of Serang City and became an absolute requirement before entering the implementation phase of the development of the Minapolitan area in Serang City. The problem based on the results of the observation is that the plan was made not based on the results of previous program evaluations, besides the lack of involving stakeholders in formulating strategic planning in addition to lack of coordination in

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planning the development of the Minapolitan tourism area at the research locus.

Based on the inequality of empirical conditions in the background of the research above, the formulation of the problem of this study is: "What is the strategic planning model of the development of the tourist area of Minapolitan at the Karangantu Port of Serang?"

The purpose of this research is to find out how the strategic planning model of the development of the Minapolitan tourist area in the Serang Karangantu Port of Nusantara Fisheries (PPN).

The urgency of this research is for the development of science in the field of public administration, especially about strategic planning in public organizations. From the applied aspects, the results of this study are expected to be useful for dealing with issues relating to effective strategic planning for the city government and to be used as material reflection of models for other public organizations about effective strategic planning.

• Strategic Planning Process

Any strategic planning process will be useful if the strategic planning process helps to think and act strategically on key decision-making people. Strategic planning is not a goal in strategic planning itself, but is merely a collection of concepts to help leaders make decisions avoid and do important actions. In fact, if a planning process raises difficulties in how to think and act strategically, the planning process must be ruled out rather than its thoughts and actions.

Bryson (2007: 55) suggests eight steps in the strategic planning process, this process is more orderly, prudent and participatory. These steps are:

- a. Initiate and agree on a strategic planning process. The aim of the first step is to negotiate an agreement with important decision makers (decision makers) and

internal and external opinion leaders about all the important strategic planning efforts and planning steps;

- b. Identifying organizational mandates. The formal and informal mandates that are placed on the organization are the necessities facing the organization;
- c. Clarify organizational mission and values. The organization's mission is closely related to its mandate, provides its *raison de'être*, social justification for its existence, reduces conflict, and plans for the future;
- d. Assessing the external environment: opportunities and threats. The planning team must explore the environment within the organization to identify opportunities and threats facing the organization.
- e. Assessing the internal environment: strengths and weaknesses. To know internal power and weaknesses, organizations can monitor resources (inputs), current strategies (processes), and performance (outputs).
- f. Identifying strategic issues facing the organization. The first five elements of the process simultaneously give birth to the sixth element, identifying strategic issues important policy issues that affect the mandate, mission, and values in the organization.
- g. Formulate strategies for managing issues. Strategy is defined as a pattern of goals, policies, programs, actions, decisions, or resource allocations that emphasize how the organization, what the organization does, why organizations must do that. Strategies can be different because of the level, function, and time frame.
- h. Creating an organizational vision in the planning process, the organization develops a description of how the organization should be so that it successfully implements its strategy and reaches

its full potential. This description is a vision of success.

1 These eight steps must lead to actions, results, and evaluations. It is also emphasized that actions, results, and evaluative assessments must appear at each step in the process. In other words, implementation and evaluation do not have to wait until the end, but must be an integral part of the process and continuously.

According to Ralston, B and Wilson, I (2006: 144) the elements in a strategy are: concepts, programs, resources, monitoring and response, and finally the next step. Based on this opinion it is known that a strategy must be comprehensive or holistic which includes elements of the organization's internal and external environment, monitoring and controlling it. Then it can be identified that the elements of the strategy above are important for achieving the goals and objectives of the organization.

Furthermore, Starling, G (2005: 254) argues that in strategic planning the most important strategy is able to be implemented and so that it can be implemented properly is the main "leadership" factor. This is because the leader must be able to influence subordinates to carry out the strategic plan itself. Influencing subordinates according to Starling, G (2005: 254) is done by being persuasive, motivating employees, understanding the work culture well, and values for the implementation of the strategy. This is in line with the function of an effective strategic plan that is as a work guide for members of the organization.

Then Mercer (1991) in Salusu (2005: 505) states the principles of effective strategic planning, namely: (1) Scanning the environment; (2) Determination of the organization's vision and mission; (3) Determination of strategies; (4) Determination of goals; (5) Determination of Annual Plans; (6) Controlling and evaluation steps that determine how well the strategic plan is carried out.

Strategic planning process according to Allison and Jude Keye (2005: 13-18):

a. Get ready. Strategic planning is more useful if there are people who are right in the organization who are able to carry out the idea and the organization is ready, and agree on goals, objectives in preparing for the formulation of strategic plans, there are several conditions for success in an organization, namely:

- 1) Commitment and support from top management or leaders, as well as sub-section heads who are in their respective fields.
- 2) Commitment to explain the roles and expectations of all participants in the planning process, including who made the policy and who will be responsible for the proposal.
- 3) At least sub-section heads and at least executors who are actively willing to make decisions.
- 4) Commitment to sufficient organizational resources to complete the planning process.

b. Reinforce the vision and mission. Vision and mission are long-term goals, and want to be brought where this organization in reaffirming the vision of this mission shows that every vision and mission must have a purpose, goals and values contained. Means why this organization exists and what it wants to achieve from this organization, what goals it wants to aim for and whether those objectives are relevant to the conditions on the ground, the values of principles or beliefs that guide organizational members as they pursue those goals and objectives.

c. Assessing the environment (Internal and External). The definition of strategic planning given emphasizes the importance of focusing on the future in the context of a constantly changing environment, in addition to assessing within the organization

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¹ we also need to assess the external environment, because it analyzes the internal strengths and weaknesses as well as the opportunities that will occur. faced with.

- d. Agree on priorities. Broad approaches need to be taken on general and specific strategies and results that must be pursued, both short, medium and long term goals, strategies, goals and objectives can emerge from individuals, this process is a stage that assesses the environment and because dynamic in nature there must be a lot of understanding that makes it shaky from this priority setting.
 - e. Monitor and evaluate. The strategic planning process is never completely completed, there are cycles and periods of activities that are more intensive or less intensive, but the process of being responsive to the changing environment continues, each organization must choose the right time in planning and evaluating.
- a. Conformity with the strategic plan, regional spatial plan (RT / RW) and / or zoning plan for coastal and small island management (RZWP3K) districts / cities, as well as predetermined regional mid-term investment development plans (RPIJMD).
 - b. Having superior commodities
 - c. Strategic geographical location
 - d. There are units of production, processing and marketing
 - e. Support facilities are available in the form of markets, capital, and so on
 - f. Environmental feasibility
 - g. Regional commitment
 - h. The existence of responsible government institutions
 - i. Limited data and information about regional conditions and potential.

Then with the Minapolitan concept, it is expected that the development of the maritime and fisheries sector can be implemented in an integrated, efficient, high-quality, and accelerating manner. The translation is, as follows:

- **Minapolitan Area Requirements**

The Minapolitan area is a regional development concept that has an important role in growing the economy of a region, especially in coastal areas. However, to become a minapolitan area there are various aspects that are considered by a kawasam to become a minapolitan area, therefore not all regions can become minapolitan areas. The Minapolitan area has various requirements including the completeness of planning documents such as the Regional Decree (SK), SK Working Group (Working Group), Master Plan, Long Term Investment Program Plan (RPIJM), and detailed engineering design (DED). The other requirements are based on The Decree of the Indonesian Minister of Maritime Affairs and Fisheries Number KEP.18 / MEN / 2010 concerning Minapolitan General Guidelines includes:
- a. The principle of integration, is expected to encourage the allocation of development resources to be planned and carried out thoroughly or holistically by taking into account the interests and support of stakeholders, both sectoral agencies, central and regional governments, business circles and the community. These interests and support are needed so that accelerated production programs and activities are supported by means of production, capital, technology, human resources, adequate infrastructure, and good management systems.
 - b. The principle of efficiency, the development of the marine and fisheries sector must be carried out efficiently so that development can be carried out at a low cost but high efficiency. With the Minapolitan concept, infrastructure development can be carried out efficiently and its utilization is expected

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to be more optimal. In addition, the principle of efficiency is applied to encourage production systems to run at low cost, such as shortening the chain of production, efficiency, and supporting the existence of factors production as needed, so as to produce economically competitive products.
- c. Quality principles, the implementation of the development of the marine and fisheries sector must be oriented to quality, both the overall production system, production, technology and human resources. With the concept of Minapolitas, the quality of production systems and products can be fostered more intensively.
 - d. The principle of high acceleration, acceleration is needed to encourage production targets to be achieved quickly, through innovation and breakthrough policies. The principle of acceleration is also needed to encourage the production target to be achieved quickly, through innovation and breakthrough policies. The principle of acceleration is also needed to catch up with competitor countries, through increasing the market share of world-class Indonesian marine and fisheries products.

Based on the explanation above, it can be concluded that the development of the Minapolitan area can include the development of tourism in the Minapolitan area, including the Minapolitan area which is located at the Serang Karangantu Port of Nusantara Fisheries (PPN). This is done to increase the production of marine and fisheries which has a direct impact on the welfare of fishing communities, and is expected to accelerate the pace of regional economic growth.

2. METHODS

This study uses a descriptive method with a qualitative approach in the form of case studies that focus attention on a particular unit of various phenomena that aim to describe, summa-

rize various conditions, various situations or various phenomena of social reality in society. The use of a qualitative descriptive approach in this study is based on the consideration that this approach is relevant and fits the research problem through the interpretation of processes and meanings in the strategic planning process. What is supported by Bungin (2008: 69) that the qualitative descriptive format is more appropriate when used to examine the problems of strategic planning in the development of the tourist area of Minapolitan in the Karangantu Fishery Port of Serang City. Furthermore, this approach is used to build understanding and provide explanations for the phenomenon under study. Therefore, the phenomenon of process and explanation of meaning is one of the dominant methods in this study.

The selection of a qualitative approach to research is to obtain sharp, accurate and in-depth information about how and why various variants can appear in the strategic planning of the development of the tourist area of Minapolitan at the Karangantu Port of Fisheries (PPN) in Serang City, and become a source of problems in it. By using a qualitative approach, it can be obtained reformulation and reconceptualization of Strategic Planning theory, both from the perspective of the object under study and the researcher's own perspective, through the integration of ethical and emotional approaches as well as the qualitative modern paradigm. In turn, a new hypothetical proposition will be produced through the interpretation of interactions between attributes and properties which are then used to construct categories and provide explanations of the phenomena under study.

The informants of this study were subjects who understood the information and research objects as the main actors and other people who understood the object of research (Bungin, 2009: 76). Informants in this study were elements of Serang City Bappeda, elements of Serang City

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Agriculture Service, elements of the Karangantu Fisheries Port (PPN) Officer, elements of the Joint Business Group (KUB) of Karangantu Capture Fishermen, administrators of Fishermen Cooperatives, and City Fishermen Association (HNSI) City Serang, Elements of the Banten Village Apparatus, Fishing Boat Owners / Skipper.

The informant was obtained not based on the amount needed, but based on consideration of the function and role of the informant according to the focus of the research problem. The informant subject categories were those who were directly involved in the strategic planning process of developing the Minapolitan tourist area at the Serang Karangantu Port of Nusantara (PPN) Karangantu. While the indicators in the selection of informants in research are to look at social situations which include aspects: setting (actors), actors (events), events (events) and processes (processes). (Spradley in Sugiyono, 2005: 146, Garna, 2009: 67).

3. RESULT AND DISCUSSION

3.1 Scanning the Environment

General Description of Karangantu City Port of Fisheries (PPN) in Serang City: The fact that Indonesia is a maritime country with an area of two-thirds of its land area, which is 5.8 million km², sets Indonesia as the third largest ocean country in the world (Lubis, 2012). This was taken into consideration in order to provide the best alternatives in making development planning and strategic policies in the future, including in finding a strategic planning model for the development of the Minapolitan tourist area at the Serang Karangantu Port of Nusantara Fisheries (PPN).

Improvement and development of good and adequate facilities is an absolute requirement for the creation of a business climate to develop, besides that it is necessary to improve the skills of individual fishermen such as the techniques of their capture, handling after their

capture and marketing. To support the smooth running of the marine fisheries business, a fishing port is needed that can support the smooth running of the fisheries business in marketing the catch and other supporting activities. Increasing fish production is an effort to support the development of the capture fisheries sector, the government through the Directorate General of Capture Fisheries, Ministry of Maritime Affairs and Fisheries (KKP) provides various facilities that can support the success of capture fisheries by developing various Fisheries Ports. Data on the number of fishing ports can be seen in the following table I:

TABLE I
Number of Fishing Ports in Indonesia

No.	Port Type	Amount (Unit)
1	Ocean Fishery Port (PPS)	6
2	Nusantara Fisheries Port (PPN)	15
3	Coastal Fisheries Ports (PPP)	50
4	Fish Landing Base (PPI)	745
	Amount of	816

Source: Directorate General of Capture Fisheries, 2014

Karangantu Fishing Port is one of the important fishing fisheries centers in Serang City, located in Banten Village Kasemen District based on the Decree of the Minister of Agriculture No. 311 / Kpts / Org / 5/1978 dated May 25, 1978. Officially operational and becoming a Technical Implementation Unit (UPT) Directorate General of Capture Fisheries under the name Coastal Fisheries Port (PPP) Karangantu.

Karangantu is one of the areas designated as Minapolitan Area areas through Decree of the Minister of Marine and Fisheries No.KEP.32 / MEN / 2010.

The Minapolitan concept is the realization of a blue revolution paradigm and is one of the

1 national programs promoted by the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia (KKP-RI) is a regional economic management-based concept of development with motors in the marine and fisheries sector. The Minapolitan Area Management System is based on the principle of integration, efficiency, quality and high acceleration. The concept that has been implemented by the government of the Republic of Indonesia since 2009 is an effort to revitalize fisheries and marine production centers with an increase in fishermen's income. As the implementation of the development of the marine and fisheries sector with the Minapolitan concept, the Minapolitan area is developed, namely a potential superior economic region. The Minapolitan area will be a superior economic area that can accelerate economic development in the regions for the welfare of local communities. Through this concept, not all commodities will be developed but will only prioritize superior commodities, so that the Minapolitan concept is implemented through the development of Minapolitan areas in potential superior regions (Decree of the Minister of Marine and Fisheries Number KEP. 18 / MEN / 2011 concerning General Guidelines Minapolitan).

Minapolitan is a new term in the concept of national development policy that refers to regional development based on fisheries and marine economic activities and their supporting services (Nugroho and Dahuri, 2012). The development and increase of port operations, then on December 30, 2010 through the Republic of Indonesia Minister of Maritime Affairs and Fisheries Regulation Number: PER.29 / MEN / 2010 dated December 30, 2010 concerning the second amendment to the Regulation of the Minister of Marine and Fisheries Number PER.06 / MEN / 2007 concerning the Organization and Work Procedure of Fisheries Ports which was preceded by the issuance of the Letter of the Minister of State

for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia on December 2, 2010 Number B.36677 / M.PAN-RB / 12/2010 concerning Proposal for UPT Arrangement within the Ministry of Maritime Affairs and Fisheries so that on December 30, 2010 the Pantai Fisheries Port (PPP) Karangantu has officially changed its name and increased its class to Karangantu Fisheries Port (PPN).

3.2 General Description of Serang City

Serang City is a division of the Serang Regency Region which was formed on August 10, 2007 based on Law No. 32 of 2007 with an area of 266.74 km² or about 3.08% of the total area of Banten Province. The city of Serang is the Capital of Banten Province, located in the northern part of Banten Province, its western, eastern and southern borders directly with Serang Regency, besides being directly connected to the Java Sea in its northern part.

In 2011 five regions in Banten Province were established to become Minapolitan areas in accordance with Decree of the Minister of Maritime Affairs and Fisheries number 39 of 2011 concerning Determination of Minapolitan Areas. The five regions include the Nusantara Fisheries Port (PPN) (Serang City), Pontang seaweed cultivation area (Serang Regency), the Cultivation area and the Kronjo (PPI) fish landing base area (Tangerang Regency), Labuan Fisheries Port (PPP) (Pandeglang Regency), Panimbang shellfish cultivation area and Binuangeun fish landing (PPI) base (Lebak Regency).

The coastal area of Serang City stretches along the northern boundary of Serang City, namely in Banten Bay, Kasemen District, which is directly connected to the Java Sea. Topographically, most of the land in Serang City is flat land with a distinctive tropical climate that is like an area located around the north coast of the Java Sea, with air temperatures ranging from 23.30C-33.20C, the average evaporation rate is 4.1 mm and 84% air humidity and air pressure

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between 1,010.8 hPa. Then the rainfall with the highest size in a month reaches 70 mm or the average rainfall ranges between 1500-2000 mm / year. Indeed the existence of coastal areas in Serang City has an economic strategic value since the era of the Islamic Sultanate of Banten in the 15th century until now Therefore, this region has a high historical value with the fact that there are a number of cultural heritage sites in the Old Banten region. Besides that in the west of the City Serang lies in the mountainous region, namely in the Taktakan Subdistrict area, which is directly adjacent to Pabuaran Subdistrict, Waringin Kurung Subdistrict and Kramatwatu District in Serang District.

Based on the characteristics of the two regions above, it can be seen that Serang City is a low-lying area with extensive, productive rice fields in addition to the potential aquaculture areas in its northern region. Some of the remaining areas have the characteristics of potential plantation and forestry areas. developed.

TABLE II
Area of Serang City by District

No.	Kecamatan	Jumlah Kelurahan	Luas (Km)	Persentase (%)
1	Curug	10	49,60	18,59
2	Walantaka	14	48,48	18,18
3	Cipocok Jaya	8	31,54	11,82
4	Serang	12	25,88	9,70
5	Taktakan	12	47,88	17,95
6	Kasemen	10	63,36	23,74
	Jumlah	66	266,74	100

Source: BPS, Kota Serang Dalam Angka, 2018

Based on table II above, Kasemen Subdistrict is the district with the widest area, which is 63.36 Km², which is 23.74% of the total area of Serang City. The sub-district with the smallest area is Serang Subdistrict at 25.88, which is 9.7% of the total area of Serang City. Furthermore, according to the results of the survey of the 2017 National Work Force (BPS, 2018), the population of Serang City amounted to 666,600 people, consisting of 51% male sex as many as 355,843 people and 49% female sex, namely 341,597.

Furthermore, from the results of the 2018 national labor force survey the open unemployment rate in Serang City amounted to 8.43% of the population of Serang City aged 15 and over who worked during the past week with main activities as a workforce of 62.99%. While the economic sector that absorbs the most labor is the trade, hotel and restaurant sector, which is 33.65%, followed by the social, social and individual services sector at 27.38%.

The following is the population and population growth rate in 6 (six) Subdistricts, which are in the Serang City area:

TABLE III
Population and Population Growth Rate
According to Districts in Serang City, 2010, 2016, and 2017

No.	Kecamatan	Jumlah Penduduk			Laju Pertumbuhan Penduduk per Tahun	
		2010	2016	2017	2010-2017	2016-2017
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Curug	47517	50516	50885	7,09	0,73
2	Walantaka	76121	89980	92253	21,19	2,53
3	Cipocok Jaya	81511	105484	109793	34,70	4,08
4	Serang	208974	224448	226717	8,49	0,92
5	Taktakan	78602	87618	90961	15,72	1,85
6	Kasemen	88077	94062	95991	8,99	0,98
	Jumlah	580802	655004	666600	14,77	1,77

Source: Kota Serang Dalam Angka, BPS: 2018

Based on Table III above, it can be seen that the population of Serang City amounted to 666,600 people (2017), Cipocok Jaya Subdistrict was found to be a Subdistrict whose annual population growth rate from 2010 to 2017 was the highest at 4.08%, while Curug District was found is a Subdistrict whose population growth rate per year from 2010 to 2017 is at a minimum of 0.73% (from a population of 109793 people). Serang Subdistrict is the second sub-district which has the second lowest population growth rate of 0.92% (of a population of 226717 people), followed by

Kasemen Subdistrict which is the third sub-district which has the third lowest population growth rate of 0.98% (of the total population amounting to 95991 people). The large number of people has a positive impact when productive age dominates and can be accepted to work in various places, but also needs to be considered consumption needs and other basic needs. Fulfillment of these needs includes encouraging participation and empowerment of the community in improving the superior products of their respective sub-districts. Here are the superior products of Serang City:

TABLE IV
Featured District Products in Serang City

No.	Kecamatan	Produk Unggulan
1	Curug	Sapi potong, Domba, Kambing, Ayam Petelur, Bakso Ikan, Batu Bata
2	Walantaka	Anyaman Bambu, KripiK Singkong, Kacang Tanah, Itik Manila, Puyuh
3	Cipocok Jaya	Industri Tempe, Buah-buahan, Batik Banten, Meubelair
4	Serang	Sate Bandeng, Wisata Kuliner, Pusat Perdagangan Umum, Wisata Belanja
5	Taktakan	Sapi potong, Kerbau, Industri emping, pengrajin emas dan perak, perkebunan dan buah-buahan, roti
6	Kasemen	Wisata ziarah dan budaya, wisata alam, wisata kuliner laut, lumbung padi/beras, perikanan laut dan tambak

Source: Bappeda of Serang City, 2015

In connection with the superior products above, Kasemen Subdistrict is a Subdistrict where there is the Nusantara Fisheries Port (PPN) as a research locus which is the only one-minapolitan area in Serang City, which is expected to be able to develop tourism potential in the region. the strategic planning model for the development of the Minapolitan tourist area in PPN Karangantu, Serang City.

Based on table IV above, the potential of the existing Kasemen region that can be developed is pilgrimage tourism and natural tourism, marine fisheries and ponds. Based on an interview with one of the Regional Planning Officers, Serang City Bappeda, it was hoped that Kasemen would become a center for marine fisheries that could contribute to the inclusion of Regional Original Income, in order to improve Kasemen's community welfare.

The population of Kasemen Subdistrict is 95,991 (Serang City in Figures, BPS: 2018) with an area of 56.36 Km, divided into 10 Kelurahan, 70 Rukun Warga (RW) and 247 Rukun Tetangga (RT) is the second largest sub-district in Serang City, located in the Ancient City of Banten which has historical value as the seat of government of the Banten Sultanate. Of the 10

Kelurahan in Kasemen Subdistrict, there are 3 Sub-Districts with the majority of the population working as fishermen, namely Banten Village, Margaluyu Village and Sawahluhur Village. Banten Village has the potential of capture fisheries by fishermen and fish marketers, which is a Minapolitan tourist attraction within the Karangantu VAT area, although it only has a coastline of 10 KM, besides being surrounded by natural attractions that have a special attraction for local and foreign tourists. These attractions include Pulau Lima, Pulau Dua (Bird Island) and several pilgrimage, historical and cultural attractions around Banten Lama.

The diversity of socio-cultural life in the Minapolitan area of Karangantu is also interesting as part of cultural tourism, based on the results of observations of researchers, it appears from the diversity of multi ethnic groups there, namely ethnic Sundanese, ethnic Javanese and ethnic Bugis who are members of 94 Joint Business Groups (KUB) and 4 (Four) Fishermen Cooperatives in Karangantu. KUB Capture Fisheries is an institutional part of the main actors of fisheries, namely associations of fishermen, fish farmers and processing of fish that are informally bound on the basis of

1 harmony and mutual needs in the environment of influence and the leader of a group leader as the main perpetrator of marine and fisheries. KUB is a non-legal entity business in the form of a group formed by Fishermen based on the agreement of all members based on a shared

desire to try to increase the income of members in the capture fisheries business.

The following are the categories of fishermen and the number of fishermen in Kasemen District:

TABLE V
Category of Fishermen and Number of Fishermen in Kasemen District

No.	Kelurahan	Jumlah Nelayan			Kategori Nelayan	
		2013	2014	2015	Nelayan Tangkap	Pembudidayaan Tambak
1.	Banten	413	470	489	√	
2.	Margaluyu	325	389	406		√
3.	Sawahluhur	265	310	314	√	
	Jumlah	1093	1179	1209		

Source: Kasemen District, 2015

Based on Table V above, it can be seen that the majority of fishermen in Kasemen Subdistrict are Capture Fishermen in Banten Villages, whose numbers increased from 2013 to 2015, but were recorded in Serang City Agricultural

Service (2017) the number of fishermen in Karangantu PPN is 2,481 people.

Next is the fishermen cooperative and the type of assistance for fishing boat engines received at Karangantu, Serang City, as listed in table V, the following:

1
TABLE VI

Fishermen Cooperative and Types of Fishermen's Boat Engine Assistance (Unit) Received Before and After Changes in Institution of Fishermen from KUB to Cooperative in Karangantu, Serang City

2

No.	Sebelum Perubahan			Setelah Perubahan	
	Nama Koperasi	Nama Ketua	Alamat Koperasi	Jenis Bantuan Mesin Kapal Motor Nelayan (Unit)	Jenis Bantuan Mesin Kapal Motor Nelayan (Unit)
1.	KUD Mina Bhakti	Nazarudin	Jl. Pelelangan Ikan Teluk Banten Karangantu BTN Mina Bhakti A2.30 Kel. Banten Kec.Kasemen	46	29
2.	Koperasi Perikanan Genau Bahari	Muhammad Sughanda	Jl. Perum Mina Bhakti, 2 Karangantu, Kel. Banten Kec. Kasemen	34	26
3.	Koperasi Nelayan Ar-Rahman	1 Antu Tohir	Jl. Pelabuhan Perikanan Nusantara, Karangantu Kel. Banten Kec.Kasemen	31	25
4.	Koperasi Nelayan Al-Barokah	H. Sahibe	Jl. Pelelangan Ikan Karangantu, Kel. Banten Kec. Kasemen	14	20

Source: Agriculture Service of Serang City, 2016

Based on Table VI above, it can be analyzed that changes in the institution of beneficiaries from KUB to Cooperatives are an alternative solution to improving the accountability of recipients of fishermen empowerment programs. It is intended that fishermen organizations have the legality that is expected to later be able to access Banking financing and can be recommended to be the recipient of subsequent empowerment programs that are intended for fishermen through cooperative institutions that

have been registered and registered in the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

As the following interview:

The Ministry of Cooperatives has only been pushing for cooperatives this year, because on a base-based basis in 2016 and beyond for cooperatives, the previous year the KUB was sufficient, now it has been upgraded to a cooperative, because the KUB itself is

ultimately a cooperative. Formation of cooperatives, formal legal groups business (Interview with the Head of the Sub-Directorate of Fisheries Funding, Directorate of Services of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia, Jakarta; Friday, 19 August 2016).

Based on the interview with the informant above, the author can analyze that the government encourages the existence of Joint Business Groups (KUB) to be formally institutionalized as Cooperatives, including in the capture fisheries empowerment program in

Fisheries, the vision that will be realized by the Karangantu Archipelago Fisheries Port during the period 2009-2014 is "the Karangantu Archipelago Fisheries Port (PPN) as the Integrated Economic Development Center in 2015" (PPN Karangantu Profile, 2013) . Based on the Minister of Maritime Affairs and Fisheries Regulation Number PER.08 / MEN / 2012 concerning Fisheries Ports. Fisheries Port is divided into 4 categories, namely: Ocean Fisheries Port (PPS), Nusantara Fisheries Port (PPN), Coastal Fisheries Port (PPP) and Fish

Karangantu. The Empowerment of Capture Fishermen is believed to be encouraging the development of the Minapolitan tourist area in the Karangantu Kota Port of Fisheries (PPN), Serang.

3.3 Determination of the Organizational of The Organizational Vision Mission

Determination of the organization's vision and mission is the second step in strategic planning after Scanning the Environment.

In line with the vision and mission of the Ministry of Maritime Affairs and Landing Base (PPI). The four fishing ports are categorized according to several criteria needed for a port to handle fishing vessels that come and go, as well as the position of the port position. This Ministerial Regulation includes: (a) The operational area of fishing vessels served; (b) Mooring / anchoring facilities; (c) Pier length and pool depth; (d) Capacity to accommodate ships; (e) Volume of landed fish; (f) Land area and (i) Characteristics of each fishery port category, can be seen in the following table.

TABLE VII

Characteristics of Class of Fishery Ports

No.	Kriteria Pelabuhan Perikanan	PPS	PPN	PPP	PPI
1.	Daerah operasional kapal ikan yang dilayani	Mampu melayani kapal perikanan yang melakukan kegiatan perikanan Indonesia ZEEI dan laut lepas	Mampu melayani kapal perikanan yang melakukan kegiatan perikanan di perairan Indonesia dan ZEEI	Mampu melayani kapal perikanan yang melakukan kegiatan perikanan di perairan Indonesia	Mampu melayani kapal perikanan yang melakukan kegiatan di perairan Indonesia
2.	Fasilitas tambat/labuh	> 60 GT	> 30 GT	10 GT	> 5 GT

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	kapal				
3.	Panjang dermaga dan kedalaman kolam	> 300 m dan > - 3 m	> 150 m, > 3m	> 100 m, > 2 m	> 50 m > 1 m
4.	Kapasitas menampung kapal	100 unit jumlah sekurang-kurangnya 6.000 GT	> 75 unit atau keseluruhan > 2.250 GT	> 30 unit atau jumlah keseluruhan > 300 GT	15 unit > 75 GT
5.	Volume ikan yang didaratkan	50 ton per hari	30 ton per hari	5 ton per hari	2 ton per hari
6.	Luas lahan	> 20 Ha	> 10 Ha	> 5 Ha	> 1 Ha

Source: Minister of Marine and Fisheries Regulation Number PER.08 / MEN / 2012

In addition to seeing the vision and mission of the Republic of Indonesia Ministry of Maritime Affairs and Fisheries, of course it needs to be seen the vision and mission of Serang City in 2014-2018 (Serang City Bappeda, 2018). The vision of Serang City is the realization of Serang Madani City as an education city that relies on the potential of trade, services, agriculture and culture. While its mission is: 1) implementing good, clean and authoritative governance; 2) improve accessibility and quality of education, health and other social services in order to improve the quality of life of the community; 3) providing regional infrastructure and facilities as drivers of economic progress and people's welfare, as well as environmentally sound urban spatial control; 4)

improving the regional economy through the creation of a business and investment climate conducive to the development of small, medium and cooperative businesses, as well as industry that is able to optimize the utilization of natural and social resources in a sustainable manner; 5) realize the climate of social and political life that is religious, cultured, safe and orderly through revitalizing the local wisdom of the community, as well as fostering art, culture and sports among the community and the younger generation.

3.4 Determination Of Strategies

The Nusantara Fisheries Port (PPN) is a supporting factor for the Minapolitan area in Serang City, as illustrated in Table VIII below:

TABLE VIII
Minapolitan Area in Banten Province

No.	Kabupaten/Kota	Kecamatan	Kegiatan Utama	Komoditas
1.	Kabupaten Serang	Minapolis: Kecamatan Pontang Hinterland: Kecamatan Tirtayasa & Kecamatan Tanara	Perikanan Budidaya	Bandeng, rumput laut, gracillaria
2.	Kabupaten	Minapolis: Kecamatan	Perikanan	Bandeng,

	Tangerang	Kronjo Hinterland: Kecamatan Mauk & Kecamatan Pakuhaji	Tangkap, Budidaya, Pengolahan	Udang, Rumput laut, Kepiting
3.	Kabupaten Lebak	Desa Muara, Kecamatan Wanasalam	Perikanan Tangkap, Budidaya, Pengolahan	Ikan Pelagis, Ikan asin
4.	Kabupaten Pandeglang	Kecamatan Panimbang, Kecamatan Labuan	Perikanan Budidaya, Tangkap	Kerang hijau, rumput laut
5.	Kota Serang	Minapolis: Kelurahan Banten, Kecamatan Kasemen Hinterland: Kelurahan Sawah Luhur Kecamatan Kasemen	Perikanan Tangkap, Perikanan Budidaya	Ikan Demersal, Ikan Bandeng, Sate Bandeng

Source: Banten Province Marine and Fisheries Service, 2014

Based on Table 4.14 above, the only Minapolitan area in the City of Serang, Banten Province, is Karangantu in the Banten Sub-District of Kasemen District. Determination of Serang City as a Minapolitan area based on Mayor of Serang Decree Number: 523 / Kep.116-org / 2011 dated July 18, 2011. Based on the Mayor's Decree, it was stated that the area which became the center of Minapolitan Area development in Serang City was centered in Kasemen District. The main activities in the development of the Minapolitan area of Serang City are capture fisheries and aquaculture with superior commodities, namely demersal fish, milkfish and milkfish satay.

Furthermore, in compiling the Strategic Planning Model for the Development of Minapolitan Tourism Areas at the Karangantu Port of Fisheries (PPN) in Serang City, the authors saw the technical, consultative and coordination completeness as stated by Lang in Dahuri, et al (2013: 12) in his book Management of Regional Resources Integrated Coastal and Oceanic, which suggests that integration in planning and management of natural resources, such as

coastal and marine areas, should be carried out at three levels: technical, consultative, and coordination. At the technical level, all technical, economic, social and environmental considerations should be balanced or proportionally included in every planning and implementation of the development of coastal and marine resources. Then at a consultative level, all the aspirations and needs of the parties involved or stakeholders affected by the development of coastal and marine resources should be considered from the planning stage to implementation. Finally, the coordination level requires that harmonious cooperation be needed between all parties related to the management of coastal and marine resources, be it the government, the private sector or the general public.

3.5 Target Determination

In determining the targets, the location of the development of the Minapolitan City of Serang begins with the zoning of the Minapolitan Area, namely the core zone, supporting zone, attachment zone and fishing zone. The core of the Minapolitan area is Serang, which is

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1 in the Nusantara Fisheries Port (PPN), while the supporting zone is outside the VAT area that entered Banten Village and Sawah Luhur Village (Minapolitan Area Masterplan in Serang City, 2011).

Based on this division, it can be explained that the core zone of the Minapolitan area of Serang City, its activities are focused on capture fisheries with the existence of ports and fish auction sites (TPI) as driving modes of economic activity, so that PPN Karangantu has a central role in the zoning of the Minapolitan area in Serang City. In addition, various facilities such as fish markets, ship workshops, ice factories, ship docking sites, and Port Technical Implementation Units (UPT) as public service providers and other supporting facilities are included in the Karangantu PPN. Karangantu PPN is also the center for the gate of trade relations and other social relations, so Karangantu VAT is a component that needs to be considered and managed well in maintaining the synergy of the economic activities of the fishing community.

Then the hinterland of the Minapolitan area of Serang City is focused on aquaculture with the pond area mostly located in the Sawah Luhur Village. The type of fish cultivated one of them is milkfish. Fish Bandeng is a superior commodity category in the development of the Minapolitan area in Serang City. This milkfish will be supplied to the Karangantu market (Banten Village) and surrounding markets, so that the amount of fish supply in the Minapolitan area can meet market demand. Besides focusing on aquaculture activities, in the buffer zone of the Minapolitan area, Serang City is also supported by other supporting sectors, such as settlements, trade and services, health, education, and tourism. With the development of the area implied in the Minapolitan concept, the productivity of fisheries in Serang City is expected to increase and create economic activities that have competitiveness and have a

multiplier effect on the economy of the region, especially for local fishing communities.

In addition to the core zone and supporting zone, in the zoning of the Minapolitan area of Serang City there are fishing zones and linkages zones. Fishing zones are zones that become areas for fishermen to carry out fishing activities. These fishing zones are located in the waters of Banten Bay (around the island tunda, Panjang island, pemujaan island, and surrounding islands). While the linking zone is a zone outside the core zone and buffer zone that has a connection to the core zone and buffer zone.

Then in addition to the three supporting zones above, as an important document supporting the strategic planning of the development of the Minapolitan tourism area in Serang PPN Karangantu is the Serang City Regional Regulation Number 14 of 2014 concerning the 2015-2025 Regional Tourism Development Master Plan, mentioned in Article 11 stating that Banten Lama, Banten Village, Kasemen Subdistrict was designated as the KSPD (Regional Tourism Strategic Area) and in article 12 stated that the Banten Lama development planning strategy included: a) clear zoning arrangements and tourist flow in each tourist attraction as a safeguard in locations that have historical value; b) preservation of cultural heritage and other assets that have historical value; c) structuring and developing integrated parking facilities to serve tourist movements within the region; d) construction of infrastructure and road facilities that support the assistance of cultural heritage tourism areas; and e) arrangement and control of space for relocation of street vendors as well as the construction of a typical Banten souvenir and souvenir center around the Kawasan Wisata road.

The next step is to support the Serang City Regional Regulation No. 14 of 2014 concerning the Master Plan for Regional

1
Tourism Development for 2015-2025, Regional Development Planning Agency (Bappeda) of Serang City, along with Archaeologists from the University of Indonesia to carry out the Old Banten zoning, as once stated by one of the Officials Serang City Bappeda (Serang, March 29, 2017) that Bappeda began planning to revitalize the Old Banten area in 2015, it was also stated that a study on the compilation of Banten's Old and Regional spatial planning documents had been carried out. There are 4 (four) studies recommended by the City of Serang Bappeda, namely: 1) Study of structuring cultural heritage boundaries to determine zones of Cultural Heritage; 2) Study of archeological potential to find out the potential of archeology; 3) Review of revitalization planning and adaptation; 4) study of Environmental Impact Analysis (EIA).

3.6 Determination of Annual Plan

Controlling and Evaluation Steps
Determining Where the Strategic Plan Is Run

The concepts of the strategic planning process underlie this research which include: (1) Scanning the environment; (2) Determination of the organization's vision and mission; (3) Determination of strategies; (4) Determination of goals; (5) Determination of Annual Plans; (6) Controlling and evaluation steps that determine how well the strategic plan is carried out.

The intended evaluation assesses the results (performance) of all stages in strategic planning, determines the next action, and determines how well the strategic plan is implemented. In other words the evaluation is intended to see the level of success of an activity so that it can be a material correction for the next activity.

Evaluation as the last step in strategic planning is also intended to look at the implementation stage and the problems faced to give conclusions about feedback so that it continuously directs the vision, mission and targets

set. Evaluation is also carried out to compare the implementation with the plan, looking at the existing environment Evaluation is not for whether the information provided is true or false, but rather the improvements needed. As stated by the Program, Evaluation and Reporting (PEP) Section on July 19, 2017, program evaluation is conducted quarterly. The parties involved in evaluating the program or strategic planning review are the field of PEP Serang Agriculture Office through activities hosted by Emilap. Serang City Bappeda, Serang City Tourism, Youth and Sports Agency, Serang City Industry, Trade and Cooperative Office, The Serang City Environment Agency (BLHD), as well as the Karangantu Port of Fisheries (PPN) as an extension of the Republic of Indonesia Ministry of Maritime Affairs and Fisheries (KKP).

4. CONCLUSION

Based on the results of the above research, the conclusions of this study are that the strategic planning model of the development of the Minapolitan tourism area in the Serang Nusantara Fisheries (PPN) Port of Serang City was carried out with regard to environmental scanning aspects, the Karangantu determination as the only Minapolitan area in Serang through a Ministerial Decree Marine and Fisheries No. Kep. 32 / MEN / 2010, and determination of VAT status from Fisheries Shipping Ports (PPP) to Ports (VAT) based on the Letter of the Minister of Administrative Reform of the Republic of Indonesia dated December 2, 2010 Number. B.3667 / M / PANRB / 12/2010 regarding the proposed structuring of UPT within the Ministry of Maritime Affairs of the Republic of Indonesia became the foundation for the preparation of strategic planning for the development of the Minapolitan tourism area in Karangantu PPN, Serang City.

Then in terms of determining the vision, the organization's mission pays attention to the

mission of the Ministry of Maritime Affairs and Fisheries (KKP) in 2009-2014 which states that Karangantu PPN is the 2015 Integrated Economic Development Center. Besides that, it also addresses the Serang City Government's vision and mission for 2014-2018 third vision and fourth vision. The third vision which states that providing regional infrastructure and facilities, as a driver of economic progress and people's welfare, as well as environmental control of urban communities. While the fourth vision states that the regional economy through the creation of a business and investment climate that is conducive to the development of small, medium and cooperative businesses, and industries that are able to optimize the utilization of natural and social resources in a sustainable manner.

Furthermore, in determining the targets begins with the determination of the zoning of the minapolitan area, namely the core zone, supporting zone and fish zone, the important points are for supporters such as settlements, trade and health, education and tourism services. With the development of the area implied in the Minapolitan concept, the productivity of fisheries in Serang City is expected to increase and create economic activities that have competitiveness and have a multiplier effect on the economy of the region, especially for local fishermen. The targeting also saw the City Regulation of Serang number 14 of 2014 concerning the 2015-2025 Regional Tourism Development Master Plan, mentioned in article 11 that Banten Lama Kasemen District was designated as the Regional Tourism Strategic Zone (KSPD), Banten Lama entered the Support Zone.

Fourth, in determining the annual plan regarding the strategic planning of the development of the Minapolitan tourism area in the Nusantara Fisheries Port, Karangantu, referring to the Regional Regulation of Serang City Number 6 of 2011 concerning the Serang City Spatial

Plan for 2010-2030, printed on the program for the realization of spatial patterns in which there are activities to develop the Buffer Zone of Pulau Dua, Rehabilitation of the Old Banten and Karangantu Areas. Besides that, it was also stated in the Tourism Area Development Program, in activity 1) structuring and developing the concept of ecotourism around the two islands in the village of Banten, the Subdistrict of Kasemen; 1) Cultural heritage management of Old Banten and Karangantu Harbor.

Finally, in terms of Controlling and Evaluation Steps that Determine How Well the Strategic Plan Is Executed that program evaluation is conducted quarterly. The parties involved in evaluating the program or reviewing the strategic plan are the field of PEP at the Serang City Agriculture Office through an activity called EvLap. the Serang City Bappeda, Serang City Tourism, Youth and Sports Agency, Serang City Industry, Trade and Cooperative Office, Serang City Environment Agency (BLHD), and Karangantu Port Fisheries (PPN) as an extension of the Ministry Marine and Perikanan (KKP) of the Republic of Indonesia.

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