

IMPLEMENTATION OF STRATEGIC MANAGEMENT ON PROCEDURE OF TOURISM AND CULTURE AGENCY OF WEST JAVA PROVINCE IN CULTURAL PRESERVATION

Eddy Jusuf Sp.¹ and M.Budi Jatmiko²

***Abstract:** Preservation of culture that less optimal is core problem of several types of culture in West Java that had loss. Tourism and Culture Agency (Disparbud) is the government agency responsible for protection and preservation of culture. Though, nomenclature is a strategic issue affecting procedure implementation in culture preservation process sustainability conducted by Disparbud. As a result, supporting culture to preserve cultures that live in West Java become inefficient and not optimal. Therefore, this study was conducted in order to assess and to provide recommendation on the implementation of management strategies on procedures performed by Disparbud in realizing cultural preservation. The data used in this study are open interview data then processed using CDC program (Conwal Incorporated and Centers for Disease Control and Prevention). The resulting data then analyzed using SWOT approach. The model of implementation strategy management Hunger, D and Wheelen, T (2003) on the procedure is performed in order to optimize organization's role in strategy implementation in culture field, so culture preservation can be achieved.*

***Keywords:** cultural preservation, procedures, SWOT, strategy implementation*

INTRODUCTION

Culture is the whole system of ideas, actions, and human work in context of a society that is obtained from the learning process. Cultural context according to Tourism and Culture Agency (*Disparbud*) of West Java Province is the protection, development, and preservation of culture that includes language, archaeological, historical, traditional values, art, and museum as local asset and potential of West Java. *Disparbud* has mission as the agency responsible to protect, to develop and to utilize (cultural preservation). In accordance with Act No. 11 of 2010 on culture which states that "conservation is the protection, development and utilization become a foothold in

managing culture, including strategy implementation undertaken by *Disparbud* with support programs, budgeting and sustainable procedures so that the culture can be preserved”.

Application of cultural preservation in West Java is not optimal due to nomenclature of culture as a strategic issue. The diversity of culture nomenclature is a strategic issue which impede continuity procedures for implementing program of Tourism and Culture (*Disparbud*). Then, it led to supporting culture, especially the district and town in West Java to be inefficient and unproductive. The procedure is not well established caused Standard Operating Procedure (SOP) is not applied as weak coordination between agencies.

Cultural development is a very complex field because it has interrelationship between one parties with another party, whether related directly or indirectly. Consequently, the relationship between institutions is a key element in realizing the synergy and coordination among the relevant parties. Hopefully with good coordination so each parties, such as the private sector, NGOs, cultural organizations and the public community can participate actively in efforts to achieve cultural development objectives.

Strategy implementation is needed to realize cultural preservation that produce solid culture and able to meet human needs in the future. The implementation conducted by *Diparbud* should be partly offset by the sustainable procedure so that culture can be preserved. This research was conducted in order to assess and to provide advice on management of strategy implementation on procedures undertaken by Culture and Tourism Agency of West Java Province by Regency / City, cultural communities, and stakeholders in program implementation to achieving cultural preservation.

LITERATURE REVIEW

Strategic management is a set of actions that resulted in formulation and implementation of various plans designed to achieve organizational goals (Pearch and Robinson, 1997). Strategic management is the art and science to formulate, to implement, and to evaluate a cross-functional decisions that enable an organization to achieve its objectives. (D. Freed, R, 2005). Instead, (Griffin, R., 2004) strategic management a comprehensive management process and continuing to formulate and to implement effective strategies as a way to address business opportunities and challenges.

(Griffin, R., 2004) defines management as a process of planning, organizing, coordinating, and controlling resources to achieve the objectives (goals) effectively and efficiently. Effective means that the objective can be achieved in accordance with the planning, while efficiently means that the existing task done correctly, organized, and according to schedule. Term of management, in Indonesian translation, is not uniformity until now. Cultural strategy is actually broader than formulate a specific policy on culture. Behind of such cultural policy drawn up by the government or

struggled by a group of artists or scientists, lies the broader scope of problems. Cultural Strategy, C.A, Van Peursen, (1988).

In strategy implementation, taking one of the models of Strategy Management, Hunger, J, and Wheelen, T. (2003), which includes program, budget and procedure to optimize organization's role in implementation of management strategy in field culture to achieve cultural preservation. But in this study management strategies are limited to the procedural aspects only.

The procedure is a system that consists of the steps or techniques in a sequence that describes in detail the process of completion of a task. The procedure sometimes also referred to Standard Operating Procedures (SOP) (Hunger &Wheleen, 2003). SOP is very specific in underlining the steps that must be followed in certain situations.

The procedure is a change in the strategic direction the company takes in making the strategy work (David, 2005). The procedure is a common form of fixed plan (Griffin, 2004). Procedure is bridging problem solving and as instrument of strategy implementation. General definition procedure refers to specific guidelines, methods, procedures, rules, forms, and administrative practices are made to support in realizing purpose of a job.

METHODOLOGY

Triangulation is done by several techniques in process of collecting data and testing the credibility of the data have been obtained from various sources. The purpose of triangulation is not to find the truth about some phenomenon, but more than some increase on understanding of things that have been found Susan Stainback (1988). The process of data analysis is divided into two: before and at the time in the field. Analyzed data are in form of previous research, data derived from legal sources, policies, reports, interviews, observation, documentation and observations of cultural communities. When at the field, data analysis method used is Miles-Huberman, this method consists of data reduction, data display, and conclusion drawing / verification. Data reduction is performed by summarizing, selecting the subject matter, as well as focusing on search themes and patterns, so it makes easier for researchers in doing unfinished data retrieval. The interview process is divided into two: external and internal. Sources for external type is classified as a cultural person who has worked with Tourism and Culture Agency, which would have been recognized by West Java people and trustworthy validity in culture field management. While the internal speakers are officials of Tourism and Culture Agency. CDC (Conwal Incorporated and the Centre for Disease Control and Prevention) are used in observation data processing and interviews results have been obtained previously.

In formulating the implementation strategy, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) performed to identify based on various factors systematically. Strategic factors of companies then analyzed by the strengths, weaknesses opportunities, and threats. Later, the analysis shown in diagram form to

facilitate in determining the steps to be taken by the organization in accordance with strategic factor which is owned by the organization. Strategy factor that have been identified subsequently compiled in table IFAS (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary), followed by weighting and rating.

ANALYSIS RESULT

In this research, the data in the form of strategy implementation procedures for the implementation of activities of regional culture of West Java used consisted of five groups' namely language, archeology, historical and traditional values, museum and arts. Data reference comes from the results of the interview divided into two: the interview with the manager of the culture (internal) and open interviews with artists and cultural person (external), the results of enclosed questionnaire, the results of observations, the activity report *Disparbud* in culture field, as well as quarterly reports *Disparbud* in field culture.

Compilation of data on implementation matrix procedure is performed using SWOT approach. Conditions procedures of *Disparbud* in cultural management of West Java Province can be known through the strengths, weaknesses, opportunities and threats are shown in the table below.

Table 1
SWOT Procedure Strategy Matrix

PROCEDURE			
EXTERNAL		INTERNAL	
OPPORTUNITIES	THREATS	STRENGTHS	WEAKNESSES
1. Reviewing program carried out by cultural community and coordinate with district/city to determine the presence of culture in area.	1. Involving the cultural community has done by <i>Disparbud</i> but less selective resulting decline in public trust to <i>Disparbud</i> .	1. <i>Disparbud</i> has regulation in form of regulation no. 5, 6 and 7, which worked together with cultural community.	1. The steps undertaken by <i>Disparbud</i> have not been performed optimal.
2. Preparation of programs conducted by cultural community.	2. In program implementation through its activities should be conducted together with experts that are trusted by the community culture and continue coordination with district/city.	2. People's expectations are facilitated with <i>Musrenbangda</i> .	2. <i>Murenbangda</i> less effective because people expectations adapted to <i>Disparbud</i> capabilities.
3. Artist and cultural person are not employees and not business person thus positioned as		3. <i>Disparbud</i> reserves the right to review all programs for cultural preservation.	3. Without the review and coordination with artists and cultural person preservation of the culture will not be achieved.
		4. Proximity to artists and cultural person to build	

OPPORTUNITIES	THREATS	STRENGTHS	WEAKNESSES
<p>a consultant cultural person artists, thinkers inventor of ideas and ideas.</p> <p>4. The ideas, unique ideas are usually born by artists and culture person.</p> <p>5. Perform a bond of cooperation for work remains on a track that has been agreed upon.</p> <p>6. Kinship technique bound by agreements facilitate cooperation.</p>	<p>3. Public trust has declined as seen less concerned about these things need to be approached through significant activities along with cultural communities.</p> <p>4. The procedures performed by <i>Disparbud</i> currently working with community a lot of middle class culture is not the upper class which results in lower work value of <i>Disparbud</i>.</p> <p>5. Community hope <i>Disparbud</i> need to improve communication with culture community, academic community and public person that can be trusted by the people of West Java.</p> <p>6. Just a small portion of people's expectations can be met due to field conditions are still many cultures that are not maintained and some have become extinct.</p> <p>7. Expectations are as diverse as community so there is need to sorting culture adapted to the ability of tenants and work with</p>	<p>communication is very easy.</p> <p>5. The authority determines the working system together with cultural person and artists.</p> <p>6. Artists and cultural may standing as a partner position</p> <p>7. The policies are very dominant leader.</p> <p>8. Operational Standards in performing its duties according to conditions and situations of <i>Disparbud</i> performance.</p> <p>9. Main Duties and functions already as guidance in improving performance.</p>	<p>4. <i>Disparbud</i> build communication is one very important thing when dealing with artists and culture person as cultural community is very sensitive to this cooperation.</p> <p>5. Good negotiations and when it needs to designate a special staff to handle the communication with understanding on local character of cultural community.</p> <p>6. District / City and cultural communities know better than <i>Disparbud</i> of the existence of culture; although this relationship has a small disturbed thing by regional autonomy.</p> <p>7. At the province level, too much to be considered to building culture.</p> <p>8. Expectations of cultural community are many and varied so that not all the expectations of society can be facilitated.</p> <p>9. Policy leaders are sometimes interfere with the course of procedure given</p>

OPPORTUNITIES	THREATS	STRENGTHS	WEAKNESSES
	specialists tenants who specialized on culture.		cultural community is very diverse and unique.
	8. Work with culture person and artists are usually more complicated and irrational, there should be certain limitations and need special control.		10. The procedures performed by <i>Disparbud</i> trying to adjust for public expectation.
	9. Work closely with artists and culture person should be careful and need supervision in order not to deviate from determined procedures.		11. Not all of the expectations of society can be facilitated because of capability and budget are limited.

Formerly strategy factors are divided into two parts: internal and external then weighting process is performed for each factor. The following table presents internal factors data.

From the table matrix IE is seen that the position of cultural management procedures are in concentration through vertical integration high which external is high while the internal is in a strong position, so it can be assumed that cultural management culture in both external and internal procedures have been optimal. In this study the implementation aspects of procedures adopted by the vertical integration which are intensive and aggressive tactical strategy.

Based on Table 4:15, the authors acquire key factors in building procedures in cultural management that require short term, medium term and long term handling, including the following:

The first requires short-term handling, namely the expectations of society facilitated by *Musrenbangda*, the policies of leaders is very dominant, without any review and coordination by artists and cultural person then optimal preservation of culture will not be achieved, program review conducted by cultural community and coordinated with the city / district to determine the existence of culture in the region, public expectations to *Disparbud* that need to increase communication with cultural community, academic community and public person that can be trusted by the people of West Java, working with artists and cultural person should be careful and need supervision in order not to deviate from determined procedures. Furthermore, to be dealt with short-term, which *Musrenbangda* should really be able to facilitate public

Table 2
Internal Factors Analysis Summary (IFAS)

<i>Internal Factors Strategy</i>	<i>Weight</i>	<i>Rank</i>	<i>Weighted</i>	<i>Info</i>
Strengths:				
- <i>Disparbud</i> has regulation in the form of regulation no. 5, 6 and 7, which worked together with cultural community.	0,7	3	0,21	
- Public expectations is facilitated through <i>Musrenbangda</i> .	0,5	2	0,10	
- Proximity to artists and cultural person to build communication is very easy.	0,6	3	0,18	
- The authority determines the working system together with cultural person and artists.	0,7	2	0,14	
- Artists and cultural person may standing as a partner position.	0,6	2	0,12	
- The policies are very dominant leader.	0,5	3	0,15	
- Standard Operating in performing its duties according to the conditions and situations of <i>Disparbud</i> performance.	0,6	3	0,18	
- Main duties and functions already as guidance in improving performance.	0,5	3	0,15	
Weaknesses:				
- The steps undertaken by <i>Disparbud</i> have not been performed optimal.	0,6	4	0,24	
- <i>Murenbangda</i> less effective because public expectations adapted to <i>Disparbud</i> capabilities.	0,5	3	0,15	
- Without a review and coordination with artists and cultural person, the optimal preservation of the culture will not be achieved.	0,5	3	0,15	
- <i>Disparbud</i> establish communication is one very important thing when dealing with artists and culture person as cultural community is very sensitive to this cooperation.	0,4	4	0,16	
- Good negotiation and if necessary designate a special staff to handle communication with understanding on local community character.	0,4	4	0,16	
- District / City and cultural communities know better than <i>Disparbud</i> to the existence of culture; although this relationship has a small disturbed by regional autonomy.	0,6	4	0,24	
- In provincial level, too many to be considered to build culture.	0,5	3	0,15	
- Expectations of cultural community are many and varied so that not all the expectations of society can be facilitated.	0,5	3	0,15	
- Policy leaders are sometimes interfere with the course of procedure given cultural community is very diverse and unique.	0,4	4	0,16	
- The procedures performed <i>Disparbud</i> trying to adjust for public expectations.	0,4	3	0,12	
- Not all the expectations of society can be facilitated because of capability and budget is limited.	0,5	3	0,15	
Total		1	3,06	

Table 3
External Factors Analysis Summary (EFAS)

<i>Internal Factors Strategy</i>	<i>Weight</i>	<i>Rank</i>	<i>Weighted</i>	<i>Info</i>
Opportunities:				
- Reviewing program carried out by the cultural community and coordinate with city/district to determine the presence of culture in the area.	0,8	4	0,32	
- Preparation of programs conducted by cultural community.	0,7	3	0,21	
- Artists and cultural person are not employees and not business person thus positioned as a consultant, thinkers, inventor of ideas.	0,6	4	0,24	
- Ideas and unique ideas are usually born by artists and cultural person.	0,6	3	0,18	
- Conducting a work cooperative ties to remain on the path that has been agreed.	0,5	4	0,20	
- Kinship techniques kinship bound by agreements facilitate cooperation.	0,6	3	0,18	
Threats :				
- Involving cultural community has done by <i>Disparbud</i> but less selective resulting decline in public trust to <i>Disparbud</i> .	0,8	0,8	0,32	
- In program implementation through its activities should be conducted together with experts that are trusted by cultural community and continue coordination with city/ district.	0,7	0,7	0,28	
- Public confidence has declined seem less concerned about these things need to be approached through significant activities along with cultural communities.	0,8	0,8	0,32	
- The procedures performed by <i>Disparbud</i> currently working with the community a lot of middle class culture is not the upper class which results in lower work value of <i>Disparbud</i> .	0,6	0,6	0,18	
- Community hope to <i>Disparbud</i> that need to improve communication with cultural community, academic community and public person that can be trusted by public of West Java.	0,7	0,7	0,28	
- Just a small portion of public expectations can be met due to field conditions are still many cultures that are not maintained and some have become extinct.	0,6	0,6	0,24	
- Expectations are very diverse as cultural community, therefore there is need for sorting culture adapted to ability of tenants and work with specialists who specialized tenants on culture.	0,7	0,7	0,21	
- Work closely with cultural person and artists are usually more complicated and irrational, there should be certain limitations and need special control.	0,6	0,6	0,18	
- Work closely with artists and cultural person should be careful and need supervision in order not to deviate from the determined procedures.	0,7	0,7	0,21	
Total	1		3,55	

Table 4
Matrix Internal / External (IE)

Matrix Internal / External (IE)

		High	Medium	Low
		4.0	3.0	2.0
Managing Cultural Procedure (I)	Strong	1 GROWTH Concentration on vertical integration	4 STABILITY Cautious	7 GROWTH Concentric Diversification
	Average	2 GROWTH Concentration on horizontal integration	5 GROWTH Concentration on horizontal integration STABILITY No change on profit strategy	8 GROWTH Conglomeration Diversification
	Weak	3 RETRENCHMENT Turnaround	6 RETRENCHMENT Captive company or divestment	9 RETRENCHMENT Liquidation
		3.06	2.0	1.0

Cultural Community Procedure (E)

expectations, leaders provides the policy is not solely based on order (politics), to review and to coordinate with artists and cultural persons should be optimized to achieve cultural preservation, district / city better understand the cultural existence in its region thus be used as primary partner, communication with cultural community and academic community absolutely must be done by the Tourism and Culture Agency, in collaboration with artists and cultural person should be careful and need supervision in order not to deviate from the determined procedures.

Second, in need of medium term handling that is able to position artists and cultural persons as colleagues or working partner, *Disparbud* establish communication is one very important thing when dealing with artists and cultural person as cultural community is very sensitive to the terms of cooperation, build a bond of cooperation to work to stay on track agreed, only a small portion of public expectation can be met due to field conditions which are still many cultures that are not maintained and some have become extinct.

Furthermore, the need to do handling the medium term is to position artists and culture as a partner because they are more understand than *Disparbud*, *Disparbud* must establish communications and have qualified mediators because when dealing with artists and cultural person or cultural community that a very sensitive character with

Table 5
Strategic Factor Analysis Summary (SFAS)
Strategic Factors Analysis Summary (SFAS) Procedures

Key Strategic Factors	Weight	Rank	Weighted Score	Term			Comment
				Short	Mid	Long	
Disparbud has regulation in the form of regulation no. 5, 6 and 7, which worked together with cultural community. (S)	0,8	4	0,32			X	Local regulations 5,6,7 need to be revised
Public expectations is facilitated with Musrenbangda. (S)	0,7	5	0,35	X			
Artists and cultural person may standing as a partner position. (S)	0,5	3	0,15		X		Working system
The policies are very dominant leader. (S)	0,7	5	0,35	X			Policy management must be saved
Without a review and coordination with artists and cultural person, the optimal preservation of the culture will not be achieved. (W)	0,7	6	0,42	X			Revise the program along with cultural communities
Disparbud establish communication is one very important thing when dealing with artists and culture person as cultural community is very sensitive to this cooperation. (W).	0,7	3	0,21	X			
Expectations of cultural community are many and varied so that not all the expectations of society can be facilitated (W).	0,5	4	0,20			X	Whichever is more important
The procedures performed Disparbud trying to adjust for public expectations. (W).	0,7	2	0,14			X	
Reviewing program carried out by the cultural community and coordinate with city/district to determine the presence of culture in the area. (O)	0,6	4	0,24	X			
Ideas and unique ideas are usually born by artists and cultural person. (O)	0,8	5	0,40			X	Approach with artists and cultural

contd. table 5

Key Strategic Factors	Weight	Rank	Weighted Score			Term			Comment
			Short	Mid	Long	Short	Mid	Long	
Conducting a work cooperation ties to remain on the path that has been agreed. (O)	0,6	2	0,12			X			Make a deal
Involving cultural community has done by <i>Disparbud</i> but less selective resulting decline in public trust to <i>Disparbud</i> . (T).	0,7	4	0,28				X		Involving the best credibility and recognized by the community
Community hope to <i>Disparbud</i> that need to improve communication with cultural community, academic community and public person that can be trusted by public of West Java. (T).	0,8	3	0,24		X				Build a reliable communication
Just a small portion of public expectations can be met due to field conditions are still many cultures that are not maintained and some have become extinct. (T).	0,6	3	0,18			X			Many different cultures
Work closely with artists and cultural person should be careful and need supervision in order not to deviate from the determined procedures (T).	0,6	2	0,12		X				Build an agreement

regard cooperation, did a bond of cooperation to work on track that has been agreed upon, the expectations of society can be facilitated only a small part due to field conditions are still many cultures that are not maintained and some have become extinct.

Third, requiring long-term treatment is *Disparbud* has regulation in the form of regulation no. 5, 6 and 7, which worked together with cultural communities, public expectations of cultural community are many and varied so that not all the expectations can be facilitated, the procedure is performed by *Disparbud* trying to adjust for public expectations, ideas, unique ideas which are usually born by artists and cultural person, involving cultural communities have done *Disparbud* but less selective resulting decline in public trust to *Disparbud*.

Furthermore, the need to do long-term handling is *Disparbud* has regulation in the form of regulation no. 5, 6 and 7, which worked with cultural communities these regulations require revision because the nomenclature *Disparbud* has changed, public expectations of cultural community are many and varied so that not all the expectations of society can be facilitated thus needed sorting and prioritizing which are more important, the procedure is done by *Disparbud* must adjust to public expectation, *Disparbud* must build ideas, unique ideas are usually born by artists and cultural person, building public trust to *Disparbud* must be performed by contributing to community in accordance with their expectations.

CONCLUSION

1. Conclusions from the study of strategy implementation on procedure is that strategies applied through concentration on vertical integration, this means intensive and aggressive tactical strategy. *Disparbud* strategy should focus on culture penetration, cultural development, and cultural object development means that strategy applied more defensive, which maintains the procedure both in external and internal. From operational perspective, backward integration, forward integration should be continued.
2. The steps undertaken by *Disparbud* to achieve cultural preservation goal, including the following:
 - Legal framework in program implementation and procedures that have been existed in West Java is Regulation No. 5 of 2003, concerning Maintenance of Regional Language, Literature and Literacy, Regulation No. 6 of 2003, concerning the maintenance of the arts, Perda No. 7 in 2003, on the management of Archaeological, Historical, Traditional Values and Museum. These regulations are guidelines that must be sustainable guidance in planning, programming and implementation procedures of *Disparbud* which monumental. But it should be further analyzed because these regulations had to be revised due to changes in nomenclature and laws and there is a shortage that the regulations are no follow-up implementation as a guidance in districts / cities in West Java.

- Cooperation with cultural communities, artists and urban districts are not optimal
 - Musrenbangda has done by *Disparbud*, without any review and coordination with artists and cultural person so optimal preservation of the culture will not be achieved.
 - Program implementation through its activities should be conducted together with experts that are trusted by cultural community and continue coordination with the municipal district.
3. Cooperation performed by *Disparbud* to achieve the goal of cultural preservation, including the following:
 - Working system together with cultural artists and *Disparbud* should make approaches and special assistance to culture based organization and not done by individuals.
 - The procedures performed *Disparbud* currently working with the community a lot of middle class culture instead of the upper class which results in lower work value of *Disparbud*.
 - The procedures performed *Disparbud* trying to adjust for public expectation but the number that must be managed in culture that varied and diverse, it is very difficult to facilitating all public expectation because the ability and budget is limited.
 - The internal environment in current West Java government is currently less mindful to critical thought that based on cultural awareness.
 - *Disparbud* in developing program has not reached deeper cultural community it may even the surface is still not ruined well.
 4. One of the program element that shaded the political ideas should be harmonized with local wisdom in each local area, with a management approach that elevates wealth of local wisdom then a program like this does not appear politically motivated.
 5. In order to aim at cultural preservation *Disparbud* need to do a better procedure to achieve cultural preservation goal which need to be considered including the following:
 - a. To do all program, *Disparbud* should perform a review of procedure approach by experts or specialists in their field to construct conditions in West Java program that is correct or not, the key words is Bandung is in West Java but West Java is not merely Bandung, this is necessary to be well understood.
 - b. The management approach must not be influenced by backs mainwho have been living IN *Disparbud* to simplify the procedure so associations of cultural communities need to be facilitated.

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