



International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournal.com>

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Volume 14 • Number 8 • 2017

Tourism Industry Development Strategy Area Lake Toba North Sumatra (Case Study On Destination Lake Toba)

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Abstract: Lake Toba is a lake result volcano tectonic with its natural beauty makes the surrounding area as a priority places and attractions tourism industry is the industry's fastest growing at the moment, for destination development area tourism industry Toba Lake adjustment is necessary in particular, in order to unify the implementation, authority management to run effectively and efficiently. There are seven districts around Lake Toba is a tourist destination of Lake Toba, the Simalungun, Toba Samosir, North Tapanuli, Humbang Hasudutan, Dairi, Karo, and Naidoo targeted development of tourist destinations. This study aims to describe the development strategy of the tourism industry to support sector of tourist destinations in the region of Lake Toba North Sumatra and what strategies are most appropriate to be applied in order to travel Destinations Lake Toba become a national and world-class. Based on the above data are obtained from the Office of Planning Agency, and Department of Spatial Planning and the Office of Tourism to obtain data on tourist arrivals, facilities, and the tourism sector policy research location; statistical offices, and sub-district government office to obtain data on the geographical and demographic; field survey. The collection of data by observation, questionnaires and interviews with data analysis techniques using SWOT mostly captured through a questionnaire. Total respondents 100 people as informants. The SWOT analysis is done through a quantitative approach results obtained External Factors Evaluation Matrix (EFE) and Internal Factors Evaluation Matrix (IFE), the obtained values 1.3 and values Internal Factors Evaluation (EFE) is 1.1. This result is known that the position Destinations Lake Toba on currently Expansion strategy quadrant I is located at coordinates (1.3 and 1.1)

Keywords: Development, Tourism, Destinations and Lake Toba

1. INTRODUCTION

Lake Toba with its natural beauty makes the surrounding area as a priority places and attractions (ODTW) and is the largest lake in Indonesia, even in Southeast Asia. Lake Toba including ten (10) of the leading

tourism destinations that ditetapkan by the national government or designated as a National Tourism Destinations (DPN) and the Superior Tourism Destinations (DPU). The government set the area of Lake Toba (KDT) as a National Strategic Areas (KSN) in tourism, hereinafter referred to as the National Tourism Strategic Area (KSPN). Lake Toba exotic charm expanse of the ocean like a vast lake with shady trees and hills captivating. The lake measuring 1700 square meters with a depth of approximately 450 meters and is located 906 meters above sea level.

There are seven districts around Lake Toba is a tourist destination of Lake Toba, Simalungun, Toba Samosir, North Tapanuli, Humbang Hasudutan, Dairi and Karo targeted tourist destination, one of the most famous and much in demand is Parapat which is also the district capital Girsang Sipangan Bolon and Parapat included in Simalungun district. Parapat is growing and is known as a tourist area began to be developed starting from the 1990s, the Parapat city has lots of hotel five star hotel until the budget hotels, restaurants and facilities other supporting tourism included dock that connects Parapat to Samosir island at the center being surrounded Lake Toba.

In the area of Lake Toba Lake region based on the type of tourist destinations can be divided into categories: Nature, which consists of Scenic lake (like tourism), is a tourist activity that is supported by the infrastructure and facilities for swimming, fishing, diving, and water sports other, including facilities and infrastructure with accommodation, food and drink. Ethnic Travel (ethnic tourism), is an embodiment of a trip to observe the culture and lifestyle of the people that are considered attractive. Tourism Nature Reserves (ecotourism), a tourist attraction that many associated with indulgence in natural beauty, the freshness of the air in the air of the mountains, the magic of live animals (wildlife) are rare, and plants that are rarely found in places lain. Wisata Agro, a kind of tour organizing trips to projects of agriculture, plantation, and a breeding ground where the group can travel visits and review for the purpose of study or enjoy the fresh plants in the vicinity. Tourist visits growth contribute greatly to the development of tourism, but now tourism activities do not progress, seen from the decline in the number of tourist visits to tourism facilities owned start displaced and many private companies do not heed the environment around the area of Lake Toba as Kerambah Network Floating (KJA) which is in the waters of Lake Toba, and the devastating forest areas and into forests that exist around Lake Toba, encroachment by parties who are not responsible for this, will lead to drought and landslides, and this may pose a great risk in the Humbahas, area this includes seven areas along the Lake Toba destinations.

But this time of the BPS, Simalungun 2014, the number of tourist visits decreased from year to year can be seen from the bar graph as follows. In 2011 approximately 160,000 people, in 2012 as many as 165 800, in 2013 experienced a decline of about 136 900, this is due to the interest of tourists began to decline because of the existing facilities in Lake Toba is very limited and the impact of the eruption of Sinabung Mountain in Karo which blowing volcanic dust up to Lake Toba area and the same thing in the year 2014 the number of visits around 139 650 inhabitants. From the above data can be described in a bar chart:

Attractions around Lake Toba Parapat is a tourist attraction that is most frequented by tourists, but the collection is not done specifically on the number of visitors, the development of each object is also disproportionate because only the objects around the shores of Lake Toba that has developed about tourist attractions else untouched and undeveloped, in terms of tourist attractions on offer, they tend to be minimal or limited, the hospitality of local communities impacted rated participate in the development of this tourist area. Surrounding communities have not had the openness to receive visitors.

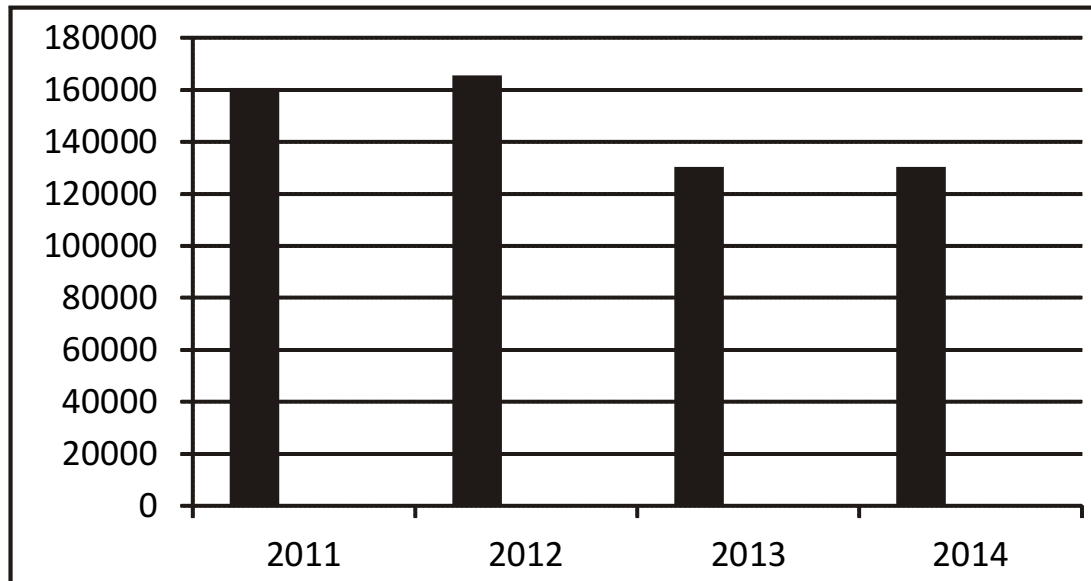


Figure 1: The number of tourists visiting Lake Toba Domestic and Overseas

Source: BPS Data processed data (2011-2014)

Leiper (2013) and Tarmizi *et al.* (2016) that tourism can have an impact on income and employment creation opportunities in the tourism sector. According to him, the negative impact of tourism is evident from the emergence of unemployment due to the nature of tourism is influenced willingness of tourists. Similarly, Ritchie (1997), Leiper (2013) argues that tourism is a source of income from some company, organization, or individual people who do business in the tourism sector. The number of tourists that a lot of the market for local residents. Individual community also earn if they worked and received wages from the job. The tourism industry according to Leiper (2013) is a collection of businesses that support tourism activities. The core of the tourism product is a tourist destination. This is the main attraction or core business of the tourism industry. Destinations with regard to a place or region that has advantages and characteristics, both geographically and culturally. Restoring Lake Toba to be eligible to become a center of growth in the tourism industry.

The development of tourism in North Sumatra based on a variety of reasons, but usually the main reason is to generate economic benefits for the region and the influx of foreign exchange, the increase in revenue for the community and the government. Tourism can also encourage the process of protection against a physical and socio-cultural environment of the local community, because it is an asset that can be sold to tourists. In the area of Lake Toba area of Parapat town not only tours of the lake Toba, there are 4 other natural attractions, namely stone Pendants, Parks tourism Huta Sibatu Loting, Dolok and camping ground and Dolok Simarbalatuk, tourism is actually if developed properly can add more value to the area of Lake Toba, the current state of society hardly recognize this location because of the maintenance of the tourism potential of the lake almost disappeared because the parties did not take the interests of protecting the environment of Lake Toba.

Starting in 2014 no government efforts to establish authority Destinations Lake Toba with easier access highway infrastructure High cliffs to Parapat, through local governments in the respective districts

have also created a strategy for the development of tourism in the area around the destination of Lake Toba, but the strategy has not appeared to yield progress significant in optimizing the existing potential, the government has not involving local communities in terms of socialization development leading tourist destinations, so as to optimize the existing potential and increase tourist visits required a different strategy in the effort to develop the tourism sector in the region destinations of Lake Toba, this strategy is expected able to optimize and address the needs of travelers and can increase the income of local communities, while still maintaining continuity in the development of tourism. The purpose of this study is to describe and explain about how the strategy of development of tourism industry tourist destination of Lake Toba become a major tourist destination in North Sumatra.

1. Determine whether the internal factors that support and hinder the development of tourism industry in realizing the Lake Toba as a leading tourist destinations.
2. Determine whether external factors that support and hinder the development of tourism industry in realizing the Lake Toba as a leading tourist destinations.
3. Determining System Strategy compete what is most appropriate to be applied in the development of the tourism industry to support sector activities tourist destinations in the region of Lake Toba North Sumatra.

2. METHODOLOGY

This study is a qualitative and quantitative research, with the kind of research is a study phenomenology (Cresswell, 1994 and Lubis *et al*, 2016) As for this study was conducted to obtain in-depth information about the experience felt by the research that explains or an existing phenomenon and illustrates clearly from the object of study. The purpose of descriptive research is to clarify the picture systematically, accurately about the facts under investigation (Muda, *et al*, 2016). Based on this, the techniques of data collection used include direct observation, through the interview, as well as in-depth interviews, Focus Group Discussion (FGD) and their study data documentation in the form of government policies relating to tourism (Muda, *et al*, 2015), then performed a description of what happened and try to get a fact which is linked to the strategy that should be done by the government in North Sumatra. This research was conducted in the tourist destination of Lake Toba Samosir regency comprising, Simalungun, Toba Samosir, North Tapanuli, Karo, Dairi and Humbang Hasudutan (eight districts in direct contact with the area of Lake Toba). The experiment was conducted in July 2016 to November 2016.

Population is the unit within the scope of which will be investigated. The population in this study is the tourism (tourists) who utilize tourism region of Lake Toba, in seven (7) Regency Lake Toba area population in this study were 100 domestic and foreign tourists were at least 2 twice a visit to Lake Toba, and the public seven (7) Regency Lake Toba area who have been living for at least five years. The research sample for foreign tourists set by accidental sampling, the sampling technique based on chance, anyone who happened to meet with investigators and is suitable as a source of data, it can be used as a sample. Every tourist who was found in seven research sites directly taken as respondents. As for the sample of local communities was set at 30 people, with details of public figures as many as 7 people in which each district is only taken one person, young two people, government employees 2 people, private employees 2, and the general public as many as 17 people comprising of merchants, farmers, fishermen and entrepreneurs Kerambah net.

The data needed for this study were obtained from : Office Bappeda North Sumatra, Central Bureau of Statistics in the study site; Office of Tourism Arts and Culture to obtain data on tourist arrivals, facilities, and the tourism sector policy research location; statistical offices, and sub-district government office to obtain data on the geographical and demographic; field survey.

To obtain the data in this study used multiple data collection techniques, namely: Observations or observation techniques include various matters relating to the observation of physical condition and activity at the study site. Questionnaire technique is a form of structured questions were given to respondents according to research problem. Interview techniques that activity ask questions through the interview in order to obtain information through question and answer directly to the respondents and informants. Mechanical documentation refers to the gathering and reviewing some information from periodicals, books, literature documents, photographs, newspapers, electronic media, and the statistical references.

The analysis technique will be used in the preparation of the Tourism Industry Area Development Strategy in the tourist area of Lake Toba Based Perception. Travelers and Local Communities is to sift through all the data obtained from various sources, both from questionnaires, interviews, observations in the field, Focus Group Discussion (FGD), personal documents and official documents. The data that is processed through the data classification, classification according to the order of the problems and classification of internal factors and external. After that perform the preparation of the strategy by using SWOT analysis. All elements in the SWOT will be captured through respondents' answers to questions. The SWOT analysis is used to identify and formulate a strategy. SWOT Analysis is based on logic to maximize Strength (Strength) and Opportunity (Opportunities), but simultaneously to minimize Weakness (Weakness) and Threats (Threats).

Definitions of strengths, weaknesses, opportunities and threats in the SWOT analysis is as follows:

1. Strength (Strength)
Strength is the resources, skills or other advantages relative to competitors and the market strength of a company. Strength tourism region is natural resources, the management of the tourism industry and relative advantages of the market and similar competitors.
2. Weakness (Weakness)
A drawback is the limited or lack in natural resources, skills and abilities that seriously hinder the effective performance of a company. Weakness tourism region is the limitation or deficiency in natural resources, skills and abilities of the management of the tourism industry.
3. Opportunity (Opportunity)
Opportunities are situations or major trends were favorable in the corporate environment. Opportunity tourism region is a situation or a major trend in the tourism industry that benefit the environment of a tourism region.
4. Threats (Threats)
The threat is a situation or a major trend that is not profitable in a corporate environment. Threats tourism region is a situation or a major trend unfavorable environment of a tourism industry in the area of tourism.

Analysis of internal and external strategic factors is the processing of strategic factors in the internal and external environments by providing weighing and rating on any strategic factor. Strategic factor is the

dominant factor of the strengths, weaknesses, opportunities, and threats which give effect to the conditions and situations that exist and provide benefits when done positive action. Analyzing the internal environment (IFAs) to determine the strengths and weaknesses of various possibilities. Analyzing the external environment (EFAS) to determine the range of possible opportunities and threats.

Weighting on the internal and external environment given the weight and value (rating) is based on professional considerations. Weighting on the internal environment of importance based on the influence of strategic factors to its strategic position, while the external environment is based on the possibility of an impact on the strategic factors. Total weight on each environment should amount = 1 (one), with a scale of 1.0 (very important) to 0.0 (not important). For value rating is based on the influence of strategic factors of the condition itself with the provisions of scale ranging from 4 (very strong) to 1 (weak). Variables that are positive (variable strength or opportunity) rated from 1 to 4 by comparing the average of major competitors. While the variable negative opposite, if the weakness or threat of large (compared with an average of similar competitors) value is 1, whereas if the value of a small threat/below the average of its competitors in value 4. Mapping the position of tourism aims to determine the position of an object tourism travel in conditions of development at this time. Mapping based on an analogy of properties owned strategic

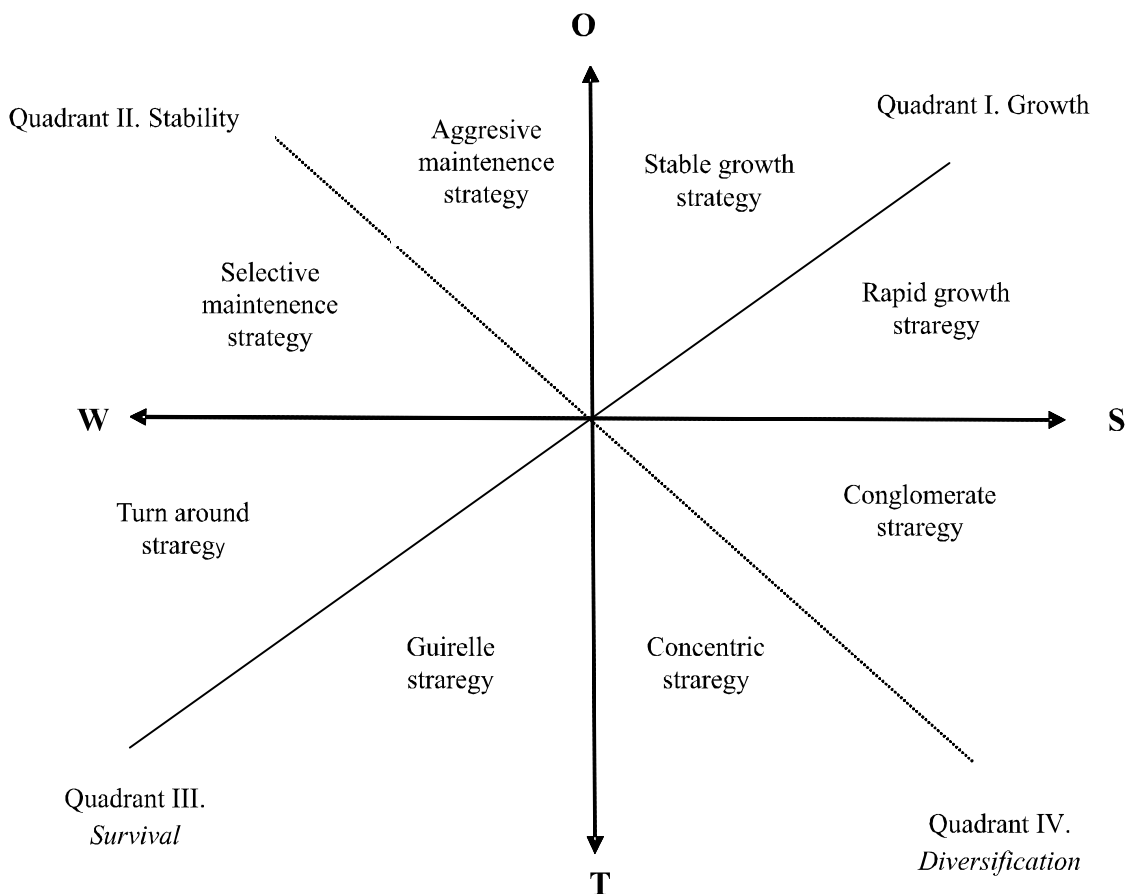


Figure 1: Model Tourism Development Position in the Area of Lake Toba

Source: LMFEUI (in Figures: 2010)

factors. Strength is both positive, negative weaknesses, as well as the opportunities and threats are positive or negative. An analysis looking thorough and careful relationship of a state, then formulate and define the existing data so as to provide a clear and comprehensive picture of the strengths, weaknesses, opportunities and threats in the sector of tourism development of tourist destinations of Lake Toba region. The diagram illustrates the position of tourism development situation of tourism development based on the quadrants generated vectors and vector SWOT, each quadrant is formulated strategy as its main strategy. The position of the tourism development of a tourist attraction or area of tourism can be seen in the following figure.

The formulation of each quadrant specifically for tourism and some sense that through the adoption process, the adaptation of the use of a SWOT analysis for the company so adapted formula as follows:

a) Quadrant I: Growth (Growth)

Growth strategy designed to achieve growth, both in sales, assets, profits, or a combination of all three. Growth in tourism is the growing number of tourists (frequency of visits and the tourist area of origin), assets (objects and attractions, infrastructure and supporting facilities), and income (entry fees and the amount spent). Growth in tourism is divided into two, namely:

- Rapid growth strategy (strategy of rapid growth), is growth strategy of tourist arrivals (the second year is greater than the first year and thereafter), improving the quality of that factor into force in order to maximize utilization of all the opportunities.
- Stable growth strategy (a strategy of steady growth), is a strategy to maintain the existing growth (steady rise, not to fall).

b) Quadrant II: Stability (Stability)

Strategic stability is a consolidation strategy to minimize them, and maintain market share already achieved. Stability is directed to maintain a state by trying to exploit opportunities and improve stability. Divided strategy into two, namely:

- Aggressive maintenance strategy (aggressive improvement strategies) is the internal consolidation strategy by various fields. Fixes vulnerability factors to maximize use of the opportunities.
- Selective Maintenance strategy (improvement strategy selection) is the internal consolidation strategy to make improvements on something that is a disadvantage. Maximizing improvements vulnerability factors to take advantage of opportunities.

c) Quadrant III: Survival (Midfield)

- Turnaround strategy (a strategy U-turn), is a strategy that reverses the negative tendencies is now the most commonly focused on management.
- Guerilla strategy (a strategy change function), is a strategy to change the function of which is owned by another function that is completely different.

d) Quadrant IV: Diversification

Diversification strategy is a strategy that makes the diversity of the objects and attractions and to obtain investment funds from outside parties. Diversification strategy is divided into two that is:

- Diversification strategy concentric (concentric diversification strategy) is a diversified objects and attractions that can minimize the threat.
- Diversified conglomerate strategy (conglomerate diversification strategy) is entering investors to fund diversification into account earnings.

Four strategies in the SWOT analysis is described as follows: SO Strategy, which is a strategy to exploit all the power to seize and exploit opportunities as possible. ST strategy, the strategy of using force to counter the threat. WO strategy, implemented by use of the opportunities that exist in ways that minimize weaknesses. WT strategy, based on activities that are defensive and minimize weaknesses and avoid threats. SWOT matrix is a matrix that encounters internal and external strategic factors. This matrix can clearly describe how the opportunities and threats (external) encountered can be tailored to the strengths and weaknesses (internal) owned. SWOT matrix illustrates various alternative strategies that can be done based on the results of SWOT analysis. The results from the interaction of internal and external strategic factors produce alternatives strategies. Alternative strategies are the result of a SWOT analysis matrix that results in the form of strategies SO, WO, ST, WT. alternative strategies that produced at least four strategies as a result of the SWOT matrix analysis. SWOT analysis matrix model can be seen at Table 2 below:

Table 2
SWOT Matrix

<i>IEA</i>	<i>EFA</i>	<i>STRENGTHS (S)</i> 5-10 Determine the internal power factor	<i>WEAKNESSES (W)</i> 5-10 Determine the factors of internal weakness
	OPPORTUNITIES (O) 5-10 Determine the factors external opportunities	SO STRATEGY create a strategy to use force to take advantage of opportunities	WO STRATEGY Create strategies that minimize weaknesses to exploit opportunities
	THREATS (T) 5-10 specify factors external threats	ST STRATEGY Creating a strategy to address the threat to use force	WT STRATEGY Create strategies that minimize weaknesses and avoid threats

Sources:Rangkuti (1997)

IFAS : Internal Strategic Factors Analysis Summary

EFAS : External Strategic Factors Analysis Summary

As for the stage - the stage in the preparation of IFE and EFE matrix are as follows:

- 1) Identify internal and external factors

At this stage, identification of internal factors - external into the opportunities and threats the company.

- 2) Give weight to the two columns on each factor ranging from 0.0 (not important) to 1.0 (very important). Weighting in this method is done by submitting the questionnaire to the management by using “paired comparison” (Kinnear and Taylor, 1991).

3. RESULT

3.1. Seven districts were surrounded by the lake

District surrounded by Lake Toba which will be developed as a tourist destination is Simalungun, Toba Samosir, North Tapanuli, Humbang Hasundutan, Dairi, Karo and Samosir :

Table 3
Size of Regency Region Destinations Lake Toba

No	Regency	KM ²
1	Simalungun	4.387
2	Toba Samosir	2.352
3	Tapanuli Utara	3.765
4	Humbang Hasundutan	2.297
5	Dairi	1.928
6	Karo	2.127
7	Samosir	630

Source: North Sumatra In Numbers (Data processed)

3.2. Characteristics of Respondents

In the formulation of criteria-criteria for the development of tourist destinations of Lake Toba is done with multiple stages addition to the community, tourists play an important role in the development of tourism in the Lake Toba. This will be useful for the manager to plan the development of the potential of the right to be packed into an attractive tourism product to be visited by tourists. The number of tourists who observed were 100 domestic and foreign tourists. Of the total respondents were dominated by respondents gender male that is equal to 65.00%, while the number of female respondents only amounted to 35.00%, with the age group over 40 years. This type of work is dominated by other selection / retired since the majority of pensioners who travel. It is powered by a choice of motivation trips are available at 89.00%, with the priority of leisure activities see the beauty of Lake Toba and mountainous areas (Sirojuzilam *et al*, 2016). Based on Table 7 above, Lake Toba is already well known in Asia and Europe. This is based because the beauty of Lake Toba and the mountains and hills existing rows around. Community to settle an opportunity for increased revenue. For long-stay travelers a majority ranging between 9-12 days. Based on the interview, 46 of the 100 travelers who choose to stay above 9-12 days old, spent 21 days of their vacation at Lake Toba. This shows that the desire to linger in the Lake Toba, based on the nature of public disclosure in receiving tourists and attractions offered are very diverse. Scenic lake with very high potency characteristics supported Hanging rock travel, theme parks ape Sibatu Loting Huta, Dolok and Camping Ground and Dolok Simarbalatuk travel.

Distribution Frequency Response Responden Terhadap development of tourism industry in the region Toba Dnau Destinations. Object and appeal of Tourism, for the potential development of Lake Toba Destinations of 100 respondents chose was excellent as much as 74.00% of respondents and good by 26.00% chose a very positive response to the development of Lake Toba and followed by the need for tourism. For the existence of the cultural potential 62.00% of respondents chose very good because people still maintain traditions that are in tourist areas. For the category of facilities and infrastructure, respondents gave response to the excellent transport amounted to 67.00% of respondents perceived ease of access to tourist destinations, for Drainage still relatively minimal because the conditions of each region is different, very good clean water 55.00% of respondents. Restaurant facility respondents answered less good at 54.00% this is due to doubts lack halalan product to be consumed, health must be addressed and should be a concern of government as a percentage of respondents either so expected the government and the private

sector to facilitate the place and get closer hospital facility community. For the management of tourism is divided into several variables starting with security diraskan rating, resources obtained, price, cleanliness, service, tourist guides, and the comfort level while in destination Lake Toba, an important factor in the convenience in traveling and is a factor pariwisataan important in the development of industry.

To criteria condition of the community is divided into five categories of selection that is not good, not good enough, good, and very good for the category of openness of society in the development of tourist destinations of Lake Toba, a large selection of excellent category amounted to 71.00% of respondents who opted for the tourism business is not affected to the economic crisis, and openness to bring good to the development of employment opportunities that can add both society and government revenue, amounting to 71.00% good choice for openness, and 38.00% of respondents chose pretty well. The nature of helping provide a positive response for travelers with an excellent selection of 48.00%. Here is presented a summary of the frequency distribution of respondents to aspects of the tourist area of Lake Toba. The hospitality of the respondents chose the two large percentage. Knowledge of respondents are still unsure of the facility to the knowledge of the facility.

From the table it can be seen sikaf society on the environment is still very low indicating that awareness and knowledge society is still not good. It mengindikasikan that awareness and knowledge communities to defend and preserve the environment is still very limited. If this continues, it will affect tourism development.

3.3. Swot Matrix

To determine the development strategy of the lake Toba travel Destinations accordance with the conditions of Lake Toba travel, it can be used a SWOT analysis that includes internal factors and external factors, namely the threats and opportunities. Internal factors are factors that can affect the existence of a sector that originated from within the sector. While external Factor are all factors that can affect the existence of a sector that originated from outside the sector.

Strength (Strength-S)

1. Potential Lakes and agro exotic travel
2. The existence of Cultural Potential
3. The existence of agro tourism
4. The support of business groups in the region of Lake Toba
5. Good response from the public on business development

Weakness (Weakness W)

1. Damage to natural ecosystems around the lake Toba
2. Awareness of the public to maintain cleanliness not good
3. Not having a leading tourist attraction
4. The infrastructure facilities are still lacking (already available but still less)
5. Not being able to show an attractive tourism

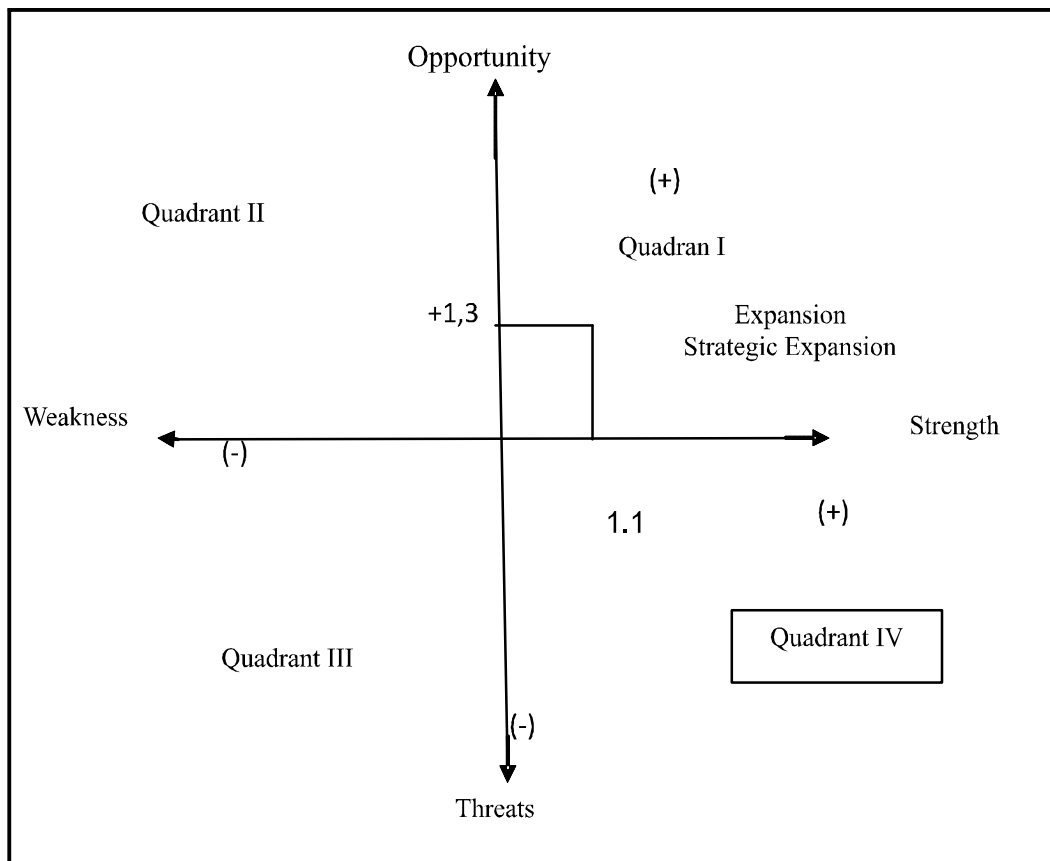
Opportunity (Opportunity W)

1. It has been the establishment of official authority to make Lake Toba Lake Toba as a tourist destination.
2. Means of transport is adequate
3. Ease of access is sufficient
4. The opportunity to increase employment
5. The need for travel is quite high

Threats (Threats T)

1. There are still a lot of extortion in tourist areas of Lake Toba
2. The human resources are still inadequate local
3. Structuring region does not correspond to the region of Lake Toba
4. Public awareness is still lacking to management of tourist areas

Based Matrix evaluation External factors (EFE) and matrix Evaluation Internal factors (IFE), the obtained value IFE is 1 and EFE dinailai 1.1 with this result in mind that the position Destinations Lake Toba on currently quadrant of I that strategy Expansion located at coordinates (1.3 and 1.1) as shown in this Table:



Source: Data processed (2016).

The position gives Destinations SWOT Lake Toba on internal conditions and external conditions are strong. Region Destinations Lake Toba is very likely to be developed into a regional, national and international class Destinations for exceptional natural potential. In addition it must be supported by kelengkapan facilities and tourist travel as part of the component is expected to give satisfaction to the rating agency and the user services that can not be separated from the tourism market segments facilitate transport users and launch activities. The strategies that can be done for the development of tourist areas of Lake Toba. Such strategies contained in the Matrix SWOT Analysis.

4. DISCUSSION

SWOT matrix is a matrix that encounters internal and external strategic factors. This matrix can clearly describe how the opportunities and threats (external) encountered can be tailored to the strengths and weaknesses (internal) owned. Based on the SWOT analysis, the resulting strategy SO, WO, ST and WT. The strategies are:

A. SO Strategies (Strength-Opportunity) that uses the power and take advantage of opportunities.

1. Develop an interest in travel, especially travel the lake, spiritual and agro tourism
2. Build a network with other objects that exist in Indonesia, in particular destinations Region Lake Toba.
3. In cooperation with travel agencies both in Indonesia and abroad.
4. Increase cooperation between central and local governments.
5. Make special website destinations of Lake Toba.
6. More simplify access in tourist areas.

B. Strategy WO (Weakness-Opportunity), a strategy that minimizes weaknesses and exploits opportunities.

1. Build a tourist information center to facilitate rating in terms of information.
2. Increase human resources.
3. Bring investor.
4. Provide and complete the infrastructure and tourist facilities in order to support the activities of tourists.

C. ST Strategies (Strength-Threats), strategies using force and address the threat.

1. Maintain the diversity and increase the diversity of attractions.
2. Maintain the image area.
3. Improving the public's understanding of the benefits of social security culture.

D. WT Strategies (Weaknesses-Threats), strategies that minimize weaknesses and avoid threats

1. Increase public awareness of the importance of the environment and sustainable tourism.
2. Establish partnership with the central government to maintaining security.

Analysis of the results of IFAS and EFAS contained in the graph layout SO quadrant of the strategy is a strategy that is considered to have the high priority and urgent to be implemented. The strategy is developing tourist travel interests, especially in the area of Lake Toba destinations, and make travel package with leading attractions such as Lake Toba travel, spirituality and agro-tourism. Build networks with other objects that exist in Indonesia, especially North Sumatra. Cooperation benefits of object recognition with the ease of interaction of local communities. Tourists who visit the other attractions will be given an overview of Lake Toba travel. In addition to the cooperation, promotion can be carried out at airports and seaports as the entrance of the trip. In cooperation with travel agencies both in Indonesia and abroad. Tourism promotion cooperation with travel agencies provides advantages in minimizing travel budget spent and allows travelers obtain travel information. Increased cooperation between central and local governments. The central government is an opportunity for the region to improve the performance and hope there are tradeoffs obtained, for example, in terms of ease in developing potential. This cooperation is expected to provide benefits in the frequency of visits and ease traffic bridge. Multiply the travel special website. Promotion through electronic media, especially the Internet can provide better opportunities than the promotion through other media. Internet is the need of today's society. Based on the research results through the answers given to respondents, the majority of tourists to know the location of travel Internet. This proves, promotion through this medium will effectively encompass rating to increase the frequency of visits to tourist destinations. Further facilitate access in tourist areas. Ease in this case with regard to the information center to a tourist destination. Travelers hoping to easily reach the information at one time. The information center will provide access to tourist areas so that tourists do not need to look and wonder to the public. The center serve travelers all the information needed while in whatever region of Lake Toba.

5. CONCLUSION

1. The internal factors that support the development of Industry pariwisataan Region Destinations Lake Toba is a tourist attraction diversity of attractions, image area that is already known by the world, openness, security, and ease of reaching the location. While that inhibits the absence of a tourist information center, the nature of the environment is very low, the human resources field of tourism is still low, and inadequate infrastructure.
2. External factors that favor the development of the tourism industry destination of Lake Toba is the accessibility, development and information technology, regulation, and the high potential and tourist interest. While the hampers are still a lot of illegal levies in the tourist area of Lake Toba, a local human resources are still inadequate arrangement region does not correspond to the region of Lake Toba, public awareness is still lacking terhadap management of tourist areas, the destruction of this most important by government.
3. Strategy development priorities based on the SWOT is to build a network with other tours, in cooperation with travel agencies, and create special website.

Suggestion

1. It is recommended that regional governments in drafting a development plan should pay more attention to the tourism sector and to analyze the potential of the tourism sector in particular in order to

produce an effective and efficient concepts. The government should always try to provide support in the development of the tourism sector

2. The development of sustainable tourism is expected not just a discourse but actually applied, at least with public awareness programs on the importance of the environment, especially the environment Lake Toba area.
3. In order to realize an increase in the tourism sector in the area of Lake Toba is expected willingness of governments, communities and other stakeholders to reform the social, economic and technology in creating a business climate.

ACKNOWLEDGEMENTS

This research is dedicated to the Directorate of Higher Education of the Republic of Indonesia via the University of Sumatra Utara (USU) on aid funding is in the form of Decentralization Grant Program who have funded this research.

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