



# AAPA

Asian Association for Public Administration

## 2019 ANNUAL CONFERENCE

**PUBLIC ADMINISTRATION AND THE FUTURE:**  
Challenges and Opportunities in Realizing  
the Sustainable Development Goals and Directions  
for Reform and Capacity Building

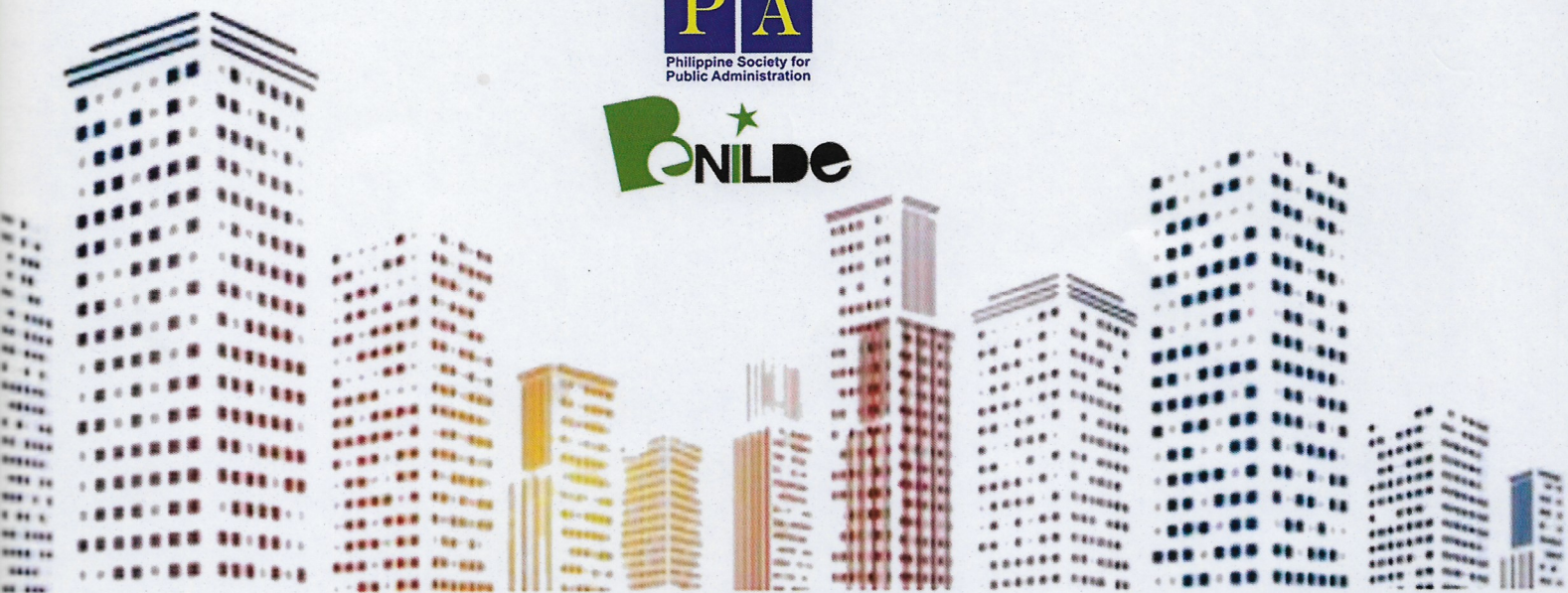
May 22-24, 2019

De La Salle-College of Saint Benilde  
Manila, Philippines

CO-CONVENORS



Philippine Society for  
Public Administration





**DAY 1 (MAY 22) (Wednesday)**  
**Venue:** Hotel Benilde Maison De La Salle

**Master of Ceremonies:** Prof. Catherine D. Samaniego  
 De La Salle-College of Saint Benilde

|             |  |
|-------------|--|
| 7:30-8:30   | Registration   |
| 8:30-10:00  | <p><b>PLENARY 1</b><br/> <b>Sustainable Development Goals: Global, Regional, and National Perspectives</b></p> <p>Program Chair: <b>Dr. Alex B. Brillantes, Jr.</b><br/>                     AAPA President</p> <p><b>Dr. Shunsuke Kimura</b><br/>                     Associate Dean<br/>                     Graduate School of Global Governance<br/>                     Meiji University, Japan</p> <p><b>Dr. Bok Gyo Jeong</b><br/>                     Assistant Professor<br/>                     Public Administration and Affiliated Faculty of Asian Studies Program<br/>                     Kean University, U.S.A.</p> <p><b>Dr. Eko Prasajo</b><br/>                     Professor, University of Indonesia<br/>                     Vice President, Asian Association for Public Administration</p> <p><b>Dr. Rosemarie Edillon</b><br/>                     Undersecretary and Deputy Director General<br/>                     National Economic and Development Authority (NEDA)</p> |
| 10:00-10:30 | AM Break   |
| 10:30-12:00 | <p><b>PLENARY 2</b><br/> <b>Opening Ceremonies</b></p> <p>Speakers:<br/> <b>Chancellor Robert L. Tang</b><br/>                     De La Salle-College of Saint Benilde</p> <p><b>Dr. Lizan Perante-Calina</b><br/>                     President, PSPA</p> <p><b>Dr. Alex B. Brillantes, Jr.</b><br/>                     President, AAPA</p> <p>Keynote Speaker:<br/> <b>Sec. Leonor Magtolis Briones</b><br/>                     Department of Education</p>   |
| 12:00-1:00  | Lunch Break  |



|           |  |
|-----------|--|
| 1:00-2:30 | <p align="center"><b>PLENARY 3</b><br/> <b>Good Practices and Innovations in Public Sector Reform</b></p> <p align="center"><b>Chair: Dr. Jiannan Wu</b><br/> Distinguished Professor and<br/> Executive Vice Director of China Institute of Urban</p> <p align="center"><b>Dr. Denis Nkala</b><br/> Regional Coordinator for Asia and the Pacific<br/> United Nations Office of South-South Cooperation (UNOSSC)<br/> (by video)</p> <p align="center"><b>Dr. Alexander Kochegura</b><br/> Advisor to Director, Institute of Public Administration and Civil Service</p> <p align="center"><b>Sofiane Sahraoui</b><br/> Secretary General, International Institute of Administrative Sciences</p> <p align="center"><b>Prof. José Chiu-C. Chen</b><br/> Professor and Chair<br/> Department of Public Management and Policy<br/> Tunghai University, Taiwan</p> <p align="center"><b>Dr. Lizan E. Perante-Calina</b><br/> President, Philippine Society for Public Administration<br/> Development Academy of the Philippines</p> <p align="center"><b>Dr. Sukarno D. Tanggol</b><br/> Chancellor, Mindanao State University-Iligan Institute of Technology</p> |
| 2:30-2:50 | <p align="center"><b>PM (Coffee) Break</b></p>   |
| 2:50-4:30 | <p align="center"><b>PLENARY 4</b><br/> <b>Universities and Schools as Frontliners in SDG Education</b></p> <p align="center"><b>Chair: Dr. Eko Prasajo</b><br/> Professor, Faculty of Administrative Science<br/> Universitas Indonesia</p> <p align="center"><b>Dr. George Labaki</b><br/> Chairman of the National School of Administration -ENA Lebanon</p> <p align="center"><b>Dr. Maria Fe Villamor Mendoza</b><br/> Dean, UP-NCPAG<br/> Philippine Society for Public Administration</p> <p align="center"><b>Dr. Xufeng Zhu</b><br/> Professor, Associate Dean, School of Public Policy and Management<br/> Tsinghua University, China</p> <p align="center"><b>Dr. Heungsuk Choi</b><br/> Professor, Department of Public Administration, Korea University, Korea</p>  |



**DAY 2 (MAY 23) (Thursday)**

**Venue: 5th Floor Mutien Hall De La Salle College of Saint Benilde Main Building**

|            |   |  |   |
|------------|---|--|---|
| 7:30-8:30  | Registration  |  |   |
| 8:30-10:00 | CONCURRENT SESSION 1  |  |   |
|            | Panel 1<br>Development Policy for SDGs 1<br><br><b>Moderator: Dr. Xufeng Zhu</b><br>Professor, Associate Dean,<br>School of Public Policy and<br>Management<br>Tsinghua University, China<br><br>Venue: M502                          | Lailul Mursyidah<br>Ruddy Oktarino Zakaria   | Waste Management Policy to<br>Preserve the Environment  |
|            |   | Zhen Dong  | Poverty Alleviation: A Study Based on<br>the Chinese Government   |
|            |   | Tanushree Patel;<br>D Sriram   | India's Commitment to Sustainable<br>Development Goals with reference<br>to Goal 4: An Institutional Approach   |
|            |   | Nguyen Thi Thu Ha  | Opportunities and challenges<br>of Vietnam before sustainable<br>development goals  |
|            | Panel 2<br>Decentralization and Local<br>Governance 1<br><br><b>Moderator:<br/>Dr. Heungsuk Choi</b><br>Professor, Department of<br>Public Administration, Korea<br>University, Korea<br><br>Venue: M504                              | Juliean T. Akiatan; Judy Ann<br>F. Alibo; Danica S. Balolong;<br>Clarise Ann L. Enguito;<br>Jaylord S. Manato    | Experiences of the Helping<br>Professionals in Handling Juvenile<br>Delinquency in Panabo City  |
|            |   | Akio Kamiko  | Decentralisation – How should<br>important figures in a local<br>government be chosen?  |
|            |   | Akhmad Nursalman ;<br>Muhammad Iqbal Fadillah  | Village Strengthening Synergy:<br>Alternative Program for Poverty<br>Alleviation in Indonesia   |
|            |   | Mhd. Faheem M. Aliuden   | Administration of Metro Cotabato<br>Water District  |
|            | Panel 3<br>Development Policy for SDGs 1<br><br><b>Moderator:<br/>Dr. Hamidin Bin Abd Hamid,</b><br>Associate Professor,<br>Department of History, Faculty<br>of Arts and Social Sciences,<br>University of Malaya<br><br>Venue: M505 | Christian Toil Montemayor  | Roles of "Lalakayan" in Conflicts<br>Settlement: Challenge and<br>Opportunity Towards Sustainable<br>Development in Governance and<br>Public Administration |
|            |   | Lindawati, Mirna R;<br>Gumati, Rizkyana Z;<br>Putri, Rizkyana Z;<br>Putri, Yana Suryana;<br>Amelia Ayang Sabrina | Enhancing Public Service<br>Sustainability in Indonesia by<br>Fostering Civil Servants Mobility   |
|            |   | Muhammad Ichsan Kabullah   | Exploring the Indonesian Local<br>Government Strategis in Prevention<br>of Forest Fires:<br>The Cases of Local Budget in Riau                               |
|            |   | Li Chunling  | Development mechanism and social<br>governance of migrant workers' two-<br>step bring-along migration in China  |



| 4:30-6:00   | CONCURRENT SESSION 4 |  |  |
|---|----------------------|--|--|
| Panel 33<br>Decentralization and Devolution 3<br><br><b>Moderator:</b><br><b>Prof. Lito Arlegue</b><br>De La Salle-College of Saint Benilde<br><br>Venue: M502      |                      | Muhammad Guntur;<br>Henni Zainal   | Enhancement of Work Motivation in Agrarian Affair Office Makassar City, South Sulawesi, Indonesia  |
|   |                      | S.R. Subhani   | Decentralization and Panchayati Raj Institutions: An Indian Perspective  |
|   |                      | Mario "Mayong" J. Aguja  | Local-National Partnership for a Safer City: The Case of General Santos City, Philippines  |
|   |                      | Siti Aisyah;<br>Muhammad Firman Karim  | Local Government Marketing: Between Needs And Limitations In The Implementation Of Decentralization In Indonesia   |
|   |                      | Kristian Widya Wicaksono   | Public Sector Innovation Typology on Three Innovative Public Service Program Initiated by Surabaya City Local Government   |
| Panel 34<br>Public-Private Partnership and SDGs 2<br><br><b>Moderator:</b><br><b>Prof. Gari Lazaro</b><br>De La Salle-College of Saint Benilde<br><br>Venue: M504   |                      | Zurina binti Md Nen; Jamine binti Ahmad                                      | Public-Private Partnership (PPP) for SDG4: Benefits and Challenges from Good Governance Perspective  |
|   |                      | Ary Miftakhul Huda;<br>Antun Mardiyanta;<br>Lutfia Nurul Hidayati            | Looking For The Sustainable Economies Through Public Private Partnership Between Supermarket And Small Medium Enterprises  |
|   |                      | Nina Yuliana   | The Potential of Communication Guyub In Sustainable Development: A New Communication Perspective In Creative Economy Of Development In Traditional Collective Communities in Indonesia |
|   |                      | Suwa Lal Jangu   | The Role of Civil Society Organisation in the Securing of the 16th SDG of Peace, Justice and Strong Democratic Institutions: A Study of Mizoram People's Forum, Mizoram, India         |
| Panel 35<br>Transforming Public Service Delivery 4<br><br><b>Moderator:</b><br><b>Prof. Rachel Basas</b><br>De La Salle-College of Saint Benilde<br><br>Venue: M505 |                      | Ulung Pribadi  | Impact Of Bureaucratic Reform On Residents' Satisfaction With Public Service Delivery In Yogyakarta, Indonesia   |
|   |                      | Mey Susanti AS;<br>Dewi Rispawati;<br>Dhea Candra Dewi;<br>Vidya Yanti Utami | Tourism Image Recovery Of Lombok After An Earthquake Through The Information Technology In Senggigi Tourism Area   |
|   |                      | Venkat Ram Reddy Minampati   | Rural Development @ Digital Innovation: Team Sabarkantha and special reference to Akodra & Punsari Villages  |
|   |                      | K. Anil Kumar  | E-Governance: A Study from Sunrise State of Andhra Pradesh   |



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|--|---|--|--|
|  | <p>Panel 39<br/>SKKU PANEL</p> <p><b>Moderator:</b><br/><b>Dr. Alexander Kochegura</b><br/>Associate Professor, Institute of Public Administration and Public Policy, Russian Presidential Academy of National Economy and Public Administration, Russia</p> <p>Venue: M302 (Case Room)</p>                       | Nagyeom Yang;<br>David Oliver Kasdan   | Nudging Toward the Tap: Drinking Water SDG Water Policy Approaches   |
|  |   | Min Jeong Kim;<br>Minhyuk Cho;<br>Hyung Jun Park                                 | Limitation of Public Private Partnership on Immigrant Service: Grounded Theory Approach to NPO's Perception                            |
|  |   | Min Jeong Kim;<br>Ji Yeon Park;<br>Hyung Jun Park                                | Collaborative Governance Mechanism Korea and Institutional collective action framework   |
|  |   | David Oliver Kasdan  | Employing Behavioral Public Administration in SDG Governance   |
|  |   | Min Jeong Kim<br>Minhyuk Cho<br>Dr. Hyung Jun Park                               | The Role of Nonprofit Organizations in Migrant Integration in South Korea  |
|  | <p>Panel 40<br/>PA &amp; SDGs</p> <p><b>Moderator:</b><br/><b>Prof. Loretta Ann Rosales</b><br/>De La Salle-College of Saint Benilde</p> <p>Venue: M508</p>   | Lavanya Suresh   | Leveraging e-governance to enable the achievement of SDG 15: A Study of the Telangana Ku Haritha Haram in the city of Hyderabad, India |
|  |   | Leonard Jhon J. Bandala;<br>Hary D. Dalisay;<br>Kevin Tito C. Decina             | The Sustainable Development Goals And The Quality Life   |
|  |   | Nunnapat Rueangsri<br>Phattraravee Parvaputsakul;<br>Chomprang<br>Wongrusmeeduan | Why government auditor should concern SDGs: Experiences from SAI of the Kingdom of Thailand  |
|  |   | Rasyid Sahar and Roy Valiant<br>Salomo   | Collaborative governance for realizing the SDGs: Lessons from poverty reduction in Pinrang Regency, Indonesia                          |
|  |   | Nguyen Quynh Nga   | Government Public Relations to serve the Sustainable Development Goals - Practices in Vietnam  |
|  | <p>Panel 41<br/>PA &amp; The Environment 2</p> <p><b>Moderator:</b><br/><b>Dr. Jiannan Wu</b><br/>Distinguished Professor and Executive Vice Director of China Institute of Urban Governance and Head of Division and Liberal Arts and Social Science, Shanghai JiaoTong University, China</p> <p>Venue: M509</p> | Tuti Khairani Harahap; Syahril Hasibuan  | Integrated Waste Management Case Study: District Tampan in Pekanbaru City Government, Indonesia  |
|  |   | Darmanto; Meita Istianda   | Collaboration in handling indigenous forest issues In Indonesia  |
|  |   | A. Muthulakshmi  | Urban Service Delivery System with reference to Solid Waste Management in Aizawl   |
|  |   | Hung V. Nguyen;<br>Vuong V. Nguyen   | Evaluating the Environmental Impact of the Hoan Kiem Lake with Focus on Urban Development Planning by Using a DPSIR Framework          |



Siti Aisyah  
Muhammad Firman Karim

### **Local Government Marketing: Between Needs and Limitations in the Implementation of Decentralization in Indonesia**

This article aims to discuss the application of the concept of marketing governance, especially in local governments in Indonesia. The main problem in implementing local government marketing in Indonesia is that local governments need greater authority to develop local revenues but there is limited space for local governments to develop their regional potential, especially in the tourism sector. The problems in this study are: 1) how is the application of the government marketing concept in the tourism sector? 2). How is the modification of the government marketing model that can be developed to strengthen government marketing in Indonesia? This article is the result of a research with a qualitative approach. The research location is in Toba Samosir Regency, North Sumatra Province. Primary data includes selected informants who are in accordance with the research topic, namely the head of the tourism department, the head of the village community empowerment office, the village head of tourism, tourism business actors, and the local community. Secondary data consists of government policy documents, related research results, literature studies and other relevant data. This study uses the theory of 7Ps marketing public sector as a basis for analyzing research problems.

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Muhammad Firman Karim is affiliated with the PS. Administrasi Bisnis, Universitas Terbuka.*

Kristian Widya Wicaksono

### **Public Sector Innovation Typology on Three Innovative Public Service Program Initiated by Surabaya City Local Government**

This study is conducted to explore the valid concept of public sector innovation. Furthermore, this paper will provide a reflective analysis of the three innovative programs initiated by the local government in Surabaya City based on the perspective of typologies of public sector innovation. An exploratory approach is utilized in this paper to gain valid understanding about the concept of public sector innovation and its typologies in the local level.

The result of this study shows that innovation and public sector innovation is a set of academic concepts which related with newness and change and it has a serious intent to improve the quality of input, product and its impact on the customer needs. Moreover, the three innovative programs of Surabaya City local government are fulfilled four criteria of the typologies of public sector innovation, which are the creation of new service, process innovation, administrative innovation, and conceptual innovation.

*The author is a Ph.D. Student in the Political Science Department of Tunghai University.*

## **PANEL 34 - PUBLIC-PRIVATE PARTNERSHIP AND SDGS 2**

Zurina binti Md Nen  
Jamine binti Ahmad

### **Public-Private Partnership (PPP) for SDG4: Benefits and Challenges from Good Governance Perspective**

Quality of education (SDG4) has become crucial for global sustainable development. With this regard, public-private partnership (PPP) is seen as a vital tool for achieving SDG4. The main reason promoted to justify the utility of PPP lies on the innovative alternative PPP offer to deliver social objectives. In Malaysia, the implementation of PPP is now extended to education sector through which both public and private investment are given key roles in the delivery of public educational infrastructures and facilities via private finance initiative (PFI). However,



# Local Government Marketing: Between Needs And Limitations In The Implementation Of Decentralization In Indonesia

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## ABSTRACT

This article aims to discuss the application of the concept of marketing government, especially in local governments in Indonesia. The main problem in implementing local government marketing in Indonesia is that local governments need greater authority to develop local revenues but there is limited space for local governments to develop their local potential, especially in the tourism sector. The problems in this study are: 1) how is the application of the government marketing concept in the tourism sector? 2). How is the modification of the government marketing model that can be developed to strengthen government marketing in Indonesia? This article is the result of a research with a qualitative approach. The research location is in Toba Samosir Regency, North Sumatra Province. Primary data includes selected informants who are in accordance with the research topic, namely the head of the tourism department, the head of the village community empowerment office, the village head of tourism, tourism business actors, and the local community. Secondary data consists of government policy documents, related research results, literature studies and other relevant data. This study uses the theory of 7Ps marketing public sector as a basis for analyzing research problems. The results showed that many tourism villages were developed in Toba Samosir Regency that relied on the natural potential of Lake Toba, but still lacking in marketing. The main obstacle is the lack of authority and available budget, even though the local community is very much awaiting local government intervention in tourism development. The presence of the *Badan Otoritas Danau Toba (BODT)*/ the Lake Toba Authority, which is an extension of the central government, has not contributed significantly to increasing the income of the local community. This study found the power aspect as one aspect that needs to be added in the theory of 7Ps to protect the strength of local wisdom in tourism development in Toba Samosir Regency, North Sumatra Province. The recommendation of this study is the need to further examine the theory of 8Ps, as a modification of the marketing model of government in the city, district, and provincial level that has similar characteristics and is different from the location of the research.

Keywords: marketing, public sector, local government in Indonesia.

We have heard about marketing concepts in the business sector. The purpose of marketing in the business sector is to achieve the revenue targets set by the company. The concept of public marketing was adopted by Osborne and Gaebler (1992), Osborne and Plastrik (1997) in his *Reinventing Government* work. The New Public Management (NPM) era emphasizes market mechanisms and terminology in the public sector. In the New Public Management era, managers are challenged to find new ways and innovations to achieve results or privatize functions previously provided by the government ((Denhardt & Denhardt, 2003:17). The Era of New Public Service (NPS) which developed later put forward the orientation of service to citizens not only to customers (customers). One of the principles of NPS is to think strategically in meeting public needs through collective effort and collaborative processes, including in applying government marketing concepts.

The marketing concept in government was put forward by Niven (2008) who put forward the Balanced Scorecard Theory for Government and Non-Profits Organizations. The concept of market and brand yourself is focused as an activity of the internal processes of government



organizations (Niven, 2008: 175). Government marketing is an important element in realizing the performance of government organizations as part of the Strategy Map to realize the government's vision and mission.

In the view of some people, the government sector does not need marketing. This view is not entirely wrong, because the government is deemed not to seek profit in its business processes. Even though marketing government carried out in a planned and sustainable manner will enhance the government's brand image. Brand image of a government that grows positively indirectly has a bearing on public accountability. Through marketing, the government can show product, service, and other things that have been done to the public. Thus, the government has indirectly demonstrated what it has done to the public.

In relation to decentralization, the marketing concept of government is important to be developed by local governments, especially local that have special potential, such as the tourism sector. In Indonesia, the tourism sector is one of the pillars in increasing national and local income. Aliah's (2016) research shows that the tourism sector contributes to the economy in Indonesia as a whole. By the Indonesian government, tourism is designated as the leading sector because in the short, medium and long term, tourism is growing positively. Kompas Daily (13 Feb 2019) reports that tourism has become the largest foreign exchange earner in Indonesia in 2018. The contribution of the tourism sector is US \$ 17 billion. This figure has outperformed the income obtained from CPO (crude palm oil), as well as oil and gas. The growth of the tourism sector in Indonesia is 22 percent, almost three times the growth of tourism in the ASEAN region and globally which is at 6-7 percent. Tourism opens extensive employment opportunities, 1 in 11 jobs in the tourism sector. The Indonesian government targets national tourism growth to double by 2019. In 2019, tourism is targeted to contribute to the national GDP by 8%, the expected contribution of foreign exchange is IDR 280 trillion, create 13 million jobs in tourism, it is expected that there will be as many as 20 million tourist visits and 275 million local tourist visits, and Indonesia's tourism competitiveness index is ranked 30th in the world. (<https://jpp.go.id/ekonomi/pariwisata/306029-men-ar-sektor-pariwisata-tumbuh-pesat-dan-sumbang-pdb-signifika>).

One area that has tourism potential is Toba Samosir Regency, North Sumatra Province. Toba Samosir Regency is a result proliferation of administration region from North Tapanuli regency which was ratified by Republic of Indonesia Law Number 12 of 1998 concerning the Establishment of Toba Samosir Regency. One of the missions of Toba Samosir Regency is to develop national tourism destinations. Toba Samosir Regency is one of the 10 national tourism priority destinations launched by the Government of Indonesia since 2016 (Liputan6.com). The tourist highlights of Toba Samosir Regency are Lake Toba, natural beauty, local cultural attractions, culinary diversity, and so on. The motto of Toba Samosir Regency is *Tampakna do Rantosna, Rimni Tahi do Gogona* (Togetherness reflects Strength). The number of tourists coming to Toba Samosir in 2015 was 114,594 tourists, consisting of 11,828 foreign tourists, and 102,766 domestic tourists. The number of hotels in Toba Samosir Regency in 2016 was 26 hotels, with 591 rooms. The number of tourists in Toba Samosir is still too small compared to the number of tourists in Yogyakarta. As of June 2018 the number of Yogyakarta tourists is 1,859,888 people (56% of the target in 2018) (Tribunyogya.com).

Toba Samosir Regency is an autonomous region that applies the principle of decentralization. Decentralization implemented in Indonesia is decentralized in the unitary state. The application of the principle of decentralization in local governments in Indonesia does not seem to provide adequate space for the development of local potential through marketing government. This article is the result of a research with a qualitative approach. This article aims to analyze the application of the concept of marketing governance, especially in the tourism sector in local governments in Indonesia.

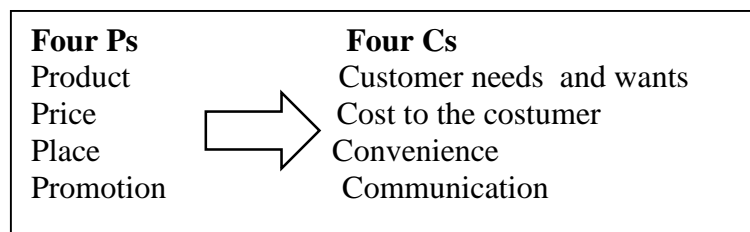
## **METHOD**



The approach used in this study is qualitative research. Based on the objectives, this type of research is a descriptive study. This study aims to describe the application of marketing concepts in government. Descriptive research is a study that aims to describe and represent in detail and complete about the elements studied. Informants needed in the study included informants who were directly involved in tourism affairs in Toba Samosir Regency. The informants chosen in this study were the Head of the Regional Planning Office of Toba Samosir Regency, Head of the Tourism Office of Toba Samosir Regency, Local Community Leaders (3 people), 1 academic in the field of government management. Primary data includes data obtained from the results of in-depth interviews with informants. Secondary data is other supporting data in the form of documents, literature, similar research results, and others that support research. Data were analyzed by qualitative descriptive method. Qualitative descriptive analysis is carried out by giving a review or interpretation of the data obtained so that it becomes more clear and meaningful so that it can be concluded.

## RESULTS AND DISCUSSIONS

Proctor (2007: 9) presents tools of marketing in the public sector, known as The 7Ps of the marketing mix. Proctor's thinking (2009) is a combination of the ideas of Borden (1965), Booms and Bitner (1981), Moorthi (2002), and Gilmore (2003). Borden (1965) formulated 4 Ps of the marketing, which includes Product, Price, Promotion, and Place. Relationships between 4 Ps and public organizations with customers can be described as follows:



Source: Proctor, 2007:9

Figure 1. Tool Marketing The 4 Ps

Booms and Bitner (1981), Moorthi (2002), and Gilmore (2003) add a measure of public sector marketing with aspects: People, Physical evidence, and Process. This study uses the 7 Ps theory to analyze marketing tourism in Toba Samosir Regency, North Sumatra Province. Government marketing, especially in the field of tourism requires the support of various aspects including people, product, promotion, physical evidence, process, and place. People related to human factors, both in attitude and daily behavior. The community of Toba Samosir still upholds customs and society is homogeneous. The majority of the people are Batak tribes. The Toba Samosir community has strong roots in customs. Batak people have a philosophy, principle as well as structure and system in their society, which is in the Toba Batak Language called *Dalihan na Tolu* (<http://mzadhary.blogspot.com/2013/06/falsafah-dan-semboyan-kota-medan.html>). The essence of "*Dalihan na Tolu*" is the appreciation of the wife's family



(*Hulahula / Mora*), "*Dongan Tubu/Hahanggi*" or "*Dongan Sabutuha*", namely the brothers of one clan, and "*boru*" (family members who take wives from other clans. "*Dalihan na Tolu*" is a strength of the Batak people as well as a philosophy in maintaining the survival of the Batak people. "*Dalihan nan Tolu*" is also reflected in land ownership. Most of the land in Toba Samosir belongs to the original family of Toba Samosir. By some people, especially young people, this condition is considered as an inhibiting factor in inviting tourism investors from other regions, such as hotels, restaurants, and so on.

In addition to the characteristics of the Toba Samosir community, aspects of people are also reflected in human resources in the tourism sector. Tourism Office staff, only 2 (two) educated in tourism. The presence of the Lake Toba Authority (BODT/Badan Otorita Danau Toba), which is an extension of the Ministry of Tourism, is considered to be lacking in motion for the local government. Local governments consider themselves to better understand what is needed by the community. This condition is an obstacle for the Department of Tourism to make improvements in tourism objects and cultural preservation, which are actually very potential to be marketed. According to the informant, one way to improve the quality of human resources is to foster innovation values for civil servants.

Aspects of tourism products are reflected in what is sold in tourism. Tourism products in Toba Samosir are tours of natural beauty and history. According to the informant, Toba Samosir can sell cultural tourism, because Toba Samosir has a cultural characteristic. But in reality cultural tourism is still not developed by the local government. This can be understood because there is still no branding which is one of the strategies in marketing a destination in Toba Samosir. Products must be accompanied by other destination packaging, such as the availability of diverse and adequate accommodations and other public facilities (roads, hospitals, markets, and adequate public transportation). Product and destination packaging must be initiated by the local government so that it adds value to the sale. This is where the importance of innovation in wrapping tourism is attractive to foreign tourists and domestic tourists.

Price is reflected in listed prices, discounts, allowances, payment periods / credit. Existing data shows that people get tourist prices from information on the internet. Many private tourism service providers provide tour packages at certain prices. Some local travel agents offer tour packages. Example: [enjoytourmedan.com](http://enjoytourmedan.com) provides a 4 day 3 night package from Silangit Airport at a price of Rp. 1,400,000 / person. The package includes: 3 night hotel accommodation, meals, tourism bus, tour guide, tourist entrance ticket, private boat to Samosir Island, and mineral water. The availability of tour packages in Balige, the capital of Toba Samosir Regency, is still limited.

Promotional aspects can be seen from efforts to notify or offer products or services with the aim of attracting potential customers to buy or consume them. Promotion in tourism services is an effort to inform the general public about tourism offered by the local government to the wider community. Promotion of tourism in Toba Samosir Regency is mostly carried out by the private sector through the internet. Promotional funds owned by the Tourism Office of Toba Samosir Regency are only Rp. 600 million in 2015 and increased to Rp. 1,750 billion in 2016 and the most planned is Rp. 1,950 billion in 2021. Tourist information on the [tobasakab.go.id](http://tobasakab.go.id) website is very minimal. The website doesn't seem to be maintained properly. Even though on one of the menus there is a tourism website, but the contents are only related office meeting activities and there is no information about destinations in the area. According to the informant, collaboration with the private sector is considered very important in the interests of tourism promotion. The routine promotion held every year is the Lake Toba Festival. The event was also lacking in resonance at the national level.

Physical evidence aspect is a physical display that supports tourism, which has a sale value. Physical evidence is actually informed by travel service providers and people who



upload panoramas on Lake Toba. Information about physical evidence from the local government is very minimal, even though the local government vision is to improve tourist destinations as one of the leading destinations in Indonesia. There are many ways that can be taken to highlight the physical evidence in Toba Samosir for example through the Lake Toba Festival event, Photo Contest, article writing competition and so on. Local governments need to initiate physical evidence as evidence that Lake Toba tourism has a sale value.

Process aspect is an effort to convert input into output. In this case, the process aspect was carried out to change community input for continuous improvement. In the context of Total Management Quality (TQM), this aspect is an effort to find out customer complaints. Organizations that focus on customer complaints are expected to be able to meet community expectations through continuous improvement. In the administration of government in Indonesia, the handling of customer complaints is realized in the Minister of Administrative Reform Regulation No. 14 of 2017 concerning Guidelines for Preparing the Community Satisfaction Survey. According to this regulation, public service providers are required to carry out the Community Satisfaction Survey, as part of efforts to deal with customer complaints. In fact, the community satisfaction survey has never been carried out, even the employees did not know about the survey mechanism. Even though every service provider agency must measure the Community Satisfaction Index through a survey. This is because the District Government is having a service function, and therefore the Tourism Office is obliged to carry out this function to improve service performance in the tourism sector. Processing input from the community for improvement is the beginning of innovation in government.

The Place aspect is a description of the location or profile of a tourism location, which includes access, convenience, security, and availability of public facilities. The location profile requires support from all stakeholders, both the local community and the support of other agencies. Site profile design requires sufficient government power, including the adequacy of authority, sources of funds, and the professionalism of the apparatus. Silangit Airport which opened since 2016 makes it easy for tourists to access Lake Toba. Transportation from the airport to various tourist locations can be reached by bus and commercial travel. But public transportation in the city and to tourist locations is not yet available. The only public transportation is "bentor", a type of motorcycle specifically designed for two passengers. Public facilities such as restaurants, public toilets and mosques are still limited. Based on observations, it was obtained an illustration that the government's willingness still seemed lacking in designing tourist locations that were comfortable, accessible and safe.

## **NEEDS AND LIMITATIONS OF TOURISM AUTHORITY**

Overall, Theory 7 Ps can be used to analyze marketing governance in tourism in Toba Samosir Regency. The new finding in this study is the need for power factors in local government marketing. Without adequate power, the local government has difficulty in raising awareness of tourism development for all stakeholders in Toba Samosir Regency. Power aspects include sufficient authority for regions to develop tourism marketing, such as authority in developing tourism potential, authority to use resources, authority in developing collaboration with stakeholders, and so forth. The importance of the adequacy of authority stated by Dunn (2003: 429) about the adequacy of authority in public policy. Local governments that have sufficient authority will be able to mobilize resources owned by the local government so that they can support government marketing in the tourism sector. The Public Sector Marketing Model developed by Tony Proctor (2007) was adjusted at the study site. Model modification is done by adding 1 P more, namely Power, so it is called The 8Ps Marketing Local Government.



Adequacy of power (read: authority) is an absolute requirement so that local governments can provide adequate public services. Adequacy of authority is often a problem in efforts to implement decentralization in Indonesia. In Indonesia, local governments often have no power in dealing with problems that occur in the community, caused by limited authority. Many problems that arise in the local government area cannot be resolved by the local government because of limited regional authority. Many problems that arise in the local government area cannot be resolved by the local government because of the limited authority of the local government. This is because the authority held by the local government is the partial delegation of the authority of the central government (the President) to the local government.

Local government affairs are determined based on provisions determined by the central government. In this case, the delegation of authority given to the local government tended to be imperfect, making it difficult for local governments to take the initiative for regional development. Even though this authority is needed to overcome problems at the local level, improve governance, public services and development. Tourism affairs is one of the optional affairs developed by the local government based on regional potential. Thus, the central government should give greater authority to local governments, especially in developing their regional potential, which in this case relates to tourism marketing affairs. Because the adequacy of authority in carrying out optional affair is a necessity for regions to develop their regional potential.

## CONCLUSION

The application of the concept of public sector marketing in the case of tourism affairs was analyzed from 7 aspects of marketing, namely people, product, price, promotion, physis evidence, process, and place. Tourism affairs do not develop in research locations because of limitations in carrying out tourism affairs, which are government optional affairs. The development of a marketing model for local government requires another aspect, namely power. This study found the Model 8 Ps Marketing of local government. Power or authority is needed to resolve public problems that are in the territory of the local government, so that sufficient authority is a necessity in the implementation of local government. The implication of this study is the need to carry out further research in other districts or cities where tourism destinations are developing well, so as to strengthen the Government Marketing Model 8 Ps. The suggestion of this research is the need for the central government to give more authority in optional affairs. This is because the affairs of government optional provide more opportunities for maximum regional potential development.

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