



## **Destination Management Organization (DMO) in Indonesia, an overview and should be continue?**

**Dewa Putu Bagus Pujawan Putra**

Tourism Destination Study Program, Department of Tourism, Bali Tourism Polytechnic  
Dharmawangsa Street , Kampial , Nusa Dua, Badung Regency

[pujawanputra@ppb.ac.id](mailto:pujawanputra@ppb.ac.id)

### **ABSTRACT**

*The research aim to evaluate Destination Management Organization (DMO) program in Indonesia which initiate by Ministry of Tourism and Creative Economy (2011-2014) and what the next for the future of tourism especially to achieve quality and sustainable tourism. Using desk research to collect information and data from DMO in Indonesia and interviewed with key person to analyze and summarize the main things which vital points to manage destination as per international standards from United Nations of World Tourism Organization (UNWTO). The research found active community participation as a vital point and Indonesia need local champion to continuously assist the destination to be grew with strategic leadership, effective execution and efficient governance for sustainable and quality tourism. Further studies and research in tourism destination should conduct to adapt and summarize critical factor for resources/capital and marketing then the destination could captive the ideal market and distribute its benefit among stakeholder. Because tourism destination will be sustain and quality if environmental preserved, socio-cultural protected and economic prosperity fairly distribute among stakeholder.*

### **Keywords:**

*Destination Management Organization (DMO), sustainable and quality tourism, active community participation, local champion*

### **INTRODUCTION**

Tourism in Indonesia growth exponential if the data comparison only from tourist arrival (2011-2023), which swept away in 2020 due to COVID-19. The data collected from BPS (Central Bureau of Statistic) and proceed by researcher to shown growth percentage in tourist arrival. As per below indicated government concerned on tourist arrival very high and took massive programs.

**Tabel 1: Tourist Arrival from 2011-2021**

Year	Tourist Arrival	Growth (%)
		Tourist Arrival (Current Year-Previous Year)/Current Year
2011	7.649.731	-
2012	8.044.462	394.731 (5,16%)
2013	8.802.129	757.667 (9,42%)
2014	9.435.411	633.282 (7,20%)
2015	10.230.775	795.364 (8,43%)
2016	11.519.275	1.288.500 (12,60%)
2017	14.039.799	2.520.524 (21,88%)
2018	15.810.305	1.770.506 (12,61%)
2019	16.106.954	296.649 (1,88%)
2020	4.052.923	-12.054.031 (-74,84%)
2021	1.557.530	-2.495.393 (-61,57%)
2022	5.889.031	4.331.501 (278,10%)
2023	11.677.825	5.788.794 (98,30%)

Source : BPS 2011-2023

The impulse to create massive tourist arrival was in 2015-2019, where the programs so focused on marketing. Destination resilience were part of destination management itself which tackle any potential threat and create contingency plan hands on the quality of destination itself seem to be ignored due to long process and hard to change the habit and mind of people surroundings. Ministry of Tourism and Creative Economy knew the long run of build destination need to kick off with Destination Management Organization (DMO) to initiate local champions and followed by other regions. Dadang Rizki Rahman former Deputy of Destination said the program goal to arise awareness and consciousness of regional government that potential destination should be manage and sustainable development as the core format in cooperation with stakeholders. Thus should be running itself especially the ministry has limited resources (budget tight).

**Figure 1. National Conference of DMO in Jakarta (2014)**

Source: Photo Documentation of Ministry Tourism and Creative Economy in Video Presentation

The fact was different, regional too depend on ministry program to help them and wish for full support (root to end program). Meanwhile problem in destination were complex, from missed management to political and financial issues. During the program from 15 DMO (2011-2014) across all over Indonesia (Sabang, Toba, Kota Tua-Jakarta, Pangandaran, Borobudur-Java, Bromo-Tengger-Semeru, Batur-Bali, Rinjani, Komodo-Kalimutu-Flores, Tanjung Puting, Derawan, Toraja, Wakatobi, Bunaken, Raja Ampat) were this well worth? Should it continue or let it be?

At the end all the assisted program rely on people to sustain and develop. Are their willing to do? Or need more assisted program until they could do? Furthermore as a subject to this research would like to found DMO program in Indonesia.

## **METHODS**

The research conducted in qualitative based on desk research due to it limitation further research needed. Flash interview with key person in certain area to broaden and deepen research, collective data on website and internet then analysis with UNWTO.QUEST as strategic tool to look forward Strategic Leadership, Effective Execution and Efficient Governance in a glance for DMO's. In addition Arnstein's Ladder of Participation to analyse community involvement in DMO's and practically during the program. Finally could brought recommendation as researcher approach to enhance topic discussion especially policy maker in the near future.

## **RESULT AND DISCUSSION**

This research found all DMO's no longer exist after assisted program ended. It caused by the people didn't have enough capability and strong willing to begin with. On the other hands it seems top down and bottom up approach hard to synchronize within short amount of time. According to UNWTO.QUEST which Strategic Leadership, Effective Execution, and Essential Governance seems could not manifested in 15 DMO's conclude the failed of DMO program.

Articles shown evaluation of DMO conducted by universities (Sahid University, Brawijaya University, Gadjah Mada University) Bhudiharty (2020), Dwianto (2019), Rohana (2016), Sari (2017), Silvar (2018), Simanjorang (2019), and Utomo (2012) need to be more localize, role of thumb with clear job desk among stakeholders were vital. Strong commitment with legal regulation as public policy should represent in budget commitment annually to support and enhance people development in managing destination, promotion and marketing, budget and financial to established independent DMO. Last but not least was how to distribute the benefits fairly 'no one left behind' then sustainable destination and people prosperity accomplished.

In order to arising Destination Management Organization an option such as private sector and NGO (Non-Governmental Organization) could contribute with example Swiss Contact program by encouraging people in certain destination area eventually join program/partnership with government (local, regional and

national). Marcella Tasha Maretti as one of Swiss Contact officer said collaboration was a key to achieve common goal and mostly the obstacle came from internal conflict between people and local government or facilitator and collaborator either due to different approach. She not neglected that government program (ministerial or regional) often missed to accommodate people need to develop and manage their own destination. Because to asses and knew their need we should dive and mingle with people not just in forum discussion or paper checklist.

As a former of DMO facilitator, Wayan Mertha issued community participation determine success or fail the destination. Deadline of the assisted program was just a mere of paper (text report), the question were people ready to manage their own destination? How could they overcome administrative and practical problem in just 6 months – 1 year assisted program? Harder than gain skill was solid character to cooperate with stakeholders and strong commitment which active participation of the people were essentials.

In Arnstein's Ladder of Participation (1969), the people in DMO were in 'therapy' stage, means they trained and assisted but didn't have a clue what should do either to access information and communication with local and regional stakeholder, also lack of financial support more importantly less motivated and sense of urgency to properly manage their own destination.

In Indonesia cases destination mostly belongs to regional government (only conservation area owned by state/nation) but the guidance made by central government (ministry of tourism), collaborative project should be more comprehensive and commitment especially in enhancing capacity of Human Resources which should be close to skill set that needed to manage and marketing destination based on Morrison (2024). Against the big question should it continue is not relevant due to it a must to have destination management to achieve sustainable tourism destination without that we will losing the track and trapped in death colliding cycle (left by tourist and social environment either).

## **CONCLUSION AND LIMITATIONS**

The conclusion of research were DMO program failed which people could not managing their own destination due to lack of participation, these program should be evaluate and re-formulate with different approach. Multiple stakeholders involved in DMO program such as NGO, private, academicians must considered people needs in destination through cases every destination were special. Local and regional government had to propose Ministry of Tourism and Creative Economy reactive DMO into multiyear programs with valid Master Plan along with UNWTO and GSTC (Global Sustainable Tourism Council) and set clear regulation (public policy) preferred in ministerial regulation as primary source for regional and local regulation that act as guideline for stakeholders.

Limit of the research due to in general evaluation from articles, social media and flash interview. Deep assessment in every DMO's to found detail problem and real solution from the field required to complete.

## REFERENCES

- Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216-224. <https://www.tandfonline.com/doi/abs/10.1080/01944366908977225>
- Bhudiharty, S. (2020). *Studi Komparatif: Penerapan Program Destination Management Organization (DMO) Kementerian Pariwisata pada Destinasi Wisata Kota Tua Jakarta*, 3(1), 23-35. <https://doi.org/10.36441/pariwisata.v3i1.42>
- Dwianto, J. Y. (2019). *Pengelolaan Pariwisata Pulau Bunaken Berbasis Destination Management Organization*. <http://repository.ub.ac.id/id/eprint/174500/>
- Kementerian Pariwisata, Deputi Bidang Pengembangan Destinasi dan Industri Pariwisata. (2016). Surat Keputusan Deputi Bidang Pengembangan Destinasi dan Industri Pariwisata Nomor: SK.1/UM-001/DPDIP/KEMPAR/2016 tentang Penunjukkan Fasilitator Destinasi dan Fasilitator Lokal Kegiatan Asistensi Tata Kelola Destinasi Pariwisata (DMO). [https://simdos.unud.ac.id/uploads/file\\_penugasan\\_dir/3787757ffa53d3decbb3ffef5a013524.pdf](https://simdos.unud.ac.id/uploads/file_penugasan_dir/3787757ffa53d3decbb3ffef5a013524.pdf)
- Morrison, Alastair M. (2024). *Marketing and Managing Tourism Destinations Third Edition*. New York:Routledge.
- Rohana, L. (2016). Implementasi Destination Management Organization (DMO) (Studi pada Taman Nasional Bromo Tengger Semeru periode 2010-2014). <http://repository.ub.ac.id/id/eprint/166852/>
- Sari, T. K. (2017). Implementasi Program Destination Management Organization (DMO) sebagai Strategi Pengelolaan Destinasi Wisata (Studi Pada Taman Wisata Candi Borobudur). <http://repository.ub.ac.id/id/eprint/7611/>
- Silvar, I. (2018). Stakeholders in a Tourist Destination – Matrix of Possible Relationships Towards Sustainability. *Open Journal for Research in Economy*, 1(1), 1-10. <https://doi.org/10.32591/coas.ojre.0101.01001s>
- Simanjorang, F. (2019). Evaluasi Peran Destination Management Organization (DMO) dalam Pengembangan Destinasi Pariwisata Kawasan Danau Toba 2010-2015. <http://repository.ub.ac.id/id/eprint/180239/>
- Utomo, D. C., Nuryanti, W. (2012). Analisis Model Destination Management Organization (DMO) di Kawasan Pangandaran. <http://etd.repository.ugm.ac.id/penelitian/detail/56098>
- World Tourism Organization. (2019). UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges. 22-24. <https://www.e-unwto.org/doi/book/10.18111/9789284420841>