

**Prambanan Temple Tourist Destination Development in Indonesia as World Cultural Heritage**

Henky Hotma Parlindungan<sup>1</sup>, Tatan Sukwika<sup>2</sup>, Hendra Manurung<sup>3</sup>

<sup>1</sup>Sahid University Graduate School, Indonesia

<sup>2</sup>Sahid University Graduate School, Indonesia

<https://orcid.org/0000-0001-9153-2763>

<sup>3</sup>International Relations Department, Padjadjaran University, Indonesia

<https://orcid.org/0000-0002-4560-1729>

**Abstract.** Tourism activities in the cultural destination area related to ancestors' heritage become increasingly popular, after efforts have been made to promote the uniqueness and superiority of past phenomena and objects. One of the existing world cultural heritages in Indonesia is Prambanan Temple. The management of Prambanan Temple tourist destination through cross-institutional cooperation handles tourism management. By using a qualitative descriptive method, this study aims to measure the effectiveness of organizational management in the management of Prambanan Temple, and evaluate the role and contribution of Indonesia government in aligning conservation goals with Prambanan Temple business management. The results of the study revealed the management of the Prambanan Temple is effective and coordinated performance by stakeholders in pursuing commitment of cultural conservation and economic tourism growth. These good impacts on national economic development combine with sustainable tourist development potential to improve one of Indonesian cultural heritage and a professional management system.

**Keywords:** destination management, cultural heritage, Prambanan Temple, tourist destination, sustainable tourism development

### **Introduction**

Tourism is a sector with great potential in contributing to the growth and development of the Indonesian economy. Initially, tourism development was envisioned as an entry point to economic empowerment and nation-building in Indonesia (Adams, 2020). Tourism development needs to be synergized with the creative economy, which provides direct and indirect benefits to regional development. Additionally, the development of tourism and the creative economy can expand job opportunities and fields for micro, small and medium enterprises. This tourism development has become a locomotive for the business sector managed by the community, such as home industries to agro-tourism. This potential business field can certainly support the development of the local economy. Thereafter, tourism development is able to have a positive impact on regional economic growth and improvement. An area can be categorized as a tourist destination if it has characteristics with the tourism industry, such as natural diversity, socio-cultural wealth, and availability of transportation systems, support services, special events, and government program support (Kozak & Kozak, 2019). While, other researcher considers there are inter-linkages amongst Indonesia's central and local government together with stakeholders' continuous contribution that concern with the sustainable tourism development around attractive major tourist destinations (Manurung & Sinabariba, 2020).

Indonesia has a very large potential for tourist destinations and is spread throughout the region. Not all of these potential destinations have been developed; however, quite a few are already world class. One of them is Prambanan Temple as a national cultural icon recognized by the UNESCO World Cultural Heritage in 1991. It is one of the most important temples in Indonesia due to its largest Hindu temple and the highest temple built during the heyday of

the Sanjaya dynasty. This family is well-known as the ruler of the ancient Mataram kingdom in Central Java in 9<sup>th</sup> century.

The sustainable tourism development guarantees optimal benefits will be obtained in a sustainable manner which can be realized with a comprehensive and integrated approach and policies (Lozano-Oyola et al., 2019; Lozano-Oyola et al., 2012; Medina-Muñoz et al., 2016; Sharpley, 2009; UNCTAD, 2013). The main element that must be possessed in the implementation of the process is good leadership.

Indonesia government seeks to fully support cultural conservation, such as the protection, development and utilization of the Prambanan Temple destination and surroundings as ancestor cultural heritage and world cultural heritage sites by optimizing the functions and spatial planning of the surrounding area as well as developing supporting infrastructure facilities in an effort to preserve regional culture in a sustainable manner. It followed by Prambanan Temple tourism potential development which is in line with the Daerah Istimewa Yogyakarta Province Regional Tourism Development Vision as a world-class, competitive, sustainable, and community-based tourism-based tourism destination. Prambanan Temple Tourism Park was developed with restoration as a tourist destination due to its main attraction.

Henceforth, to spur tourism growth nationally, local and central government continues to build and develop supporting components for tourism facilities and arrangement of environmental conditions. It involved Indonesian state-owned enterprises, Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko Corporation, particularly in improving the two temples tourism potential destination. Thereafter, it was preceded by a series of feasibility studies by Indonesian government with technical assistance from Japanese government. Overall, it consists of three stages, namely: 1) Exploration, 2) Culture, and 3) Management.

Prambanan Temple management establishment based on Presidential Decree No. 1 of 1992 concerning the Borobudur and Prambanan Temple Tourism Park management as well as controlling the surrounding area's environment. Thus, based on this decree, the management of temples, specifically in Prambanan area, has resulted in separate management. The conservation function is still managed by Archaeological Heritage Conservation Center (BP3), while utilization functions as a tourist attraction is managed by PT. Taman Wisata. Up to present, Prambanan Temple Tourism Area has been supervised by three management, as follows: 1) BP3 Special Region of Yogyakarta Province (*Daerah Istimewa Yogyakarta*) on Prambanan Temple preservation; 2) BP 3 Central Java Province (*Jawa Tengah*) on Sewu, Lumbung, and Buhrah temples preservation; meanwhile, 3) the management of overall tourism development is left entirely to a Indonesian state-owned enterprise ministry.

The purpose of this research is to assess the effectiveness of organizational management in the management of Prambanan Temple and the role of Indonesian state-owned enterprises in aligning conservation goals with business purposes of the Prambanan Temple area management.

This research unit of analysis is limited to the management of tourism destinations in Prambanan Temple which is carried out by Taman Wisata Borobudur-Prambanan-Ratu Boko Corporation during 2015 to 2020 periods. The discussion covers planning, organizing, implementing, coordinating, monitoring and evaluating. Analysis of the Prambanan Temple development managerial success is based on the use of management aspects of tourism destination development, operationalization of tourist destination management, planning, organizing, monitoring, number of visits and tourist satisfaction, partnership with other institutions and active participation of the surrounding communities.

In order for the development and development of tourism destinations to be carried out optimally and evenly throughout Indonesia, it is necessary to have a comprehensive,

strategic, efficient and effective tourism development management pattern that benefits all institutional stakeholders. Planning patterns and management of tourism destinations are needed on an ongoing basis with the support of many parties, starting from the planning, operational and monitoring stages and processes (Ammirato et al., 2014; Koo et al., 2016; Krce Miočić et al., 2016; Van Niekerk, 2014). The choice of sustainable and process-based destination management is an integral part of the Destination Management System through the establishment and development of a Destination Management Organization. It aims to create a suitable environment and quality delivery on the ground and how to ensure that visitors' expectations are met at the destination (UNWTO, 2007). DMO is currently recognized as a tool or method to bring together the interests of tourists and tourism destination managers, and become an effective marketing tool for tourism managers (Kozak & Kozak, 2019; Lozano-Oyola et al., 2012; Pike & Page, 2014; Ryan, 2020; Sheehan et al., 2016; Spyriadis et al., 2013; Van Niekerk, 2014).

As a dynamic industrial sector, the tourism sector is influenced by changes in the interest and motivation of tourists to travel, so that diversification of types of tourism develops to make adjustments. The diversification of the national tourism market must reach and develop other tourist areas in Indonesia (Sotiriadis & Shen, 2017). Therefore, the management of Prambanan Temple tourism destinations needs to be encouraged to become an effort to reduce the dependence on Indonesian main tourism destinations, especially on the island of Bali. Prambanan Temple Tourism Park, as an organization, is managed jointly by BP3 DIY, BP3 Central Java, and PT. Taman Wisata Borobudur Temple, Prambanan, and Ratu Boko. According to Suhendroyono and Novitasari (2016) and Lozano-Oyola et al. (2012), the development of tourism activities in general rests on the uniqueness and attractiveness of natural and cultural tourism. In maintaining the continuity of tourism activities, it is necessary to manage and preserve tourism potential. Organizational management is carried out specifically through planning, organizing and preserving tourism potentials with the aim of advancing the lives of the surrounding community and improving the economy.

The tourism destinations mentioned above are included in the category of heritage tourism which according to Hitchcock et al. (2010) are not only important for the formation of individual and collective identities, but also economic progress and symbols of power. In the era of globalization, the function and role of heritage tourism is increasingly important and strategic. Tourism activities in the cultural heritage area or those related to ancestors' heritage are increasingly popular. Boniface (2013) explains that there is a relationship between the quality of cultural tourism management, the meaning of cultural tourism, tourist attractions, and potential support for the tourism industry. The success of developing a tourism destination is determined by visitors, where the number of visits and tourist satisfaction is a measure of the success of a destination. The high number of tourist visits shows that the destinations that have been developed are sufficient to attract tourists to visit (Ali & Frew, 2013; Choo, 2014; Halmi & Severović, 2016; N. Khan et al., 2020; Munar, 2012; Sukwika & Kasih, 2020; Sung, 2013). Obviously, attention must be paid to the carrying capacity and capacity of the tourist area so that tourist saturation does not occur (Michalkó et al., 2015; Sukwika & Kasih, 2020).

Most travelers always want to find, leisure, and enjoy something new or memorable experience for the satisfaction of personal desires. They want something different from what they have experienced before. Along with changes in tourist interest or motivation, it is necessary to make adjustments to tourism products and their supporting factors, such as tourist attractions, accommodation, facilities and infrastructure, and other services (Boniface, 2013; Khan et al., 2020; Koo et al., 2016; Kozak & Kozak, 2019; Lozano-Oyola et al., 2012; Reeder-Myers, 2015; Sukwika & Kasih, 2020; Yan & Halpenny, 2020). Nurdiansyah (2014)

stated that a variety of contemporary issues such cultural heritage conservation, young tourist trends (backpacker tourism), culinary tourism (food tourism), to social media (e-tourism) are opportunities and challenges for the sustainability of the tourism industry years ahead. The success of organizational management in the creation of quality cultural heritage tourism products greatly determines the progress and decline of business with tourist visits (Boniface, 2013; Lozano-Oyola et al., 2012; Reeder-Myers, 2015).

**Methodology**

The research method is descriptive qualitative with interpretation of the results of data analysis (Anderson et al., 2018). The research was conducted in the Prambanan temple area, which is located in Prambanan District, Sleman Regency, Yogyakarta. The observation is from October to December 2020. The research data needed are quantitative and qualitative, both in the form of primary and secondary data. Primary data were obtained through in-depth interviews with informants regarding the management of development and management of tourist area destinations, traditional wisdom, observation of the conditions of Prambanan Temple, natural conditions, and cultural festivals, utilization of natural resources, tourism destination strategies, and efforts to sustain tourist destination qualities. Secondary data were obtained from written sources, such books, scientific journals, and other written sources related to research issues and contextual topics.

The performance used as a measurement basis is institutional partnerships, organizational management output on Prambanan Temple tourism activities, creation of environmental conservation that is clean and beautiful, and the level of people welfare.

**Results**

The major challenge for the managers of the Borobudur, Prambanan, and Ratu Boko Tourism Parks is to maintain a balance between the interests of conservation and the optimal utilization of the economic potential of cultural heritage without damaging environment. Various activities are carried out to realize the contribution of tourism to the economy and empowerment of local communities. Another challenge, the manager can minimize the negative impact on the temple and other historical and cultural relics.

Regarding the number of visits, there is no significant difference between the proportion of male and female visitors, where most of the respondents (80%) reside in Java, which is about 600 Km from the Prambanan temple, which can be reached by land and air travel. Meanwhile, the profile of visitors is dominated by productive young people who are thought to have independent income and are included in the middle to upper income group. There are 5 questions about the identity of the respondent, namely; gender, age, area of origin of the respondent, island of domicile, occupation or status, and income (Table 1).

**Table 1. Sample characteristics**

	Frequency (N=300)	
	N	%
<i>Gender</i>		
Male	160	53,33
Female	140	46,67
<i>Age</i>		
< 19 years	2	0,67
20 to 39 years	245	81,67
40 to 59 years	52	17,33
>60 years	1	0,33
<i>Area of Origin</i>		

Java	242	80,6
Kalimantan	17	5,67
Sumatera	26	8,67
Bali and Nusa Tenggara	6	2,00
Sulawesi	7	2,33
<i>Job/Status</i>		
Students/University students	31	10,33
Businessmen	35	11,67
Private employees	127	42,33
Others	107	35,67
<i>Income</i>		
< 5 million IDR/monthly	109	36,33
5 to 10 million IDR /monthly	127	42,33
>10 million IDR/monthly	64	21,33

Note: Exchange rate: 1 USD = 14,000 IDR

Source: The authors

Some important things related to the characteristics of the respondents are: 1) There is no significant difference between the proportion of male and female visitors; 2) Most (80%) live in Java, which is about 600 Km from Prambanan Temple, which can be reached by land and air travel; 3) Almost 100% of the population are young and productive and are estimated to have had independent income; 4) The proportion of visitor income is dominated by middle to upper income groups. Prambanan Temple tourist income condition characterize is still the same as the results of Rifan's research (2016) where as many as 55% of the respondents earn below IDR 5 million/monthly. Most likely, tourist groups are still dominated by young people.

In developing tourism destinations for Prambanan Temple, it is necessary to arrange cultural and natural sites management in a professional manner. This can be started from Zoning clustering, which is grouping supporting elements with same function, regulating flow of visitors related to the carrying capacity of tourist areas, managing safety and comfort of tourists, generating tourist assisting officers' competence in tourist destination, and souvenir traders monitoring and evaluating.

As a cultural heritage-based tourism potential manager, Taman Wisata Candi Corporation should balance and harmonize national conservation goals and business economy sustainability. Hence, based on the results of meetings and correspondence with management, from 4 to 21 December 2020, two steps were taken to harmonize, namely limiting the number of visits and Zone Clustering proportional field-management. It is done due to the stakeholders' willingness and strategic decision to pursue national cultural heritage preservation, presents convenient and safe-park as well as sustaining quality tourism development for all. During COVID-19 pandemic outbreak, this is proven by implementing national health protocols based on Cleanliness, Health, Safety, and Environmental Sustainability (CHSE) certificate, prioritizing the use of information technology and implementing renewable energy.

## Conservation Goal

### *Creation of Tourist Attractions*

Prambanan Temple which is also known as Loro Jongrang Temple is a Shiva (Hindu) temple, located in Prambanan District, Sleman Regency, 17 km east, Yogyakarta Province. Based on the ancient Javanese poetic Siwargha Inscription, Prambanan Temple was founded



by Rakai Pikatan from Wangsa Sanjaya, around 856 AD and first reported by C.A. Lons, a Vereenigde Oostindische Compagnie (VOC) Semarang employee in 1733. Prambanan Temple was in ruins. Then, Y.W.Ijherman in 1885 started cleaning up the ruins of the temple, followed by J. Groneman assisted by a photographer named Kasiyan Cephas. During the Japanese occupation (1942-1945), the Dutch were taken by the Japanese and the work was carried out by an Indonesian, Sukanir assisted by Samingan and Suwarno. During the physical revolution, Prambanan Temple was neglected, and after Yogyakarta returned to the government of Indonesia in 1949, the restoration work continued smoothly. In 1952 the restoration work was completed, but unexpectedly the roof of the temple was struck by lightning, so that the restoration could only be completed entirely in 1953, and in 1954, the inauguration was carried out by the first Indonesia President, Soekarno.

In 1991, Prambanan Temple was designated by UNESCO as a world cultural heritage. This stipulation has implications for the protection and preservation efforts. As a world cultural heritage, the preservation of Prambanan Temple is not only the responsibility of the Indonesian people, but also the international community. Therefore, its preservation and utilization are monitored periodically by UNESCO through monitoring activities every five years. Currently, its preservation is still being carried out so that it can be used sustainably. Not all of the restoration activities that have been carried out can be carried out on the existing temple buildings. This is due to the stone components has been lost and stolen. However, all the temple buildings in the central courtyard have been completely restored and have become the main attraction in Prambanan Temple Park (Emeralda, 2015; Santiko, 2015).



**Figure 1. Shiva Prambanan Temple Sites: Before Restoration**

Source: The authors



**Figure 2. Shiva Prambanan Temple Sites: After Restoration**

Source: The authors

Prambanan Temple preservation until the end of 2020 is still being carried out continuously, so that its use is sustainable in the future. However, it is not all of the restoration activities been carried out on the existing temple buildings. However, all of the

temple buildings in the central courtyard have been completely restored and have become Prambanan Temple Park main tourist attraction. The difference in the condition of Prambanan Temple before and after the restoration can be seen in Figure 1. Meanwhile, Figure 2, after being restored, the Prambanan Temple complex looks more beautiful, organized, orderly and clean. The renovations of monumental buildings have not only improved the physical condition, but have boosting destination attractiveness.

It includes attractiveness as a world cultural heritage, and business and economic potential. The analysis was strengthened by the perceptions of the visitors based on the results of filling out the questionnaire. The geographic location of Prambanan Temple shows a combination of knowledge and virtue which is the work of the ancestors of the Indonesian people, with knowledge and virtue from other cultures. These combinations are carried out in a peaceful and equitable process. Understanding the tangible and intangible aspects further reveals the greatness and attractiveness of Prambanan temple, together with Borobudur temple, Ratu Boko temple (Munandar, 2018; Muryamto et al., 2018; Soedjono, 2015).

At the 209<sup>th</sup> session meeting in Paris, the Executive Board of the United Nations Educational, Scientific and Cultural Organization (UNESCO) July 7, 2020 held and decided that the Toba Caldera was declared a UNESCO Global Geopark. This is a worldwide acknowledgment of Indonesia which has succeeded in preserving its existing world heritage. Many of the archipelago's cultural heritage has been recognized by UNESCO, including cultural and natural heritage such as Borobudur Temple, Prambanan Temple, Sangiran Early Man Site; landscapes, such as Komodo National Park, Ujung Kulon National Park, Subak Bali Cultural Landscape, Gunung Sewu Global Geopark, Toba Global Geopark Caldera (UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage, Paris, November 21, 1972). According to UNESCO, the definition of Cultural Heritage is as follows (Art.1 UNESCO Convention, 1972):

*“For the purpose of this Convention, the following shall be considered as "cultural heritage":*

**Monuments:** *architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science.*

**Groups of buildings:** *groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science.*

**Sites:** *works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view.*

As in general the temples in Central Java that were built during the Hindu-Buddhist classical period of ancient Mataram, Prambanan temple has several special characteristics such as, see Figure 3: 1) Shape of the building is fat; 2) Roof is real terraces; 3) Peak is in the form of a pearl or stupa; 4) Reliefs arise rather high and the paintings are naturalistic; 5) Temple location is in the middle of the courtyard; 6) Mostly made of andesite.

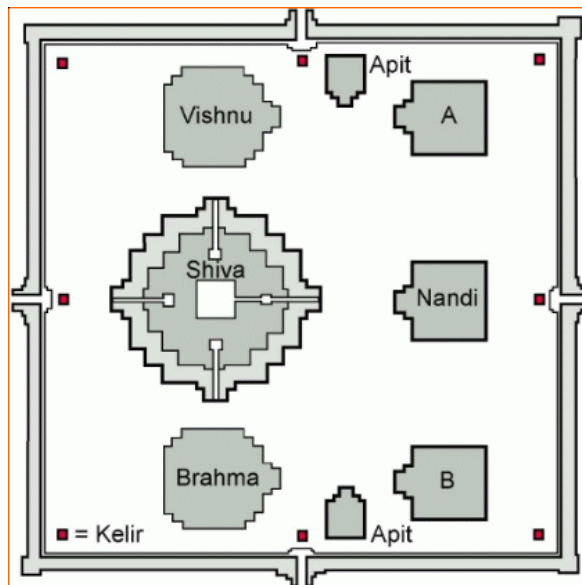


Figure 3. Prambanan Temple Complex Sites

Source: The authors

### The Conservation of Tourist Visits

The number of visitors for conservation purposes is limited to between 9,000 and 11,000 people per day. If it is assumed that one year is 360 days, then the interval for the number of visits that are still within the tolerance limit is between 3.24 million and 3.96 million people per year. Table 2 below provides a comparison of (potential) safe visit limit and visit realization.

Table 2. Comparison between potential and realization to Prambanan Temple visits period 2015-2019

Year	Potential (people)		Realization (people)	Potential – Realization (people)		Realization/Potential (%)	
	Minimum	Maximum		Minimum	Maximum	Minimum	Maximum
2015	3.240.000	3.960.000	1.738.843	1.501.157	2.221.157	53,7	43,9
2016	3.240.000	3.960.000	1.905.361	1.334.639	2.054.639	58,8	48,1
2017	3.240.000	3.960.000	2.201.249	1.038.751	1.758.751	67,9	55,6
2018	3.240.000	3.960.000	2.439.113	800.887	1.520.887	75,3	61,6
2019	3.240.000	3.960.000	2.509.655	730.345	1.450.345	77,5	63,4
<b>2015 to 2019</b>	<b>16.200.000</b>	<b>19.800.000</b>	<b>10.794.221</b>	<b>5.405.779</b>	<b>9.005.779</b>	<b>66,6</b>	<b>54,5</b>

Source: Authors modification

As previously stated, the limit for (potential) safe visits is the number of visits between 9 thousand and 11 thousand people per day. Thus, there is still a potential visit quantities interval between a minimum of 3.24 million people, and a maximum of 3.96 million people per year. When comparing with actual visits, it is concluded that the minimum safe limit has not been fully reached. Thus there is still an under capacity visit to Prambanan Temple. The unrealized accumulated visits during the 2015-2019 periods were 5.4 million compared to the minimum limit, and 9 million people when compared to the maximum limit.

When viewed as a percentage of potential visits, during the period 2015 to 2019 the number of actual visits was 66.6% minimum limit, and 54.5% maximum limit. The highest



number of visits was in 2019, reaching 77.5% minimum limit, and 63.4% maximum limit. Meanwhile, the lowest visit realization was in 2015 which amounted to 53.7% minimum limit and 43.9% maximum limit. Thus, the data in table shows that even though during the 2015 to 2019 period the number of tourist visits to Prambanan Temple continued to increase, it was still far below the limit of potential safe visits.

### Zoning Management

The management of Zone 1, Zone 2 and Zone 3 has been done for a long time, but the management plans to further optimize the management of Zone 1 in early 2021, through the application of visitor registration with the imposition of different rates. Management of Zone 1 like this is known as Visitor Management. The application of the Visitor Management system can increase the safety of the Prambanan Temple conservation and possibly also increase income. It's just that if you look at the realization of visits during the 2015 to 2020 period which are still below the safe visit limit, the plan is likely to reduce visits and or income. There are several things that must be known in advance, especially the level of elasticity of visit requests. Hence, given the uneven pattern of visits every month, the implementation of Visiting Management cannot be done uniformly every month, to prevent a decrease in visits and / or income. In other words, Prambanan Temple Management should consider a prudent price discrimination strategy. The implementation of Visitor Management should be implemented in stages considering that the world economy is still affected by the negative impact of the COVID-19 pandemic. Taking this into account, what are more needed in 2021 is precisely by-given incentives to generate incoming visits and stimulating economic recovery in the tourism sector.

The table also shows that up to before the COVID-19 pandemic, from 2015 to 2019 periods the number of tourist visits to Prambanan Temple showed an increasing trend. In 2015 the number of visits was 1.74 million people and in 2019 it was 2.51 million people, or growing an average of 9.6% per year. The source of the relatively high growth in visits is the steady increase in visits by domestic tourists. During the 2015-2019 periods, the growth rate of domestic tourists visiting was an average of 9.6% per year. Meanwhile, the growth rate of foreign tourist visits in the 2015-2019 periods was relatively fluctuating, even though the average growth was 9.7% per year and experienced higher growth in 2015 to 2018.

The impact of the COVID-19 pandemic on a visit to Prambanan looks enormous. During January 2020 to October 2020, tourist visits to Prambanan was 579,365 people, only 23% of visits in 2019. The largest decrease in visits was seen by foreign tourists, which in 2020 were only 21,342 or around 12% of the number of visits in 2019. Meanwhile, domestic tourist visits in 2020 decreased to 558,023 people or 24% of the number of visits in 2019.

From the tourist visiting data for 2015-2020, it can be seen that domestic tourists dominate visits to Prambanan, with an average proportion of above 90% of the total number of tourist visits. In 2020 the proportion of domestic tourists visiting is 96.3%. The increasing role of domestic tourist visits in 2020 is due to the drastic decline in foreign tourist visits. This is reflected in the number of tourist visits to Prambanan Temple. Tourist visit data for 2015 to early 2020 can be seen in Table 3 below.

**Table 3. Tourist Visits to Prambanan Temple (2015-2020, in thousands)**

Data	National Tourists	International Tourists	Total
2015 (person)	1.612.525	126.318	1.738.843
Proportion (% Total)	(92,7)	(7,3)	(100,0)
2016 (person)	1.762.068	143.293	1.905.361
Proportion (% Total)	(92,5)	(7,5)	(100,0)
2017 (person)	1.971.761	229.488	2.201.249
Proportion (% Total)	(89,6)	(10,4)	(100,0)

2018 (person)	2.217.497	221.616	2.439.113
Proportion (% Total)	(90,9)	(9,1)	(100,0)
2019 (person)	2.326.122	183.533	2.509.655
Proportion (% Total)	(92,7)	(7,3)	(100,0)
2020 (person)	558.023	21.342	579.365
Proportion (% Total)	(96.3)	(3.7)	(100,0)
2015-2020 (person)	10.447.996	925.590	11.373.586
Proportion (% Total)	(91,9)	(8,1)	(100,0)

Source: Authors modification

Based on the distribution of questionnaires to visitors it was also carried out in early December 2020, along with field observations and discussions, but the number of questionnaires that can be collected is not many, namely 30 domestic respondents, although statistically quite adequate. Likewise, with foreign tourists, the number of questionnaires collected was 2 units, so it was insufficient. It is due to the spread was carried out during the COVID-19 pandemic, where the number of visitors also drastically decreased. Thus, based on the consideration of getting a relatively large number of respondents, then the distribution was carried out using social media. The results of the distribution for about 2 weeks were obtained as many as 270 domestic respondents who had visited the field.

#### ***Service Quality and Visitor Satisfaction***

The quality of service since the initial service, from ticket purchase to returning home, is generally very good. Visitors have a good perception of the ease of information and ticket services. In terms of location information, more than 80% of respondents stated that the informative signs were very helpful and that the ease of information about the object of visit by the tour guides was very good and adequate. The quality of service is also considered good by more than 90% of respondents. A high level of satisfaction will result in the desire to return to visit, in the future, and even recommend others to visit Prambanan temple.

Analysis of visitor satisfaction includes tangible and intangible aspects that greatly determine the progress of a tourist destination. Because visitor satisfaction will result in recommendations for other people to visit the destination in question (IFC, 2017; Koo et al., 2016; Kozak & Baloglu, 2010; Kozak & Kozak, 2019; Van Niekerk, 2014). Experience includes physical and spiritual dimensions, which are among the most essential in assessing the quality of a tourist destination. According to Michalkó et al. (2015), service insufficiency or the failure of the travel experience, along with other risk factors may lead to tourists' dissatisfaction. The perception of tourists about the experiences gained while visiting Prambanan Temple shows that around 95.3% of respondents had good experiences during their visit. The exploration of perceptions on the experience of the physical and spiritual dimensions is the most essential thing in assessing the quality of a tourist destination.

Based on the results data, it is known that 80% of respondents stated that there is a clear route guide regarding the order of the objects of visit, the area of the visit is wide, not crowded and neatly arranged, the natural surroundings are beautiful and blend with the temple, touch, smell and hearing foster an unforgettable experience. Apart from that, the respondents also stated that what they got from the visit was as expected and that overall tourism services were very good. This shows that the level of satisfaction with Prambanan Temple has resulted in the desire to recommend it to friends / other people. The prospect of the Prambanan Temple destination is very good.

#### ***Prambanan Temple Management Partnership***

The number of visitors who are still within the tolerance limit for conservation maintenance needs, which is between 9,000 and 11,000 people per day or around 3.2 million to 4 million people per year. The management of Zone 1, Zone 2 and Zone 3 refers to laws, central government regulations and related local government regulations. Coordination with

local governments includes coordination in more operational areas, such as synchronizing schedules and types of events held by local governments, in order to produce synergies because they are complementary. Prambanan Temple is located in Sleman Yogyakarta, but coordination with the Magelang Regency government is necessary because there are Borobudur Temple and Ratu Boko which are also under the management of PT Taman Wisata Candi. This issue can be followed up by compiling standard implementing regulations as specific guidelines on how to comprehensively manage cultural tourism destinations involving all stakeholders (Ammirato et al., 2014; Bakker & Twining-Ward, 2018; Halmi & Severović, 2016; Holik, 2016; A. Khan et al., 2020; Krce Miočić et al., 2016). Judging from the number of visits, Borobudur Temple is far more than that of Prambanan Temple, however, if properly coordinated, it will produce a great synergy (Ammirato et al., 2014; Bakker & Twining-Ward, 2018; Halmi & Severović, 2016; Krce Miočić et al., 2016).

It is due to the advantages of these large temples, they do not substitute for each other but instead complement each other. Therefore, the regional government of DI Yogyakarta Province together with all tourism industry stakeholders need to formulate and campaign for strategies to increase foreign tourists and local tourists either using social media or conventional methods (Ali & Frew, 2013; Choo, 2014; Halmi & Severović, 2016; Kozak & Baloglu, 2010; Kozak & Kozak, 2019; Munar, 2012).

## Business Goal

### *Tourism Destination Management*

Indonesia has an idea related to its strategic position as the world's global maritime fulcrum that should be built through a strong conception and implementation in the international political economy (Manurung, 2018). Thereafter, Prambanan temple business potential refers to the understanding of the potential ability to generate business income, wages/salaries, which the private sector and the surrounding community enjoy or experience. If this potential pursued, thus, it will result in the level of people's welfare improvement. The attractiveness of the Prambanan temple has the potential to grow large-scale business activities such as star hotels, transportation services, telecommunications, information technology, and accommodation. It is very potential to grow business and employment for micro, small and medium enterprises groups, which are generally informal and are opportunities to do business and work for people around the temple area. Increasing aspects of economic empowerment and improving community welfare, so that these MSMEs can grow and develop and become a source of seeds for large and professional businesses (Ammirato et al., 2014; Holik, 2016; Sung, 2013). Table 4 illustrates the prospect of realizing the potential appeal of Prambanan into a business potential is enormous.

**Table 4. Population and Indonesia Income Per Capita in 2019**

Information	Population (in million)	Per capita income (in million IDR)
Indonesia	268.10	41.20
Java	132.70	49.10
Central Java	34.70	28.60
Special Region Jakarta	10.60	174.10

Note: Exchange rate: 1 USD = IDR 14,000

Source: Own elaboration

Reeder-Myers (2015) states that in the 21<sup>st</sup> century, the phenomenon of global warming has a significant effect on the existence of cultural heritage in coastal areas, although the impacts such as rising sea levels and weather change patterns may distributed differently in each region. Thus, through continuous synergy and integration of the existence of cultural

sites with the sustainability of the surrounding natural environment, the location of these tourist destinations can be used as a national tourism destination that is attractive to foreign and domestic tourists (Choo, 2014; Manurung, 2014; UNCTAD, 2017). To avoid adverse local social changes and damage to cultural sites caused by tourist visits, it is necessary to socialize to the surrounding community about the potential for cultural acculturation and cultural shock.

In general, tourists tend to adopt the image of a tourist destination through social media networks regardless of whether or not they have priority on this image (Munar, 2012; Pan et al., 2020). The attractiveness of this social influence depends on the breadth and enrichment of tourists' social networks, in particular in selecting and deciding on attractive, affordable and best tourist destinations (Hall, 2010; Halmi & Severović, 2016; Koo et al., 2016; Munar, 2012).

Management by good and credible institutions has a positive impact on efficient public services. Thus, good management will increasingly have an impact on overall market and non-market activities (Detotto & McCannon, 2017; Van Niekerk, 2014). Most tourists have experienced positive experiences and shared photos (selfies), stories and good impressions of their travels to social networks via social media, such as: Instagram, Twitter, Facebook, Messenger, Telegram, e-mail, etc. (Ali & Frew, 2013; Koo et al., 2016; Yan & Halpenny, 2020).

### **Prambanan Temple Management**

Prambanan Temple Tourism Park is jointly managed by BP3 DIY, BP3 Central Java, and Taman Wisata Candi Borobudur-Prambanan-Ratu Boko Corporation. Prambanan Temple Tourism Park is ready to be developed as a national and international tourist attraction related to the temple destination attractiveness. Furthermore, to spur tourism growth, the central government together with the regions have built and developed components and various infrastructure supporting facilities for tourism and structuring environmental conditions. These supporting destination facilities can be seen in the photos below. It includes a parking lot, ticket sales area, information center, museum and audio-visual hall, restaurants, and souvenir selling points.



**Figure 4. Tourism Facilities at Prambanan Temple**

Source: The authors



Borobudur-Prambanan-Ratu Boko Temple Tourism Parks big challenge is to maintain harmonious balance between conservation interest and the utilization of the economic potential of local cultural heritage. This various activities already undertaken to pursue the contribution to economy and local communities' empowerment are developments, which at the same time have stimulated the growth of community economic activities in the tourism sector. On the other hand, the negative impact on the temple and other historical and cultural relics is minimized. However regarding the management of its business, Borobudur-Prambanan-Ratu Boko Temple Tourism Parks management for some years have carried out the following major businesses: (1) Managing the environment of Borobudur-Prambanan Temple-Ratu Boko Palace as well as other historical and ancient relics as tourist parks, including maintenance technical activities and supervision of the environment, as well as other aspects in accordance with applicable national laws; (2) Planning and developing services, infrastructure, facilities and other public facilities; and (3) Take all actions and carry out other business activities that are possible in order to achieve the company's business objectives. As a Unit Office that manages special tourism in the Prambanan area, the types of activities carried out include:

*a. Cultural Heritage Conservation Activities*

In accordance with the company's vision and mission, the management, in this case Borobudur-Prambanan-Ratu Boko Temple Tourism Park embodies the activities of preserving cultural heritage objects through activities, among others:

1. Provide appropriate places for the nation's cultural heritage, namely by maintaining the cultural object in such a way, so as to minimize risks and negative impacts on objects.
2. Creating areas and supporting environment for the preservation of cultural heritage.
3. Providing learning-by-field exploration information to tourists about temple uniqueness characters from various perspectives, such as historical development, philosophical values, art, architecture, and techniques construction through attractive brochures and audio-visual exhibition.

*b. Tourism Activities*

The tourism activities that are developed are carried out with full commitment to conservation efforts of the temple as the main object, as well as trying their best to satisfy the visiting tourists. Tourism activities can be observed based on strategic efforts as follows:

1. Provision and management of tourism destination facilities include operational facilities and supporting facilities. Operational facilities, i.e.: Museum of Antiquities and Visual Auditorium, children's playground, restaurant, parking area, souvenir stalls and food stalls, toilets, mini trains, photo print minilab, and camping area. Meanwhile, the supporting facilities include: Management Office, Information Center, Ticket Purchase Point, Mosque and Security Guard Post. Additionally, there are entertainment facilities, namely the Ramayana Ballet Open Stage and the Trimurti Arts Building which are managed by the Theater and Performing Arts Unit Office.
2. Development of tourism attractions to increase tourist attractiveness so as to increase the number of visits. The tourist attractions developed in Zone 2 are special attractions that are not permanent in nature, i.e.: Cultural Festivals, Children's Art Performances, Bird Competitions, Dinner Events, Music Performances, Scout Camps, and Nyepi Day Ceremony. Apart from increasing the number of visitors, this destination attraction aims to disseminate visitors so that they are not only concentrated in Zone 1, in anticipation of not exceeding the physical carrying temple capacity.
3. Visitor Management, to provide good quality visits and also to anticipate the negative impact of visitor activities. The management of visitors, among others, is carried out by arranging the flow of visits, providing accurate and clear information as well as tour



guides, making signs and restrictions, and providing trash bins that are easily accessible to tourists.

4. Tourism marketing is carried out in collaboration with central government, related surrounding local governments and other tourism industry sectors, such as Indonesian Hotel and Restaurant Association (*PHRI*) and Indonesian Tours and Travel Agencies Association (*ASITA*). Marketing begins with market research activities to identify potential markets, identify market wants, needs, motivations, pleasures and displeasure with the product. The results of the research are used as materials to develop products according to tourist expectations, so as to increase visit satisfaction. Pricing policies include providing prices adjusted to the purchasing power of the tourism market. For domestic tourists, it is IDR 50,000 (weekdays & weekends) and foreign tourists for US \$ 10. Distribution is carried out in collaboration with travel agents and travel agents who are members of *ASITA* to make tourism packages with other tourist attractions. Likewise with promotional activities and publications, carried out jointly by the government, *ASITA* and *PHRI*. Promotion and marketing, among others, is carried out by participating in exhibitions held at home and abroad, making mock-ups, brochures, websites, and social media facilities. The results of the promotion and marketing process are expected to boosting visits quantities.

### Contribution to Local Revenues

The management of Prambanan Temple is handled directly by the presence of Indonesian state-owned enterprises which institutionally to balance the mission of people welfare and profitable business. The success of management is determined by two factors, the first is exploring the potential of cultural heritage and the second is the quality of the management system. The tourism market potential of Prambanan Temple is very good since it was established as a world cultural heritage. This means that the reputation of Prambanan Temple has been recognized worldwide so that it has reputable potential market.

However, Prambanan Temple management through Indonesian state-owned enterprises as government intervention still intends to optimize the potential for social welfare from the existence of a cultural heritage. The impact of social welfare can be seen from several aspects, namely the expansion of business and employment opportunities, strengthening of the regional economic structure and revenue of the relevant regional taxes. The results of the observation show that there are at least around 650 micro, small and medium enterprises units with an average turnover of one million rupiah per day or IDR 234 billion per year. This means that if one MSME unit employs two people, then the number of open jobs is 1,300 people. This additional employment of at least 1,300 people is very helpful, particularly for Prambanan sub-district that is experiencing heavy population pressure.

In some research results it stated that the tourism significantly enhances gross domestic product and reduces poverty in the long run. Not only that, even the impact of heritage tourism on people's livelihoods can be done through the promotion of local community industrial enterprises as a way to build better relations with tourism. (Holik, 2016; Kausar & Nishikawa, 2010; N. Khan et al., 2020; Medina-Muñoz et al., 2016; Nyasha et al., 2020; UNCTAD, 2013; Wulan, 2013).

Apart from MSMEs, business activities that are currently developing include homestays around Prambanan Temple. If under normal conditions, the existence of this home stay will make it easier and offer competitive price for the cost, thereby could increase the satisfaction of tourists. Data for 2020 shows that the number of tourist visits to Prambanan Temple is 2.3 million foreign tourists and 180 thousand foreign tourists. If only 5 percent are staying, the number of people staying is 125 thousand people per year or 350 people per day. Data from 2015 to 2020 shows that the rate of tourist visits to Prambanan Temple is around 9 percent

per year, which means that the number of visits will be twice every 9 to 10 years. The questionnaire data also shows that more than 90 percent of the respondents visited with their families and around 30 percent of respondents thought that hotels around Prambanan Temple area do not have to be star hotels. These data indicate that the home stay business has good prospects.

Subsequently, if the COVID-19 pandemic has passed, and the global and national economies recover, the prospect of a home stay business is quite relatively good and will expand employment, and even increase tourism job availabilities. During the 2015-2020 period, regional tax revenues in Sleman Regency experienced impressive growth. In 2015, local tax revenues were IDR 373 billion, but in 2020 it became IDR 650 billion. Thus, during 2015 to 2020 periods; regional tax revenue for Sleman district grew by an average of 14.8% per year. The high growth rate means that in 2020, the contribution of Regional Taxes in the regional revenue (PAD) of Sleman Regency is already dominant, because it reaches 67%. The second largest contribution to the regional revenues in Sleman Regency comes from the tourism sector. The development of tourism in Sleman Regency is driven by the existence of the Prambanan temple. The structure of tax revenue for tourism activities in Sleman Regency is also presented in Table 6.

**Table 5. Structure of Tourism Sector Tax Revenue**

Information	Value (IDR in billion)	Proportion (% Local Tax)
Hotel Tax	118	18.2
Restaurant Tax	114	17.5
Entertainment Tax	22	3.4
Advertisement Tax	11	1.7
Property Tax	76	11.7
Land and building ownership fees	186	28.6
Total Local Tax Revenues	650	81.1

Note: Exchange rate: 1 USD = IDR 14,000

Source: Authors modification

It must be admitted that a good management system is not capable of releasing people from problems; it is just that the quality of management is evaluated from the attitude and response to problems. One of the serious problems facing the world economy and Indonesia, including the tourism sector during 2020, is the COVID-19 pandemic. Unfortunately, since the COVID-19 pandemic, the impact of decreasing visits to Prambanan Temple destinations has felt significantly. In 2019 the number of foreign tourist visits was 184,000 people, a decrease of around 11.5% in 2020, namely 21,000 people. Income was IDR 2.94 trillion before the pandemic, while during the pandemic it was reduced by less than IDR 2.5 trillion.

**Conclusion**

Yogyakarta is indeed a place of Indonesian cultural and historical tourism that attracts domestic and foreign tourists. Visitors may find many temples complete with their respective folklore. Several big temples such Prambanan and Borobudur Temple has been around for hundreds of years and preserve cultural uniqueness which belongs to Indonesian people ancestors’ richness should be protected and maintained for future generation.

The management of the Prambanan Temple management organization has shown a solid effective performance combine with the continuous coordination of achieving cultural conservation and economic tourism goals. It has a stimulus effect on national economic growth and supporting infrastructure development qualities, mostly its contribution to

surrounding local people. The overall performance achievement is the result of cross-institutional coordination, namely the Central Java government, Sleman regency government, and local communities.

The performance of the Prambanan temple tourist destination system run by Indonesian state-owned enterprises with the support of related institutions so far has succeeded in spurring the growth of regional and community tourism cohesion. However, in developing the supporting components of tourism facilities and restructuring environmental conditions is still challenging issue that should be resolved. Therefore, it requires monitoring and policy-evaluation by strategic tourism decision-makers in improving Prambanan temple tourist destination that should be able to gain regional benefit of local people and the natural resource conservation advantage.

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