The Destination Management: Factors Influencing The Strategies In Tourism Development Of West Kalimantan-Malaysia Border

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ABSTRACT

The global trend of fiscal decentralization demands that local public organizations be able to build capabilities based on entrepreneurship-driven models. This is linked to the requirement that regional governments be allowed to identify their capital sources based on their potential for regional and national economic development. One practical way to achieve that is through local tourism development. Hence, regional governments in Indonesia must be able to carry out strategic management in handling regional tourism businesses. The research method used is a qualitative method with an instrumental single-case study using West Kalimantan Province. The study's findings highlight five key elements that affect the success of regional governments implementing destination management in tourism development: tourist attraction resource, tourism-supporting infrastructure, promotion and marketing, human resources, and stakeholder commitment.

KEYWORDS

Fiscal Decentralization, Tourist Attraction, Infrastructure, Promotion and Marketing, Human Resources, and Stakeholder

INTRODUCTION

Global trends toward decentralization policies have made it possible for local public or government institutions to foster an entrepreneurial culture. According to Haque's (2020) research, public management practices have been restructured in recent decades to achieve higher efficiency and creativity through *entrepreneurship-driven models*. The research focused on the implementation of decentralization in Southeast Asian countries. Regional governments might look for funding depending on the available resources in their community, which is an apparent instance of this entrepreneurial mentality. It is hoped that all available resources in the area may be utilized to drive both local and national economic development. Creating tourist destinations and city branding is a strategy frequently suggested to regional governments. Economic growth in the region is said to be stimulated by city branding, which can bring in investment and tourist visits as well as support business activities(Merrilees, Miller and Herington, 2013).

Indonesia is likewise experiencing this phenomenon. The central government has encouraged regional governments to start and prepare master plans for tourism development at the provincial and district/city levels through a number of regulations, including Law Number 10 of 2009 concerning tourism and Regulation of the Minister of Tourism and Creative Economy Number 10 of 2016. In response to these requests, regional governments formulated plans for tourism development aimed at bolstering the urban identity of their individual areas.

Among these is the designation of "*Rimba dan Budaya*" (Jungle and Culture) by the government of

West Kalimantan, a province in western Indonesia, as a symbol of the destination's distinctiveness and branding that embodies the area. *Rimba*, or jungle, is a symbol of an exotic natural environment, whereas culture is associated with human resources and highlights the distinctiveness of socio-cultural elements as well as the role played by local populations. The creation of a tourism logo and tagline in West Kalimantan Governor Regulation Number 136 of 2020 demonstrates the government's commitment to making "Rimba dan Budaya" a destination attraction and city branding.

To effectively strengthen destination image in the process of creating city branding, a systematic framework is needed in addition to addressing more obvious issues like taglines, logos, and rewording city identity (Lestari, MD Dali and Che-Ha, 2020; Fahmi *et al.*, 2021). Not only does the term "destination" refer to a place in general (the end of the destination), but it also describes a system. So, a destination is an amalgam of goods and services, man-made components, natural resources, and interesting details that may attract tourists to visit.(Manente, M., & Minghetti, 2006). Apart from that, tourism destinations are large-scale business activities involving various parties (government, community and private sector).

Now, public organizations should prioritize the use of management concepts, particularly strategic management, as part of their agenda. Many pieces of evidence report that this management application, which is often practiced in the private sector, is increasingly relevant to the needs of public organizations. (Höglund *et al.*, 2018). Tourism is a business activity, so local governments must be able to apply management concepts in destination management. To put it simply, the expectation is that the government should be capable of doing all aspects of company management, from organizing and planning to managing and overseeing operations. (Manente, M., & Minghetti, 2006).

Another important aspect of management is the implementation stage. Kast & Rosenzweig (2007) divide activities in organizational management into two; the strategic planning process and strategy implementation. Planning is an intellectual or thinking activity, while implementation is more action-oriented. Implementation or implementation of strategy is a large part of the total organizational activities. In implementing a strategy, there are a number of factors that influence the success of activities, such as resource ownership, leadership and member commitment.

This research employs a case study of West Kalimantan to examine the elements that contribute to the success or failure of destination management implementation by public organizations, particularly regional. The purpose of this study is to ascertain which priorities influence local governments' adoption of destination management which support the tourism growth.

A number of studies observed on the factors that partially determine the success of destination management. A number of studies examined the role of cooperation and commitment among stakeholders (Houghton, J. P., & Stevens, 2011; Van Gelder, 2011; Ma *et al.*, 2020; Lestari, Md Dali and Che-Ha, 2022), on infrastructure (Shaikh, Sultan and Akbar, 2020; Ma *et al.*, 2021; Agina and Nwambuko, 2023), and on promotion and marketing(Dinnie, 2010). This study offers a more thorough map of the critical aspects that affect destination management success.

RESEARCH METHODS AND THEORY DEVELOPMENT

This research uses a qualitative approach with a single instrumental case study type. Creswell (2013) states a single instrumental case study is a kind of qualitative research in which one instance is used as a representation of the phenomenon being studied. "Rimba dan Budaya" in West Kalimantan serves as a crucial case study for this research in order to comprehend the variables influencing regional governments' adoption of destination management, particularly in Indonesia. This research data was obtained through observation, documentation and in-depth interviews with parties related to destination organizers, starting from the leadership of the West Kalimantan Regional Tourism Office, travel agencies as representatives of the private sector, and local communities. The data analysis uses the Miles and Huberman stages through condensation, data presentation, and drawing conclusions (Creswell, 2018). Researchers use the paradigm proposed by Kast & Rosenzweig (2007) which identifies three key elements that impact an organization's ability to successfully adopt strategic management, as a guide when

investigating the determinants of destination management. The three factors are resources, leadership, and commitment. Resources, according to Kast & Rosenzweig (2007) , are mainly concerned with associations to carry out an activity and human resources to perform management. In order to finance these operations, these human resources also require financial resources. This "Rimba dan Budaya" tourism destination research is based on various literacies. Researchers develop that resources not only concern human resources and financing, but also tourist attraction resources as factors that encourage the success of city branding development. (Yang, T., Ye, M., Pei, P., Shi, Y., & Pan, 2019; Manrai, A. K., & Friedeborn, 2020).

Tourist attractions are a vital resource (as the first aspect) because the success of a tourism product must be able to offer an interesting experience for potential tourists.(Manrai, A. K., & Friedeborn, 2020). Along with geographical and natural resource elements, cultural attractions also provide tourists with valuable experiences to immerse themselves in when engaging in tourism-related activities(Manrai, A. K., & Friedeborn, 2020). This explanation encouraged researchers to include tourist attractions as part of the determining resource factors. Apart from tourist attractions, researchers also include aspects of facilities and infrastructure as capital resources to encourage the success and development of tourism (Górska-Warsewicz, 2020).

Leadership is the second aspect. This element is directly tied to a leader's ability to communicate with subordinates in order provide them guidance and inspiration. According to Kast & Rosenzweig (2007) as this leadership component has the potential to affect the implementation process, it also pertains to the organizational structure's dimensions. The organization members' dedication/commitment to realize its vision and objectives makes up the third aspect. Destination management is a multi-stakeholder activity involving the government, private sector and society in general. As a result, each component in the commitment analysis must be included.

FINDINGS AND DISCUSSION
Resources
It is impossible to separate the crucial component of resources from the planning and execution of a program, especially in light of the fact that tourism sites are major economic endeavors that are anticipated to have a significant impact on the neighborhood. Thus, destination plans must be implemented with consideration for all kinds of resources. Destination-related resources are extremely varied, ranging from local resources (natural, socio-cultural, and artificial) to capital resources for tourist attractions (human resources as managers), supporting facilities (roads, lodging, etc.), and financial support for program implementation. They all turn into valuable assets for the effective execution of "Rimba dan Budaya" destination management in West Kalimantan.

When it comes to potential tourism destinations, West Kalimantan has a lot to offer. A significant draw for tourists is people, diverse artificial attractions, and pristine, exotic natural resources. To draw in more tourists, the challenge lies in effectively packaging and marketing various forms of those potentials. As an expert who was interviewed stated, "We genuinely have enough attraction (resources). While many things draw tourists, the packaging is the only issue. For instance, Riam, a waterfall in Landak Regency, is ready to be enjoyed; all we need to do is preserve and market it."

The tourist attraction characteristics that belong to West Kalimantan are confirmed to have met the requirements to be successful destinations. Still, this expert added that the challenge is in packaging. The attraction's value should be increased through efficient marketing.

The infrastructure that facilitates destination activities is a crucial resource for bolstering tourism locations. There is a disparity in West Kalimantan's infrastructures and facilities which supports destinations. While some regions like Pontianak are considered having better infrastructures and facilities, more isolated areas remain lacking. The mentioned expert stated:
"Pontianak has good quality because it already has enough accommodations, including enough beds and rooms. The only issue is that not every regency has hotels in it. However, since we support the establishment of homestays, that is not a matter that concerns us. The homestay's only shortcoming is that it can't accommodate big groups of people. Other than that, it has standards. Thus, we carefully

consider the accommodations of the attendees when promoting an event. Lastly, we use residents' home if homestays are limited. Although, the quality is still lacking."(Interview with Head of Destinantion Developmen and Tourism Industry,May 02,2024)

Likewise, internet access is still not evenly distributed in all regions. This was conveyed by the expert:

"The expansion of the internet has not been evenly distributed. That indeed creates difficulties. For example, when we carried out Genpi Camp activities in Lake Lait, Subah, Sanggau. Even though the location was not too far from Pontianak, unfortunately there was no internet connection. Well, that was disadvantageous. It is because the losing of profit gained from visitors who post stories online. There is no free exposure from visitors to help promote the destination on social media." (Interview with Head of Tourism Marketing ,May 02,2024)

Apart from that, road construction is also still an important task for the tourism department. The expert added that: "There are many problems in destinations, the infrastructure is still lacking, especially roads, so there are many institutions that must be involved, such as the Public Works Department and other institutions." (Interview with Head of Destinantion Developmen and Tourism Industry,May 02,2024)

These claims demonstrate how unevenly distributed the infrastructure is throughout the West Kalimantan, particularly in remote regions, making it a barrier to the "Rimba dan Budaya" destination. Thus, infrastructure factors are urgent in encouraging the development of "Rimba dan Budaya" city branding in West Kalimantan.

The financial resources factor to support the success of "Rimba dan Budaya," according to this expert, is not a problem. The expert responded as follows when researchers inquired about the "Rimba dan Budaya" destination's posture and budget (the structure of finance and the distribution of destination income):

"The budget is sufficient. The Tourism Department provides sufficient funds due to prioritization. Looking at the priority scheme, the financial budget is quite good." (Interview with Head of Destinantion Developmen and Tourism Industry,May 02,2024)

The West Kalimantan Tourism Service's director has stated that there were no issues with the organization or allocation of funds for "Rimba dan Budaya" project in West Kalimantan.

Human resource quality is another component that contributes to the destination program's success. In order to meet the specified objectives, these variables govern how Rimba dan Budaya destinations run. The expert admitted that human resource-related issues, specifically those on the quality rather than the number of human resources, were a contributing factor to implementation concerns. He claimed that:

""If every involved party had good qualities, it would definitely be possible, but sometimes we are too tolerant. For example, the age factor prevents some officers from using laptops well. This kind of thing is an existing obstacle. The obstacle is not quantity but quality." (Interview with Head of Tourism Marketing ,May 02,2024)

This statement highlights the fact that human resources, particularly competency in mastering technology, are one of the things impeding the implementation and growth of "Rimba dan Budaya" tourism. This research also highlights the need for human resource considerations in the context of destination development to promote West Kalimantan's "Rimba dan Budaya" city branding, in addition to attraction and promotional resource factors. There are still challenges in putting this factor into practice, though.

The researchers first inquired about several resource characteristics that favor destination implementation, and then questioned about the factors that provide the most challenges. The expert responded with information about human resource competencies and provided an analogy to highlight how urgent the issue was.

"Human competence is the main obstacle. Imagine a housewife who holds 100 thousand rupiahs and is required to manage it. Managing this money provides different results based on the human resources holding it." ." (Interview with Head of Tourism Marketing ,May 02,2024)

The analogy of a "housewife" in managing finances stated above emphasizes that the factor that most contributes to the success of implementing "Rimba dan Budaya" is the human resource factor. This factor determines how to successfully utilize other factors, such as attraction management, promotion, infrastructure and so on to support the success of the destination.

Leadership

Leadership is another element that is given extra consideration in relation to the West Kalimantan destination's effective implementation. Effective leadership is generally defined as having the ability to communicate effectively with subordinates in order to make the work agenda and organizational goals clear. The capacity of a leader to inspire followers to perform at their best is a crucial aspect of leadership. A leader's endeavor to create an organizational structure to facilitate the execution of tasks is another element linked to this issue.

The results of the interviews and observations demonstrate that the leaders have done a good job of providing guidance and inspiration. The expert also stated, "The leadership has built effective communication... the leaders have been able to motivate subordinates."

The organizational structure of the Tourism Service is based on the typical structure of public and government institutions. The West Kalimantan Organization Bureau is responsible for this function. The expert further stated:

"The organizational structure is the standard created by the Organization Bureau. And the changes to the structure of the Organizational Bureau were determined by Disporapar (Youth, Sports and Tourism Service). The structure of all parts has been prepared. Indeed, adjustments have occurred several times, in the past the Head of Division had a Section Head. Now, there is a shift to a functional position. This transition is a bit difficult for us. If a work team is formed, further adjustments need to be made. Because it does change. This is based on the governor's regulations." ." (Interview with Head of Destinantion Developmen and Tourism Industry,May 02,2024)

Additionally, the expert said that structural changes inside the organization were not a major issue. This is just a matter of adjusting the framework which often occurs in bureaucratic work.

The implementation of the "Rimba dan Budaya" destination does not face significant obstacles from leadership in terms of direction, motivation, or organization. Aside from that, this study discovered that structural components and leadership-related aspects are not very important in establishing and advancing "Rimba dan Budaya" as West Kalimantan's city brand image and reputation.

Stakeholder Commitment

In addition to leadership and resource, stakeholders' dedication to the "Rimba dan Budaya" destination in West Kalimantan is a factor that deserves consideration. This commitment is a determining factor in whether each stakeholder involved (government, private sector and community) will carry out their respective roles and functions in encouraging the success of West Kalimantan destination management.

According to the expert, the Provincial Youth, Sports, and Tourism Office in particular, together with the West Kalimantan government as a whole, are very committed to making "Rimba dan Budaya" a success. The enormous optimism for economic progress that this destination program can bring about is what drives this dedication. Various endeavors, particularly the creation of program designs, are used to realize this kind of devotion. The expert added;

"...regarding the (Tourism Service) commitment, the provincial government's third vision and mission is for prosperity. Regarding this, the Provincial Youth, Sports and Tourism Department will carry out the Kalimantan Barat Award activities. With this award, the West Kalimantan Provincial Government is demonstrating its dedication to giving economic actors a creative environment in which they can grow creatively through a range of enhancement-oriented endeavors. Tour package creation and the production of promotional movies are two activities related to destination development through ADWI. There will

be dance performances and other events in the creative economy sector. This is a series of activities on August 17. It hasn't been released yet, it may be released in the near future, 22 activities in total." (Interview with Head of Destinantion Developmen and Tourism Industry,May 02,2024)

In addition to various initiatives to promote tourism, the West Kalimantan government is also forming partnerships with other entities, such as Bank Indonesia, to ensure its prosperity. The expert expressed as follows:

"We always collaborate. Currently, Bank Indonesia has played a big role. This institution will also support tourist villages. They are providing assistance in Jeruju Besar in the form of equipment for perfume distillation." . (Interview with Head of Tourism Marketing ,May 02,2024)

To ensure that "Rimba dan Budaya" is a success in West Kalimantan, the government is working with other relevant parties. Partners in cooperation with the West Kalimantan Government include private entities directly involved in the tourism industry, as well as representatives of other regional governments, including the Governments of East Java and Central Java.

This explanation highlights that in order to ensure the success of "Rimba dan Budaya" initiatives in West Kalimantan, the government has formed a number of partnerships with different groups. The primary partners in this collaboration are organizations that are directly involved in destination management, such as the Indonesian Hotel and Restaurant Association (PHRI) and the Association of the Indonesian Tours and Travel Agencies (ASITA). The commitment of the West Kalimantan government, one of the players in the Rimba dan Budaya project, is also demonstrated by all of these initiatives.

The commitment of the private sector, according to the expert, depends on the level of collaboration built with the government. The logic behind this is the amount of profit that will be obtained from the destination's activities by the private sector. An example is the role of tourism agencies in their commitment to promote West Kalimantan. There are many tourism agencies, but those promoting destinations of West Kalimantan are still limited. This was expressed by the expert as follows:

"Actually, there are a lot of travel agencies. Only those selling (destinations) of West Kalimantan are still limited. Because travel agencies promote destinations outside West Kalimantan more. We have also taken an approach by observing a number of travel agencies promoting West Kalimantan. The known number is around five." . (Interview with Head of Tourism Marketing ,May 02,2024)

This data demonstrates the lack of dedication from commercial sector participants, particularly travel agencies. Because stakeholders play a vital role in boosting visitor arrivals to West Kalimantan, the travel agencies should be given extra attention.

Stakeholders from the local communities are generally still not showing that they are committed to seeing "Rimba dan Budaya" a success. The expert underlined that there is still a lack of widespread and extensive community participation and involvement:

""I'm not sure how the Memorandum of Understanding will be bonded to the community yet. That's why, as tourism may still be viewed as a hobby, our people are not yet aware of it. Their primary livelihood is farming and fishing. People of Jogja rely on tourism since it sustains the local economy, the failure of this will affect their life. In contrast, in West Kalimantan, the failure of tourism has little effect on its citizen." . (Interview with Head of Tourism Marketing ,May 02,2024)

Both community and private sector stakeholders adhere to the profit and loss principle, as demonstrated by the previous statements. The aforementioned was reinforced upon discovering that the achievement of "Rimba dan Budaya" could be attained through projects that directly engaged the community and generated economic activity. As stated:

"......For example, an event in Sungai Utik village involved one betang in welcoming guests. The meaning of one betang is one long house. Their involvement takes the form of renting clothes and providing food. So, they can feel the benefits. They become open to the arrival of visitors. This has not happened in other destinations. So, some people are still thinking about what they will benefit from this tour. I will take another example, there is a bentang containing craftsmen. Weaver craftsmen live near Gunung Kelam, Sintang. Uniformity makes it easier so that woven fabrics will sell a lot." . (Interview with Head of Tourism Marketing ,May 02,2024)

This statement makes it clear that when there are immediate advantages, the community is more likely to commit to making "Rimba dan Budaya" a success. Regretfully, not all West Kalimantan community organizations possess distinctive attributes that might serve as a foundation for collaboration. In order to promote economic activity that can be created by nearby tourist destinations, the government needs to find a solution to this issue. The above statement further demonstrates the lack of involvement and lack of commitment from society at large to see "Rimba dan Budaya" through to completion.

A major factor influencing the growth or the fall of "Rimba dan Budaya" destination management in West Kalimantan is the lack of commitment from the larger community. A case that happened at Festival Danau Sentarum is used by researchers to illustrate this point. According to the expert:

" As an illustration, we have twice featured Festival Danau Sentarum in the karisma event Nusantara. It is intended that more attention will be paid to the Lake Sentarum destination. First of all, the long distance became a problem. Second, the tourism industry still received little attention from our society, to be honest. In fact, events like this stimulate the local economy, such as food stalls and homestays. After careful examination, it has been determined that the reason behind the stagnation of the activities planned for Lake Sentarum in Batang Lupar District is the continued apathy of the populace. The district government has ceased developing the destination first because of this. "(Interview with Head of Tourism Marketing ,May 02,2024)

The proof shown above unequivocally demonstrates that a lack of community involvement directly affects West Kalimantan destination development. This further demonstrates that one of the elements supporting the growth of "Rimba dan Budaya" tourism as West Kalimantan's city branding is community commitment.

Five Determinants of Destination Management Implementation
Following the explanation of the three aforementioned factors—resources, leadership, and commitment—that affect destination management techniques, this part will go over the five key components that determine whether or not "Rimba dan Budaya" is supported as the city branding in West Kalimantan. The tagline "Rimba dan Budaya" highlights the resources that West Kalimantan owns for its tourism industry. These resources include its strengths in natural and cultural tourism (Tourist Attractions), infrastructure support for destination activities, tourism promotion to increase visitor numbers, government-owned human resources expertise for event organizers, and stakeholder commitment, particularly from the general public. The development of tourism in West Kalimantan necessitates taking these five elements.

Tourist Attractions
From a theoretical standpoint, the key to the success of city branding is the ability of stakeholders to differentiate and develop a unique brand based on local, regional, national, and city resources(Kavaratzis, 2004). The idea of "city branding" affirms that, with proper resource management and reputation management, almost any location can be made to seem appealing and distinctive to tourists. (Dinnie, 2010). Under such circumstances, an examination of the resource ownership of an area must come first before discussing further efforts to package the branding of a city.

Depending on a region's capitals, the resources available for tourist attractions can differ significantly. These capital components include the ability to generate income, the capacity for natural resource turnover, and human resources(Yang, T., Ye, M., Pei, P., Shi, Y., & Pan, 2019). A number of other studies have shown that tourist attraction capital is not only a factor of the natural environment, but can also originate from the cultural heritage dimension (Zhang *et al.*, 2020), historical heritage of folk tales (Belloso, 2011; Mihardja, E. J., Widiastuti, T., & Agustini, 2020), and also culinary (Rinaldi, Giovanardi and Lucarelli, 2021).

The aforementioned remarks suggest that the initial step in deciding the implementation and growth of tourism is the identification and analysis of the diverse resources possessed by a location. Therefore, one of the primary and early factors influencing destination management and the growth of

city branding is West Kalimantan's tourist attractiveness. The first consideration when determining the type of brand equity that West Kalimantan will provide is this factor. This element also dictates the kinds of programs or activities that can be packaged and made available to prospective guests. To put it briefly, this aspect is the primary determinant of how West Kalimantan's city branding will be developed and implemented.

Infrastructure Supporting Tourism Activities
The provision of facilities or infrastructure to support tourism activities is another crucial element in the creation of the city branding of "Rimba dan Budaya" in West Kalimantan. A few examples of the different types of infrastructure resources available for developing tourism are infrastructure for cultural tourism (such as road access, lighting, and network communication), and facilities and services (related to accommodation such as hotels, home stays, tourist accommodation, food and beverage services such as restaurants and cafeterias).

The external traffic infrastructure for accessing a destination region from overseas is the first aspect to consider. From this geographic point of view, West Kalimantan offers various advantages. Kalimantan's position is close to the border area between Indonesia and Malaysia. In addition, there are four roads that lead from the main provincial entrance to places on the road network, making it accessible to foreign visitors. This certainly benefits West Kalimantan.

Milenkovski's (2020) research in the Republic of North Macedonia on external tourism factors related to traffic infrastructure, the influence of this infrastructure on regional development, and its impact on destination interest in that country. The research's findings indicate that the primary pull element influencing international travelers' destination choice is transportation infrastructure, which is also a significant external factor for tourism development. The aforementioned discovery provides additional evidence that West Kalimantan benefits from external infrastructure because of its proximity to the Indonesian border and its four entry routes.

Other infrastructure should be suitable for developing cultural tourism in the region. The results of the research indicate that the West Kalimantan region still has gaps in its infrastructure, particularly when it comes to distant areas' internet connection and road access for tourists. The expert further disclosed that the region's destination growth is seriously hampered by the challenges of communication (internet) connectivity and road infrastructure. Similar to the primary infrastructure, inequalities continue in various supporting infrastructure, such as lodging and dining establishments. There aren't any significant issues with this concern in urban locations like Pontianak, but there are still a lot of challenges in other isolated places.

Given that it may be a barrier to the city branding development of the"Rimba dan Budaya" in West Kalimantan, this weakness requires cautious attention. This is due to the fact that infrastructure plays a significant role as a resource for both destination success and city branding. According to several studies, infrastructure and city governance actually show how politically committed local governments are to making city branding successful (Shaikh, Sultan and Akbar, 2020; Ma *et al.*, 2021; Agina and Nwambuko, 2023). Shaikh (2020) observed the Upper Sindh region, Pakistan. Rich and remarkable history, stunning natural vistas, archaeological sites, and cultural legacy are just a few of the region's many assets that can be invaluable in drawing tourists. These capitals, however, are insufficient to enhance a destination's allure and establish a city branding. Extra effort is needed to develop infrastructure to support tourism.

According to data gathered from studies conducted in a number of nations, improved access to tourist locations will lead to a rise in the number of visits. Since tourists typically give priority to infrastructure when visiting a tourist destination, it is the feature that is given the highest priority. Therefore, in order to promote the growth of the "Rimba dan Budaya" city branding in West Kalimantan, it has become important that the government of West Kalimantan develops tourism infrastructure, especially in rural areas.
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Destination Marketing
A city's identity is not always created by its infrastructure and tourist attractions. These resources need to

be packaged with a reputation strategy in order for them to be valuable (Dinnie, 2010). This is the point at which city promotion becomes crucial. Wenting Ma defined a few words, such as "city marketing," "city branding," and "city promotion," that were thereafter frequently used synonymously. The term "city promotion" describes the one-way communication that a city uses to market itself to the outside world. In the meantime, city marketing is a sort of communication; however, it now involves a two-way exchange of information with certain parties, particularly marketing target stakeholders. In the meantime, city branding is an analysis of the outcomes of marketing and promotion within a city. City branding refers to the capacity of local governments to enhance their policies and themselves through the development and execution of new self-concepts in conjunction with stakeholders (Ma *et al.*, 2021). This explanation emphasizes that basically city branding is part of marketing concepts and theories. In line with technological developments, marketing through digital media has become a necessity.

Human Resources
Kast & Rosenzweig (2007) specifically mentions that the analysis of resource factors that influence management activities in an organization is human resources..This assertion deviates from the idea that human actors are the intermediaries between planning and execution. This then strengthens the resource factor analysis of how human resources in the organization carry out management and collection in carrying out activities.

Kast & Rosenzweig's theory is fully supported by the expert by emphasizing that the most determinant factor for developing "Rimba dan Budaya"as city branding among the various forms of resources (tourist attractions, infrastructure, promotional activities, human resources) owned by the West Kalimantan Government is the quality of human resources.

Such statement underlines that human resources are the most determining factor in tourism activities and development as well as being the main obstacle in the management of "Rimba dan Budaya".

Researchers' attention has been drawn to human resource factors for the growth of tourism and city branding (Herget, Petrů and Abrhám, 2015; Green, Grace and Perkins, 2016; Fafurida *et al.*, 2021). Fafurida's research (2021) mapped and ranked the most important factors determine the success of city branding of Semarang. This research aims to determine strategic priorities to be put forward in developing city branding. The four components are promotion, institutions, human resources and infrastructure. The findings show that the most important factor to prioritize and develop is the infrastructure aspect. In second place is human resources. These findings show that apart from infrastructure factors, human resource factors play an important role in the success of city branding.

The human resource problem within the West Kalimantan Tourism Office, more specifically, as stated by the expert, lies in the lack of ability to use and operate technology. On the other hand, the expert stated that the human resource problem lies in the absence of the tourism department graduate. Thus, the West Kalimantan Government has launched a program to make Basic Tourism Training (Pardas) a prerequisite for prospective employees who wish to apply within the Tourism Service.

The competencies necessary for human resource development are inextricably linked to the knowledge and abilities that are directly relevant to the growth of the tourism industry. City branding should ideally involve combined competence from at least two related fields at the professional workforce competency level. Coordination of the city brand-building process is necessary from the perspective of marketing strategies as well as city development plans, which include socioeconomic and spatial planning (Herget, Petrů and Abrhám, 2015). A city branding can be deemed successful if it effectively communicates the essential qualities of the place that are seen as legitimate, unique, appealing, enduring, and intelligible (Gertner and Kotler, 2004).

Referring to a number of presentations from these studies as well as looking at the region conditions, the West Kalimantan government needs to prepare the workforce or develop training that supports tourism development requirements. Some of these skills involve urban planning, marketing, branding, public relations and other areas needed to support the city branding "Rimba dan Budaya" in West Kalimantan.
Stakeholders Commitment

According to Kast & Rosenzweig (2007), a key element in accomplishing organizational objectives is the dedication of those within the organization. There are two components to this commitment: each member's involvement and loyalty. As a business, tourism destinations involve local communities and private sector players in addition to the government, which plays a significant role. Thus, for the "Rimba dan Budaya" city branding in West Kalimantan to be successfully implemented and developed, the three stakeholders must be committed to one another.

Multi-stakeholder involvement in the success of destination and city branding has attracted much attention(Belloso, 2011; Houghton, J. P., & Stevens, 2011; De Jong, M., Hoppe, T., & Noori, 2019; Hemmonsbey, J. D., & Tichaawa, 2019; Lestari, Dali and Che-Ha, 2020; Ripoll González and Gale, 2020). According to a variety of academic works, three main factors contribute to stakeholder loyalty and involvement throughout the entire process, especially when it comes to local community stakeholders. Firstly, a distinctiveness that stems from local resources or culture is emphasized in today's city branding. (Houghton, J. P., & Stevens, 2011). Because of these outcomes, society's distinctiveness can be used as a resource to develop a city branding. Law (UU) No. 10 of 2009 on Tourism, in Article 5B, says that "upholding human rights, cultural diversity, and local wisdom" is the guiding concept. In addition, Article 6 on Tourism Development states that "Tourism development is carried out based on the principles as intended in Article 2 which are realized through the implementation of tourism development plans by taking into account the diversity, uniqueness and specificity of culture and nature, as well as the human need for travel." This is because local communities should be involved in shaping the perception of their city, as they are the ones who truly understand the diversity inside their community.

In line with this mandate, the expert also said that one of the principles that is the basis for organizing tourism is CBT (Community Based Tourism), a tourism development based on community or local community empowerment. However, the source also stated that in the formulation of the Regency/City Tourism Development Master Plan or RIPPAR-KAB/KOTA or RIPPARDA in 2018, which later became the basis for the birth of "Rimba dan Budaya", there was not much room for the general public to participate. The expert added that the community was not given much of a say in the regular formulation, which is the annual routine formulation of destination program planning. Tour guides and other private parties with a direct stake in the events at the destination are the parties involved. This phenomenon demonstrates the flaws in the process of destination management formulation.

Second, commitment and involvement from multi-stakeholders really determine the success in implementing destination management and development. The main elements that are typically combined to support Barcelona's city branding success are reviewed in Belloso (2011) research. The following are the main contributing factors to this success: Barcelona's city branding is built on the profound internal transformation of the city, the leadership and vision of city leaders, the involvement and participation of civil society, the momentum and historical factors that were instrumental in the success of the 1992 Olympics, the city's distinct identity and differentiating factors, and its drive toward creativity, innovation, and courage. In addition, the success of Barcelona's city branding is directly tied to the analysis covered in this research, specifically the growth of community involvement and participation, aside from elements like internal and historical city transitions that support brand distinctiveness. Put another way, the findings of this study indicate that community involvement remains a crucial stakeholder aspect for the success of city branding.

Belloso's findings are comparable to the failure or discontinuation of tourism destination development in West Kalimantan as a result of low commitment from stakeholders, as was previously mentioned in the case of the Lake Festival. This scenario illustrates how a lack of community involvement and commitment affects the effectiveness of destination implementation in West Kalimantan.

Third, the involvement of local communities helps organically promote tourist destinations in the city, both offline and online. González dan Gale (2020) studied the topic of city branding in Tasmania, Australia, using Participatory Action Research (PAR) and sociological intervention (SI) techniques. This study begins with the notion that, in order to examine city governance policies connected to place branding or city branding, analysis and methodology need to be improved. This is a result of the

emergence of numerous scientific fields, such as political science, urban planning studies, public policy, and so forth, all aimed at determining the optimal approach to city branding. To ensure the effective establishment of city branding, there is an additional emphasis on the fact that this is no longer solely a government concern and that this has prompted the growth of citizen-driven initiatives. The problem formulation focuses on two key points: what is the methodology for creating city branding that can incorporate the entire local community and be more participatory? Secondly, are the stakeholders engaged in the formulation pledging to be actively committed to fostering success? The study's findings indicate that the more stakeholders have been involved from the beginning, the quicker the city's promotion will grow to ensure its success.

Contemporary marketing approaches view city branding promotion actors as including not only the government and business entities with vested interests in the destination but also the broader society. As a result of the increased exposure that comes from widespread citizen promotion, particularly on social media, this is very helpful for advancing the city branding (Yu and Kim, 2020). Contemporary marketing approaches view city branding promotion actors with interests in the destination as including not only the government and business entities but also the broader society. The increased exposure that comes from widespread citizen promotion, particularly on social media, is very helpful for advancing West Kalimantan's city branding.

Three things give rise to the wider community's commitment: the philosophical underpinnings of empowerment and the preservation of the distinctive culture that exists in society; its direct impact on the implementation of destination development policies; and its significant role in promoting cities.

In fact, why do local people generally not feel committed to participating and having loyalty to tourism development in West Kalimantan? The expert mentioned two answers that were related to each other. First, there is a lack of awareness of the important role of tourism in economic development. Second, not all people feel the direct impact of tourism on their economic life. In the meantime, those who are directly impacted are more likely to be engaged and devoted to seeing the destination through to completion. For example, Betang House tourism activities which provided craftspeople in the Gunung Kelam district of Sintang a chance to participate and gain benefits. Locals' interest in the destination can be directly sparked by an economic consequence.

This phenomenon demonstrates that the relationships between local communities, government, and stakeholders follow the same pattern as interactions between the government and the private sector; these relationships are essential to a destination program's success since they are founded on economic reasoning. The results of Rashid's (2020) research in India are also supported by this research. This study uses quantitative methods to assess a model that explains the relationship between residents' perceptions of the social, environmental, and economic impacts of tourism development and their propensity to support it in the future. The research results show that rural residents' perceptions of the impact of tourism development influence their support for tourism growth. Among these three impacts, economic impacts play the most important role in shaping perceptions and predictions of local community support for the development of a destination.

This also applies to social exchange relationships between the government and the private sector. As was already noted, West Kalimantan is only promoted by around three tourism agencies. The fundamental explanation for this is that promoting locations other than West Kalimantan continues to be more profitable. These demonstrate that stakeholder involvement—including that of the local community and the corporate sector—cannot begin at zero. For non-government stakeholders to be prepared to participate and show a commitment to the success of destination development, there needs to be proof of the benefit felt in the city (Houghton, J. P., & Stevens, 2011).

The topic of tourist development and destination management is now considerably more complicated in light of these discoveries. This is a result of the situation's complexity and difficulty to understand. There is a normative push, on the one hand, to entice other stakeholders to participate and show devotion in favor of tourism. However, proof of destination development's outcomes must be considered initially as a catalyst for enticing stakeholder participation. As a solution to overcome this problem, there are two suggestions that can be put forward. First, there needs to be an open critical

attitude from each party based on what is available and what allows for further development of "Rimba dan Budaya" in West Kalimantan. Second, the West Kalimantan government needs to attract investment from outside (private sector or collaboration with the central government) which functions as a stimulus or initiation of economic impact which can then encourage contributions from various non-government stakeholders.

CONCLUSION

The findings of the study indicate that local governments' decisions to implement destination management are based on at least five key priority considerations, as demonstrated by the case study of West Kalimantan. These five criteria are the quality of human resources used by tourism organizers, marketing and promotion strategies, infrastructure supporting tourism, stakeholder commitment, and tourist attraction resources. Regardless of implementation's success or failure, these five interrelated criteria support it. To ascertain the most influential factor's order, additional research could quantitatively assess each of these five elements' effects on destination management success.

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