PROCEEDINGS

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Governance Enterprising towards Accountable and Sustainable Future Business in Digitally
Free Trade Era

Editor
Team IMHA 2012

Reviewer
Prof. Harjanto Prabowo. MM (BINUS University, Indonesia)
Prof. Bahtiar Saleh Abbas (BINUS University, Indonesia)
Prof. Faisal Affif (Padjajaran University & BINUS University, Indonesia)
Prof. Dr. Dato' Ishak Ismail (UniversitiSains Malaysia, Malaysia)
Prof. YuwanaMardjuka (SAHID University, Indonesia)
Dr. Tri Gunarsih (UniversitasTeknologi Yogyakarta, Indonesia)
Dr. Andrew Boer (Bournemouth University, United Kingdom)
Dr. Wahyu Sutiyono (Canberra University, Australia)
Dr. BernadettaKwintianna (Stuttgart University, Germany)

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Foreword from Chairman

Warmest Greeting!

Welcome to the International Conference on Management, Hospitality & Tourism, and Accounting (IMHA) – 2012 as a program of Asian Academy of Management (AAM) Indonesian Chapter and BINUS University.

Recently Governance Enterprise is applied to describe the framework of company’s good governance and business management. Entering the era of free trade and digital business worlds where competition is increasing, the organization should not only innovate products/services but also necessary to run a responsible, growing and sustainable governance. That’s why the theme for this event: “Governance Enterprising towards Accountable and Sustainable Future Business in Digitally Free Trade Era”.

In this event, we would like to express our appreciation to AAM Headquarter – Malaysia, Universiti Sains Malaysia (USM) and Universitas Teknologi Yogyakarta (UTY) for their support and cooperation in this conference, also deep gratitude and thanks to the reviewers for their dedication and time.

Participants, researchers and speakers from around the world have joined on this favorable event. This gathering is meant to provide a leading break for sharing ideas, practices and research discoveries for the improvement of business and management.

Lastly, I would like to congratulate to all members of the committee for their hard work, support and effort in making the event successful. To all participants of IMHA 2012, we would like to congratulate for presenting the paper and sharing the knowledge. Hopefully you will enjoy the event and make networking with other participants.

Best Regards,

Chairman of IMHA 2012
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TOURISM AND CULTURE STRATEGIC DEVELOPMENT IN NORTH SUMATERA

Menara Simanjuntak
Management Department, Bina University, Jl. KH. Syahdan No. 9, Kemanggisan, Palmerah,
West Jakarta 11480 - Indonesia
email: menara0110@yahoo.com

Haryadi Sarjono
Management Department, Bina University, Jl. KH. Syahdan No. 9, Kemanggisan, Palmerah,
West Jakarta 11480 - Indonesia
email: haryadisarjono@yahoo.com

ABSTRACT

This study is an attempt to explore an important variable in the management strategic of culture and tourism in North Sumatera Province by using limited information sources including literature and other relevant research. The objective is to provide inputs for the preparation plans of culture and tourism development strategy for North Sumatera province government. Tourism in Bali used as a comparator which has now entered the development aspects of quality, when compared to North Sumatra was at the stage of quantity, especially the infrastructure. Tourism development would viewed from the dimensions of economic, social, cultural, environment, political and information and communication technology in North Sumatra is still lacking, so that in future is necessary all parties (stakeholders) sit together to prepare a strategy plan for tourism and culture development in North Sumatra. Team recommended five strategic plan especially to implementing the acceleration of infrastructure development of art, culture and tourism of North Sumatra to increasing more than 10% visitors in 2012, and tactical plan preparation guidelines for Local Government and Municipality.

Keywords: Sustainable community tourism, Tourism infrastructure, Tourism dimension

INTRODUCTION

To review of tourism management in Indonesia has not completed if not decomposed in the right strategic management at the provincial government and city district level that does not exist or has not been arranged properly. At the central government to make policies and plans for a national strategy and each design their own autonomous region-level strategic plans with respect to and guided by a strategic plan and a national tourism policy. The purpose of this paper is to provide advice to the Government, especially the North Sumatra Provincial and Local Government and Municipality in order to have clear objectives and appropriate targets tourism development potential in the long term future. The assessment is based on data and facts are available, although data are still very minimal Sumut tourism rather than tourism data Bali Province. Tourism in Indonesia is an important component in the Indonesian economy as well as a source of foreign exchange income.

In 2009, the number of international tourists arriving in Indonesia rose 3.6% to 6.45 million from the arrival of 6.38 million in 2008. The economic impact of tourism further by the year 2009 saw the entry of USD $6,300,000,000 spent by international tourists in Indonesia, on an average spend of USD $129.57 per day and USD $995.93 per visit. While the number of arrivals increased in 2009, but total spending per visitor revenue decreased due to the decline of the world financial crisis may be only USD $1,070,000,000 when compared with the previous year.

The end of January 2011 the Minister of Culture and Tourism Jero Wacik announced that the logo "Indonesia Indah" will replace "Visit Indonesia Year" as the logo used in tourism promotion campaigns. Minister of Tourism and Culture announced that by 2010, foreign tourists visiting Indonesia to touch 7 million and making predictions become a target of 7.7 million in 2011. Competitiveness of Indonesia's natural beauty, unique culture, foods are varied, and the hospitality of our nation is expected to earn USD 8.3 billion U.S. dollars. Minister of Culture and Tourism added that 50 percent of the revenue will be generated from about 600 meetings, conventions and exhibitions which will be conducted at various places throughout the region in 2011.
Table 1. Visitor Arrivals to Indonesia 2001-2009

<table>
<thead>
<tr>
<th>YEAR</th>
<th>VISITOR ARRIVAL</th>
<th>AVERAGE EXPENDITURE PER PERSON (US$)</th>
<th>AVERAGE LENGTH OF STAY</th>
<th>TOURISM (Million US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>5,153,620</td>
<td>1,053.36 100.42</td>
<td>10.49</td>
<td>5,396.26</td>
</tr>
<tr>
<td>2002</td>
<td>5,033,400</td>
<td>893.26   91.29</td>
<td>9.79</td>
<td>4,305.56</td>
</tr>
<tr>
<td>2003</td>
<td>4,487.021</td>
<td>903.74   93.27</td>
<td>9.69</td>
<td>4,037.02</td>
</tr>
<tr>
<td>2004</td>
<td>5,321.165</td>
<td>901.66   95.17</td>
<td>9.47</td>
<td>4,797.68</td>
</tr>
<tr>
<td>2005</td>
<td>5,002.101</td>
<td>904.00   99.86</td>
<td>9.05</td>
<td>4,521.89</td>
</tr>
<tr>
<td>2006</td>
<td>4,871.351</td>
<td>913.09   100.48</td>
<td>9.03</td>
<td>4,447.68</td>
</tr>
<tr>
<td>2007</td>
<td>5,505.759</td>
<td>970.88   107.70</td>
<td>9.02</td>
<td>5,345.68</td>
</tr>
<tr>
<td>2008</td>
<td>6,429.027</td>
<td>1,178.54 137.38</td>
<td>8.58</td>
<td>7,377.39</td>
</tr>
<tr>
<td>2009</td>
<td>6,452.259</td>
<td>995.93   129.57</td>
<td>7.69</td>
<td>6,302.50</td>
</tr>
</tbody>
</table>

Source: Statistical Report on Visitor Arrivals to Indonesia

Observing the development of tourism in some regions, especially at Bali Province which used as a comparison, because very often the question arises why the development of tourism in Bali is more advanced than Lake Toba. The easiest answer is that both the location of the tourist destination in many ways different. If the visits of foreign tourists to Bali many as 1,942,046 visitors, and domestic as much as 696,305 visitors with a total 2,638,351 people who signed in Bali and stayed on average for 3 days at the hotel and various other accommodation throughout the year 2008. Bali today focuses on the topic of Quality Tourism Management, and would prefer quality over quantity. Meanwhile, in the same year the number of foreign tourists coming to visit North Sumatra is estimated as many as 220,000 people, while domestic tourists are 3 (three) times higher than foreign tourists, about 680,000 people. Aspects that deserve attention and is very decisive factor is community participation, management of tourist sites are supported by the availability of infrastructure such as access to transportation, hotels and restaurants, banks, markets, including socio-cultural aspects of society in both the province. When viewed from the geographical aspect, that of North Sumatra is a province that is close to neighboring Malaysia and Singapore who traveled by plane less than an hour, even from Thailand less than two hours.

The problem is the low number of tourists visiting the tourist areas of North Sumatra, especially around Lake Toba. In addition to the area around Lake Toba, it is probably not forgotten the west coast of North Sumatra that has not worked intensively, while the Nias and surrounding islands have also not been touched from the aspect of tourism. If the Province of Bali is more advanced in the field of tourism because it was entered at the level of quality problems, while North Sumatra tourism development still focuses on quantity. This study is empirical and explorative based on data and facts, with the hope in the future a variety of data and facts and sources of more complete information needed especially in North Sumatra. There is no harm if the management system of Bali tourism information directly in the "copy paste" of North Sumatra.

Expected benefits from tourism are increasing people’s income and government revenue related to tourism services in the province of North Sumatra including the District and the City, so it is considered feasible in terms of ROI (return on investment), government, private and community in the long term, and the results can also be enjoyed by people of North Sumatra either directly or indirectly.

DISCUSSION

Sumut dropping from Bali to be appointed as a comparative study of materials to repair various things in the tourism sector in North Sumatra in quantity and quality although there was indeed a difference. Immediately after the recovery of tourist visits to Bali from abroad after the first Bali bombing and the Bali bombing II, show that Bali is a priority location for many foreign and domestic tourists. The speed and accuracy of the government and security forces deal with the heartbreaking events that are one of the considerations of the tourists still make Bali as their target destination. At the time of this writing after earthquake and devastating tsunami that shock nuclear power plants Fukushima Japan, including the spread of radiation that is feared by so many Japanese people for a moment forget that tragic event with a holiday to Bali, the acceptance is treated specially by the Government and people of Bali in atmosphere’m sorry.
By looking at significant physical differences, the area of North Sumatra more than 12 times from Bali, also a population of about four-fold. But the number of foreign tourists coming to Bali about 10 times more than foreign tourists coming to the North Sumatra as presented in Table 2 below. Comparison of foreign tourists versus domestic tourists in Bali 3:1, while in North Sumatra is inversely proportional to 1:3.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Sumut</th>
<th>Bali</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>70,787 sq km</td>
<td>5,636 sq km</td>
</tr>
<tr>
<td>Total population</td>
<td>13,248,386</td>
<td>3,247,772</td>
</tr>
<tr>
<td>Number of Districts/City</td>
<td>32</td>
<td>9</td>
</tr>
<tr>
<td>Number of Sub Districts</td>
<td>417</td>
<td>57</td>
</tr>
<tr>
<td>Number of foreign tourists</td>
<td>200,000 (2008)</td>
<td>1,942,046 (2008)</td>
</tr>
<tr>
<td>Number of domestic tourists</td>
<td>600,000 (2008)</td>
<td>698,305 (2008)</td>
</tr>
<tr>
<td>Hotel Occupancy Rate</td>
<td>42.57 % (January 2011)</td>
<td>64.66 % (January 2011)</td>
</tr>
</tbody>
</table>

Tourist arrivals (tourists) over the years continued to increase in North Sumatra, as evidenced by data from the Central Bureau Statistik (BOS) North Sumatra. Based on the dissemination of statistics that the visit of foreign tourists who arrived in North Sumatra through three entrances, namely, Polonia airport, Port of Tanjung Balai, and the Port of Belawan. During July 2009 alone there were 15,187 people who travel in North Sumatra, after earlier in the month of June 2009 amounted to 15,206. When compared on the basis of July 2009 to July 2008 increased by 12.75 percent. In July 2008 amounted to 13,470 people, while in July 2009 amounted to 15,187 people. The cumulative period from January to July 2009 the number of foreign tourists visiting the North Sumatra reached 94,856 people, which means increased 15.09 percent over the same period the previous year which amounted to 82,417 people. Based on BPS data, the increase in foreign tourists visiting the place through Polonia Airport, which is the main entrance that is equal to 24.88%.

Regarding the decline in foreign tourists visit in July 2009 compared to the previous month, June 2009, partly due to the decrease of tourists from Japan amounted to 32.42%. Then Singapore amounted to 14.94%, 7.14% South Korea, Australia and the U.S. amounted to 6.13% down 3.77%. The decline is in line with the global financial crisis that started from the United States and spread throughout the world, so that the World Bank accounts for only 3 (three) countries that are still experiencing positive economic growth (China, India and Indonesia). The trend of foreign tourists visiting North Sumatra from July until the end of December each year shows an increase. The above list will not be Relevant associated with the earthquake and tsunami and the Fukushima nuclear power plant due to damage to the spread of radiation, possible easing of Japanese tourists came to Indonesia and foreign tourists avoid the area of Japan and around countries.

While the data somewhat difficult to trace domestic tourists, who were nearly three times more than the foreign tourists, who arrived apart from Polonia, Belawan, Sibolga, also from Rantauprapat (East Line Sumatra) and Padang Sidempuan (Line West Sumatra). If domestic tourism look even smaller proportion of foreign tourists to Bali, then to North Sumatra is reversed, that while domestic tourism is estimated that greater than the number of tourists every year. Maybe someday if more stable tourism management in North Sumatra hopefully changes these data will eventually imitate Bali. This expectation is not impossible considering "capital" of North Sumatra in developing tourism is sustained by natural circumstances is fantastic, especially around Lake Toba and the west coast of Sumatra which is still relatively untouched by either, including aspects of art and culture that are still sleeping. It is not wrong if Bali used as a comparison, doesn't mean that all models of Bali would be"copy paste", at least look at some things that are considered relevant to be replicated in accordance with the conditions of North Sumatra.

WORLD TOURISM

Based on data from World Tourism Travel and Tourism Council (2004), that acceptance of the tourism sector by the end of 2004 has reached USD $ 727.9 billion, and create as many as 214 million jobs and contribute to the gross domestic income (GDP) of USD $ 5 , 5 trillion, or 10.4 percent of total world GDP. Indonesia's tourism industry, according to records released The Travel and Tourism Competitiveness Report

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2009, World 81 ranks, while Singapore, a fellow ASEAN member countries, made it into the top ten (top ten) of the world. Thus the results of the research group “think tank” based World Economic Forum in Switzerland. Data collected The Travel and Tourism Competitiveness Report based on published data and inputs from international business leaders. For ASEAN countries, Singapore ranks first, followed successively Malaysia (ranked world 32), Thailand (ranked 39), Brunei Darussalam (69), Indonesia (81), Philippines (86), Vietnam (89), and Cambodia is ranked 108. Ranking Top Ten consecutive acquired Switzerland, Austria, Germany, France, Canada, Spain, Sweden, the United States, Australia, and Singapore beat Hong Kong ranked at 12, and Japan at number 25. While South Korea was in position 31, Taiwan (41), China (47), and India ranked 62.

Entering the 21st century, the globalization of capital or investment, population mobility and advancement in the field of transportation and information technology has encouraged the tourism industry into one of the largest industries in the world. Tourism is an interesting industry because of its ability to create revenue, taxes, currency movements and a high turnover in various forms and the work has provided a significant economic contribution to society in various countries around the world. Although tourism has brought economic benefits, also once an important negative impact on the next elimination, such as environmental degradation, negative impacts on local social culture as well as destruction of habitat environment. Tourism is not well planned will bring unwanted side effects that require conservation efforts and efforts to use natural resources better devoted to people's lives better in the economic development of short and long term (Richard & Hall, 2000)

The decision makers are expected to increase concern in developing and building tourism based on the management of a comprehensive strategy and planning. Since a long time many researchers observed that the development of sustainable tourism in practice is still very limited in terms of management planning and monitoring system particularly at local level (Butler, R. W., 1999). Sustainable development for tourism communities should aim to improve the population quality of life by optimizing the local economic benefits, by protecting the natural environment and build and deliver high-quality experience for visitors. Tourism development must provide long-term economic relationship between the public area of tourism and industry. It also should minimize the negative impacts of tourism on the natural environment, and improve social welfare culture. Community stakeholders, including governments, tourists, hosts, tour operators and other tourism-related business must assume responsibility for ethics and code of ethics (Fennell, 1999; Herremans & Welsh, 1999). Decision-making and development process requires a multi-stakeholder involvement at all levels of planning and policy making, bringing together governments, NGOs, citizens, industries and professionals in a partnership that determines the amount and type of tourism that the community wants. The stakeholders, organizations / agencies and planners together to provide information and education and outreach programs to the community, visitors, industry and other stakeholders in order to increase public and political awareness for planning and conservation of tourism resources of society (Sirakaya et al., 2001). Stakeholders must develop systems that can monitor and adjust planning and management purposes.

**Dimension of sustainable community tourism (SCT)**

The formulation of indicators of sustainable tourism must take into account the many interpretations. Indicators should be based on the multidimensional nature of traditional, containing the economic dimension of tourism development, social or socio-cultural and environmental (Mowforth & Munt, 1998). However, recent agreements concluded consists of the dimensions of ecological, social, economic, institutional / political dimension, culture and technology at the level of the international community, national, regional, and local, and in agriculture, tourism, political science, economics and ecology.

Dimensions of sustainable community tourism are interdependent and mutually reinforce each other: First, that sustainable tourism must be economically feasible, because tourism is the economic activity. Economic sustainability, in this case, means to optimize the growth rate of development in tourist areas that are managed with full consideration in achieving its objectives. In addition, the economic benefits of tourism should be quite good and can be enjoyed by the entire community. Second, the attitude of environmental sustainability that natural resources for communities, individuals, nations and the world must no longer be viewed as an abundant that in reality instead constantly exhausted. The natural environment must be protected because it has intrinsic value as a resource for present and future generations. Third, socio-cultural sustainability means social identity as an asset to respect social, cultural assets, and to strengthening social cohesion and pride that will allow citizens to control their own lives.
According to McIntosh, Goeldner and Ritchie (2002), sustainable tourism development is a political concept, and therefore efforts to achieve the goal of SCT are very dependent on a country's political system and the distribution of authority. For example, despite the fact that one of the SCT is the improved quality of life for local people both in developed and developing countries, that in fact the government is in control of tourism development, so consequently the local population often excluded from decision-making process. To make the SCT fact, the residents should have the role of decision-making (Hart, 1998). Although most political issues that arise in its development to reach the SCT relating to the rights of residents, also including the lack of collaboration or participation of stakeholders, lack of community leadership, poor regulation, lack of role of NGOs, population mobility and external control over the process development by private or foreign investors. As shown by Becker, Jahn and Stess (1999 p. 5), that the main objective in the context of politics is to negotiate the future sustainability of SCT purposes and to build a system of government that is able to implement the policy move towards sustainability at all levels. Technological advances in transportation, information and communication systems has greatly influenced the growth of modern tourism initially, the application of low-impact or environmentally friendly technologies that can minimize the effects of natural, social and cultural tourism in tourist destinations (Ko, 2001).

Furthermore, advanced information technologies (eg distance-education, the World Wide Web, e-mail, and e-commerce) bring benefits to local communities, because these technologies can provide communities with the communication network that allows all stakeholders to exchange information, enabling to create a learning network for visitors and provide access to a broader market through the Internet (Milne & Mason, 2000).

**Bali Tourism**

Once again emphasized that the province of Bali used as the comparison is less significant due to many differences with North Sumatra, but no matter how different it is and whatever the reason is fairly reap the success of culture and tourism sectors and very inappropriate to "look" of Bali, so no need to appeal to the Overseas Study. There are four main things that need to be careful of the Bali Provincial Tourism development to become inputs for other provinces in Indonesia, including North Sumatra, as follows;  

**First**, build the image and imagination for foreign tourists is not easy and it takes a long time. We are very familiar with the title as the island of Bali Nirwana, Bali, Pulau Seribu Pura, Kuta, Pura Tanah Lot, and so forth. We are also very interested in Balinese culture and religious practices that the majority of adherents of Hinduism in Bali. The hospitality of the people of Bali to show what it is. The 60's famous words: "Please, come to Bali before you die" and the phrase "voodoo" of foreign tourists coming to Bali, although only through the folder, there is no virtual world (internet). The tourists who come to Bali have always wanted to see the original, like to know the history of Balinese culture, Balinese art, Balinese dance, instrument sounds Balinese art that until weeks still ringing in the ear drum, Balinese carvings, Galungan, Hari Raya Nyepi, which is really quiet it is also enjoyed by tourists because they want to prove, Ngaben ceremony, and various religious ceremonies are unique not only for tourists as well as for his domestic visitors.

**Second**, a multipurpose building tourism infrastructure as well as economic infrastructure. Construction of roads that reach all tourist destinations in various Districts / Cities across the areas of agriculture, human settlements, mountains and coastal areas with adequate road quality. Building a tourist destination with a clear management, it is not difficult to obtain a tour guide at the tourist sites began to speak and fluent English is simple to explain what is presented in these tourist sites. The officers are also responsible for full 100% on the security and safety foreign tourists, including from the "disturbance" monkey forest dwellers around the temple are like "ignorant" take the bag, eyeglasses, or belongings of foreign tourists, and it certainly can be returned to owner with full 100% through the handlers as well as "guide" on location tour. The merchants in tourist locations and markets commonly visited by foreign tourists are not so difficult to negotiate the price of merchandise / souvenirs with the tourists and keep the good-manners and courtesy are high. If tourists want to stay in the past people's homes, then today it has shifted to a diverse class accommodations, ranging inn cheap lodging, hostels, hotels are one to two stars. Transport modes also vary from motorcycle taxi, motorcycle and car rental, up to VIP Tourism Buses are also available, depending on the ability of the tourists, just choose. Similarly, the development of financial institutions including Bank, Money Changer, which is able to serve the tourists and Wisdom, is available in Bali.

**Third**, build the socio-cultural and religious communities are predominantly Hindus, but it is in harmony side by side with other religious people. Every family has a Pura, and each Banjar has a hall which was led by
Kian Banjar. Banjar also multipurpose hall for the benefit of citizens and togetherness, citizen deliberation, and in every hall is available Banjar seen completeness gamelan and stage artsy, and each Banjar has a team of art that are routinely practiced, and almost no entourage who refused arrival guests including tourists are greeted with the arts and Balinese dances. The existence of Banjars is a part of Village, so that at a Village may consist of several Banjar. Development activities in the scope of Banjar, Village even wider scope can be held properly. Similarly, religious events within the scope of the Family Pura, and went to greater Pura can be witnessed held regularly and well ordered. Completeness of clothing and offerings and attitudes in religious ceremonies are always hand in hand, nothing is shifted. Openness Religious leaders, Community leaders, government officials in explaining everything to the brightly lit, patient and really getting show decency as a tourist destination Bali International. It was the cause and ensures that cultural influences have no effect on the outside Bali Bali Culture Society as reflected in the attitudes and everyday behavior in receiving and serving immigrants, including foreign tourists in Bali and domestic visitors.

Fourth, build the socio-economic development based on the ability of the people in Bali as it is passed down generation to generation. The farmers used to cultivate land as agriculture, growing rice paddy fields, vegetable and horticulture crops planted in the garden, also keep cattle, chickens, ducks, pigs, goats, cows and buffalo. Watering or irrigation is well managed, ranging from the fountain until the canal and its distribution through the famous system "Subak" in Bali. Many terraced rice fields with the embankment and over there by many coconut trees which all elements are all useful coconut plants from root to leaf. Banana trees, bamboo groves and fruit trees, which combinations are always interesting to wherever the eye could see. If people living in coastal areas do both, fishing and farming. Besides concern for the environment of Bali Province is much more advanced because it is underpinned by the strength of religion, social customs and local culture. Bali tourism summary before Indonesian independence and tourism development took place on an ongoing basis until it is today.

To follow the progress of tourism development in Bali today, then some footage of the meeting of community leaders, the culture, experts and different stakeholders of tourism in Bali which was recently held at the Governor's Office. At the discussion meeting 50 (fifty) persons Tourism figures, the Experts and Community Leaders on February 22, 2010, a figure anthropologist culture that is long enough to observe tourism in Bali, Mr Wayan Goriya highlights six (6) errors in the management of tourism in Bali as follows: 1). One of the island under the multi-system management approach, 2). The existence of orientation prefer quantity rather than quality, 3). It is a mistake to synchronize the development of culture and tourism, 4). The three pillars of the Balinese community designation (tourism, agriculture, Handicrafts) has decline, 5). The imagination that built Tourism Bali International with the support without limits, which contrast with the limited local reality. 6). The tax collected from hotel and restaurant sector is not used for tourism development.

In addition to these speakers, the Chairman of the Bali Institute of Tourism, Ida Bagus Ngurah Wijaya highlights government policies that do not get input from the private sector. For example that recently that the visa-on-arrival fee be raised without the knowledge of the travel agents who know the new program should be implemented a year later. Further application of ground water tax is increased 1000 percent is a mistake, so how the tourism industry to follow this policy while PDAM's are not able to supply clean water requirements. Similarly, electricity supply is still lacking and poor land transportation. Day seminar was to invite several speakers to obtain inputs for the preparation of the steps planned for 2010. Nuance discussion of tourism planning in the province of Bali is already highlighted the quality of management and infrastructure of tourism in Bali, which concluded that it was time to talk about quality based on reality. Whatever the content of these stories had no effect on Bali's attraction for international tourists, which is not too concerned over the difficulties of managing tourism in Bali, but enjoy the feel of nature and culture and welcome the people of Bali are unique and extraordinary at the same time not too complained about the limitations of these.

North Sumatra Tourism
Based on the reviews through the various dimensions of economic, social, cultural, ecological, political / policy, and the dimensions of information and communication technology, the development of tourism management in North Sumatra with descriptive and general nature can be described as follows.
Based on data from the tour to visit North Sumatra showing an increase in the quantity of tourists both domestic and foreign tourists. The presence of domestic tourists with different interests to come to North Sumatra are immigrants, mostly those born in North Sumatra, as well as their descendants and other relatives in the context of the school holidays, the celebration of the feast of Eid, Christmas and New Year.
Later today's developments show the existence of a spiritual tour group numbers year after year also increased, particularly from Jakarta. Some are those who have business or other interests besides travel. Very different from the tourists who come to Bali, who are mostly on vacation while enjoying Bali, although a small portion of them have other interests such as business.

The business office and others also take advantage of tourism in Bali to enjoy one or two locations away from Denpasar, just 4 hours, for example to Kintamani, Pura Tanah Lot, Bedugul and so forth, and only few minutes to Sanur beach and Kuta beach. Those who arrived in Medan for business or office when visiting Prapat directly face the constraints of the longer travel time (3-4 hours) across to Samosir require an additional 2 hours, and if coupled with a round of the island that takes much longer, so that it can take more than one day special. If the path-Berastagi Medan-Sidikalang-Sipiorongborong-Balige-Medan Parapat and return to at least 2 days, including cross into Tomok.

Next look at tourism development in Nias is very much influenced by transportation problems. In Nias existing airport can accommodate aircraft pioneering small, while the sea route Sibolga-Nias more influenced weather. Foreign tourists who generally had planned target tourist sites in the area will be consistent with certain destinations they visit, because it has no other interest other than a vacation. Looking at the data length of tourist destinations in the area can be projected with their length in hotel or other lodging places although some of the transit to the Hotel and lodging to another town is different, for example overnight in Medan, then the next day moved to hotels in Prapat, Berastagi, Balige and hotels in the cities near the tourist sites. Transport into the destination location specific and can not be reached by public transport will still need well laid out as part of a more responsible tourism mission.

**Infrastructure Dimension**

Local Government Efforts in North Sumatra Province and County Government around the existing tourist destinations in quantity has been no improvement, although not maximal in the state of road infrastructure development, the provincial and district levels. Location of tourist destinations should be clearly recorded and included in any publicity material, with the establishment of an integrated spatial economic resource with other communities such as agriculture, plantations and farms with fishermen in the east and west coasts of North Sumatra.

In terms of quantity needs of the highway is still needed in addition to the expansion path-Sidikalang Kabanjahe as provincial roads, and the expansion and paving roads around Lake Toba unfinished. Keep in mind that building roads is not solely the interest of tourism but it should be integrated with other economic aspects of communities in tourist destinations, which facilitate the flow of marketing of agricultural / plantation society. In 2011 Development outer ring road of the lake Toba, directions to Tomok, Tutuk and Ambartu in Samosir regency. North Sumatra, has become one of the national programs to accelerate the development of tourism destinations in the area. The same year also be improving the road-Sidikalang Kabanjahe as provincial roads. Similarly, the ring road of Lake Toba no longer just the home so that can only be passed by a small car, one withdrew and another was just to pass. Still concerning the construction of highways for more attention to technical aspects, so as not vulnerable to accidents in the future.

Structuring of agriculture including horticulture crops, livestock and fisheries need to be adjusted with the spatial location as agro-tourism. Domestic and foreign tourists are not enough to simply enjoy the natural scenery, but would like to also enjoy the benefit of agriculture and horticulture as well as the existence of the tourism industry that supports tourism destination area. Tourism map needs to be made by including the entire location however small tourist destination with the abstraction of each tourist sites, transportation routes, means of transport, airports and seaports, inn / hotel, restaurant, bank, hospital, post office, police stations, museum, companies cargo, museums, caves, nature tourism, water tourism, agro tourism, aerosport and so on, are listed in North Sumatra tourism website.

The quantity and quality lodging at Capital was pretty good though should always pay attention to the availability of clean water by the local PDAM. Entering destinations around Lake Toba state lodging diminishing quantity and quality. It is not enough accommodation, but also the availability of clean water issues around the tourist destination of Lake Toba was still apprehensive. Therefore, an inventory of sources of drinking water in each district should be clear mapping, for example Tobasa be satisfied by drinking water from Sipintupintu. Developments of facilities at tourist destinations are still very minimal like a gazebo equipped with public toilets and a canteen that provides food and beverages simple. Food and beverage hygiene problems that still receive less attention.
The need for electrical power for the tourism industry is quite large, and a quantity of North Sumatra province is rich in resource potential power that has not been explored in particular the potential of hydropower. Inauguration of hydropower Siguragura by President Yudhoyono in early 2011. Procurement of electricity is still need to be expanded with a variety of additional hydropower capacity is to provide for additional short-term needs and long term as well as to sustain the needs of manufacturing industries and non-manufacturing. When viewed from the current state of demand is sufficient but in line with the increase in tourism industry still needed 20 megawatts of North Sumatra has included a commitment Siguragura donation of 2 megawatts of hydropower for the region of Lake Toba.

Structuring destination location is not solely based on the tastes of individuals or groups who are not competent, but need to be organized by experts in terms of spatial and landscape for the beauty of the environment. Still quite a lot of tourist destinations that have not been managed well, in addition to managing the human resources that works like a ticket officer at the site, guides, traders and architectural appearance gazebo that need to be adjusted to the local culture. It takes a minimum of approximately 100 units gazebo around Lake Toba are included dock at tourist sites around the lake.

In addition, land transportation facilities, air, sea, and lake-handling require more serious. Medan Polonia International airport planned to move to Kualanamu need to be designed related to the presence of foreign and domestic tourists. In addition, the proposed toll road Medan-Prapat also not a mere figure, because if only Medan-Tebing Tinggi is not too much meaning, because the disease will soon be moving to jammmed Siantar, due to increasingly complicated state trails kemacetanny level. Then the expansion of Airport Silangit to be able to accommodate wide-bodied aircraft, and airfield pioneer in Parapat, Central Tapanuli and Sibolga, and Nias. We know that the presence of Ship Tourists who require more specific management when anchored in the port of Belawan, Sibolga, even Nias. Ships and boats crossing the needs of tourists who are more feasible in Lake Toba complete with a dock at destination location. Similarly, maintenance of archaeological sites and traditional houses of the North Sumatra is very alarming. Keep an inventory of heritage sites that need maintenance, renovation of traditional houses scattered on the location of a tourist destination, most of which are no longer inhabited. The average custom house Malay, Batak Karo, Toba Simalungun and over 100 years old and made of wood, most experienced weathering. While the new building ornate traditional house is raised as district offices and parliament buildings, museums and so on are no longer in its original size.

On the other hand the arrangement of art and culture infrastructure in the province of North Sumatra are still worrying if you want to compare (although less relevant) to the Province of Bali which is capable of displaying the art of Balinese culture anytime anywhere, because in each Banjar (one level below Villages) infrastructure is very complete with its management. In North Sumatra, there are tribe-tribe social culture and customs, ranging from Malay, Karo, Simalungun, Pakpak-Dairi, Toba, Mandailing and Nias, in addition to the ethnic cultures of China, India, Minangkabau, Acehnese and Javanese are also growing in this area with art respective cultures. What do you want to see or what you want displayed, when and where appears quite dependent on the availability of infrastructure such as the readiness of the place / building for training and performances, art equipment and human resources arts actors. Foreign tourist and domestic tourist's presence all the time, but art is only a small part that can be displayed at all times.

New tourist phenomenon that also needs to be observed that the quantity of visitors has increased, that is spiritual tourism to Cross Love (Salib Kasih) at Dolok Siatas Berita Tarutung and Sidikalang in the tourist destination location is already well ordered. Indigenous cultural tourism relies on traditional events such as weddings or pooling ancestor's bones, so it is not routine existence, so the location of a particular tour can not be displayed at any time unless there happens to be, so it can list and asked who had a willingness urination to be visited by tourists. Institutional-cultural art is already there, but poor infrastructure and its management, so that art and culture in North Sumatra to say stagnant, whereas the institutions of government in today's era of regional autonomy has been put together "culture and tourism".

Nature tourism as a new vehicle within the context of tourism has not entirely well laid out, cross-country and hiking, water tours and flying kites, a growing demand today both domestic and foreign participant. The overall location of this natural challenge requires a more adequate infrastructure as well as maintenance and management. Certain events can still be developed and characterized as "Feast of Lake Toba" in Prapat, Aerospport, "Competition Gantolo / Flying Kite" also in Prapat and still can be developed as in Hutagaping and Dolok Telong. Cross country tour at regional levels in Baharak Karo (Mount Sibayak and Sibolangit) combined with agro-tourism around Brastagi and Kabanahe. Then the island of Nias and surrounding
islands that stretch directly in Ocean Indonesia has a genuine culture of high art and has become a popular tourist "surfing" the region.

Similarly, communications infrastructure and an international network of information is very important for the existence and needs of foreign tourists at each destination location. Besides the medical aspects of facilities, medical personnel, equipment and adequate drugs, including mobile health services, rescue services and first aid facilities and equipped with adequate evacuation equipment. In brief, be noted that the development of tourism and art and culture in North Sumatra province should be integrated with related sectors such as public works and water supply, agriculture, plantation, fishery, animal husbandry and horticulture, transport, forestry and environment, health and telecommunications.

**Economic Dimension**
Always be the size of international tourism is the economic benefits for communities in tourist destinations are placed as a priority, despite the fact that various other tourism businesses instead of taking a larger share of benefits such as travel agencies and hotels.

Direct economic impact to the communities in tourist destinations in North Sumatra is very dependent on the type of their involvement in the tourism business, both as a trade, transportation services, restaurants and lodging as well as workers in the tourism industry an so forth. Traders souvenir items, food, drinks and fruit is a small part compared to the travel and lodging businesses alike take advantage on Saturdays and Sundays and other holidays. Percentage of people involved and that his life hung in the tourism industry, especially in tourist destinations are still very low, that some of them still do the traditional jobs such as farming, and livestock breeding and fishing. For the tourist area in North Sumatra this is ideal, especially the farmers and cultivators in the vicinity of the location of the destination is able to meet the needs of visitors such as food, vegetables, and fruits, grains and tubers, as well as ornamental plants. In particular in Berastagi and Kabanjeha this has been fulfilled, because the conventional land more prominent Karo's horticulture products, in addition to a variety of different vegetables also fruits such as oranges and strawberries that are allowed to be picked by the visitors and potential in exports to neighboring countries, Malaysia and Singapore.

The potential of horticulture around Lake Toba are promising, fertile land above 600 asl with air humidity in accordance with hortikultur plants, but farmers are still traditionally not shift from paddy fields, while many fertile soil that matches the local horticultural Humbang neglected as the year 50 - 60's known as a storehouse of vegetables and tubers actually declined. Other districts such as Simalungun, Samosir, Tobasa and Taput movement is still stagnant and is long enough to "discourse" continuously without action. District is the south side of the east coast bordering the west coast of Riau province until the faster it moves from the economy with the growth of the plantation. Commodity crops such as palm oil, rubber and cocoa are again on the rise so promising in the area. While the west coast almost untouched.

Industry craft tourist destination areas still follow the existing pattern and do not grow long enough, although quite a lot of products that can be displayed as a souvenir. In general, tourists are interested in a small souvenir cheap and not too much trouble for baggage / cargo, and a small part in its original form but wanted the constraint is in terms of packing and shipping to a country / city of origin of tourists, and this will be overcome if the company's international cargo available near tourist sites. Knowledge handicraft traders in tourist destinations to make delivery souvenir packages should be sufficient.

Don't forget "culinary tour" because this area is very rich variety of cuisine and variety ranging from Medan to the cities of tourist destinations across North Sumatera. Communities around Lake Toba also long enough to understand the difference of food "kosher and not kosher" so "easy set" location and it had never been a problem, because almost in all big cities and small restaurants are scattered typical restaurant area as well as the national standard.

**Social Dimensions**
The social dimension is very important is the steps to counteract the negative impact of the presence of the tourism industry in North Sumatra early on. Therefore, sets of rules associated with it need to be prepared. Inviting experts, community leaders and religious leaders, traditional leaders, arts leaders, cultural figures and local tourism leaders discuss the various opportunities for public participation and problems that may arise while formulating efforts to counteract the negative things and implement appropriate information, education and communication to the public. Communication with the public and stakeholders is very important to explore ideas and potential support needs in the development of tourism, arts and culture, and
even participate popularize tourism, because social identity as an asset to respect social, cultural assets, and to strengthening social cohesion and pride that will allow citizens to control their own lives. Culture and Tourism Office Province of North Sumatra were pioneered the stakeholders meetings and working groups (WG) Pemkab Samosir, Simalungun and Tobasa that, in order to synchronize and implement programs. Activities undertaken, the Destination Management Organization (DMO) in 2011 in a structured development of tourism destination of Lake Toba by all stakeholders. Such deliberations should be structured from the village, subdistrict, and district until Province. Given the number of the Regency / Municipality can be synchronized per-region consisting of several districts and municipalities such as around Lake Toba, North Sumatra Region East Coast, West Coast Region, Southern Region and Northern Regions are connected by the same infrastructure.

Community participation in tourism is to maximize the welfare of the community in tourism destinations, not the other way for reasons of tourism development, then society becomes a victim. Improving the welfare of society in this case can be defined through direct involvement to earn income and benefits such as trade craft items, art objects as souvenirs, provide transportation services, providing shelter, providing food and beverage, selling of agricultural / horticultural tourist destination location, as employees, and so forth. While the indirect welfare effects are still obtained from the implementation of broader development across various sectors, supported by a budget that most sources of tax increase in the tourism sector. Tourism as a profession should be considered an attractive option, even though the tourism sector is the second order (0.74) after agriculture (2.75), following new non-manufacturing (0.67) and manufacturing (0.51) as the ratio of contributing workers against gross revenue domestic in Indonesia and potential to absorb labor in Indonesia today. Along with the infrastructure, educational institutions and even to higher education already have to take into account the tourism sector and cultural arts as a development program of study of current and future.

Dimensions of Art Culture and Customs

Dimensional art and culture and customs include a wide array of community life in North Sumatra. As noted above, that not all cultural arts and performances customs every time to display, in part only if there happens to be custom events. Custom events interpreted only about events such as, celebrate a new home, marriage, then in all the districts around Lake Toba also consider including the event of death or dig and unify ancestor’s bones are custom events. Fact that at every interaction between human relationships especially with strangers always involve the customs prevailing in the local area which look needs to be formulated in every tribe in every tourist destination location.

In particular celebration event was also very limited, including welcoming distinguished guests. Therefore, many kinds of art from various regions of certain tribe in North Sumatra are getting extinct because there is no continuity of coaching as well as regular performances. Each district has a gallery that is still limited utilization due to excavation and development concepts that are still weak and minimal art equipment. The development of the arts through the schools is also limited because of available infrastructure at the school was minimal, including knowledge of the teacher as the instructor is still far from adequate. Various traditional home arts such as architecture and ornaments carved on the walls of local Malay traditional house and the East Coast, and custom homes around the Lake Toba, Dairi, Karo, Simalungun, Siilindung, Humase, until Angkol-Mandailing still pretty much found even though as mentioned above maintenance is very less. Sculpture and carving getting dimmer and the number of people whose profession it is increasingly rare in the field, rather than in the days before the 1900’s.

While the art of weaving craft loom “ulos” good use rather than the engine or with engine loom continues to grow. Design, style, material and color as well as its use in fashion in each of the custom event as appropriate. Various models ulos (cloth and shawl) complex Pakpak-Dairi, Karo, Simalungun, Toba and Angkol are increasingly being used and worn on the customary events and community Batak in the overseas origin. Ulos was also more frequently given as the highest souvenir Batak society as a sign of love and acceptance to the guests great and figure out the Batak ethnic groups which is credited to the Batak society, or are just visiting, and delivery of ulos was not only in North Sumatra, but such another provinces like Jakarta increasingly frequent.

Dance is relatively stagnant, with almost no name, because the documentation, excavation, conservation and development have weakened, so that the younger generation has lost track of its own origin and cultural roots. People familiar with dance “tortor of Land Batak” and Malay dance a wide variety of Deli and the East
Coast of Sumatra as yet to inventories as well. Art of dance can not be separated and a single package with sound art and the art of traditional music also suffered a similar fate. Talent music and sound art are part of community life in North Sumatra, although some young people increasingly tend to like the flow of pop music. Profession as a principal of diminishing traditional art, so that development and preservation of various arts are an integral part of tourism development in North Sumatra. As a comparison, that the Balinese in terms of sound art is less well known, and that the fact that young Batak in recent years, many entertain foreign tourists holidaying in Bali. Likewise in several star hotels in Jakarta and this has been going on since the 70s.

Environment Dimension
What really stood out today in North Sumatra in the field of environmental development is the only "discourse" while the action is still not adequate. Environmental situation around the east coast since over a hundred years ago this is so his condition other than the area of large plantations, especially oil palm, rubber, tobacco and other plantation crops and the farming and fishing communities who support each other to maintain balance area of the ecosystem including mangrove forests on the coast of still relatively preserved. With the exception of forest clearing around Bahorok northwest and NAD are constantly exporting to Langkat floods, the city of Medan, Deli Serdang and Serdang Bedagai. While state area in the 50s known as forest and pine forest in seven districts (Dairi, Karo, Simalungun, Samosir, Tobasa, Humbang and North Tapanuli) increasingly bald. Deforestation and pollution of water environment of Lake Toba get worse coupled with the presence of fish cages on the shore of Lake Toba in addition to damaging the beauty of the lake water is also polluted the environment. Beauty of scenery around Lake Toba degradation continuously since the 60s, whereas in the 50s have done planting pine trees on a large scale in the region including "RIMBA TJIPITAAN" has disappeared due to greed of human behaviors that do not respect the forest and environmental preservation.

Degradation of forest condition in addition to clearing by fire and wild by the community for firewood, well as the presence of "wild panglong" backed "rogue" results in beams and boards, so the expanse of hills and forests shave for long a desert savannah. Not to mention the laziness of people to plant trees rather than our ancestors who still like to plant different species of trees including fruit trees like mango, bacao, petai, jengkol, jackfruit, harg, guava and so on, just a distant memory. In the future most likely need to be done through the transfer from Aek Sigean Silindung, Tarutung to Lake Toba to maintain lake water discharge as well as the continuity and development of hydropower Sigurgura. Reforestation if all the bare hills around the lake failed to do or never do. The existence of PT Indorayon which produces pulp unclear social and environmental responsibility. Local government and DPRD North Sumatra Province and all districts around Lake Toba are not able to change the situation since over ten years ago even though the communities surrounding the pulp industry have a lot of aspirations. Conservation and reforestation is only a dream.

The situation on the west coast forest cover five (5) Regency (Mandailing Natal, South Tapanuli, Central Tapanuli, North Padang Lawas and South Padang Lawas) are also increasingly concerned about, because some logging companies have been around it destroying forests include forest clearing for oil palm plantations its effects become catastrophic flooding in the area Mandailing Natal. Various catastrophes is not expected to easily eliminated in the future, due to logging practices still continue and not stop and if there is no intention to stop the Government. The picture above is very clear environmental become less inverted conditions support the development of tourism to this area, and the most disadvantaged are the local community that they are actually very important voice heard. In consideration that the international tourism agencies recommend not to visit tourist destination location where the environment was damaged and no effort to do reforestation and conservation.

Political Dimension
Tourism development, sustainable arts and culture as mentioned above should be starting point of political policy both by the Central Government and the Provincial Government and Regency / Municipality. As a political commitment which was also discussed and formulated with House of Representatives. Awareness of every government in the area that should have a purpose, mission and clear vision, and strategic plan, tactical and operational plan contained in the documents and budgets. The allocation of these resources can be measured and evaluated progress from year to year to measure results. In terms of measurable results is an increase in the number of tourists and wisdom from year to year, increasing tax revenue from the tourism sector, increasing community participation in tourism, the increasing role of the tourism industry and the most important is the increasing public revenue in tourist destinations.
Not just to see how increasing budget allocations to the sector of Tourism, Art and Culture course, but in a comprehensive manner with other supporting sectors are allocated to infrastructure, public education, arts and cultural development. In each program activity must be included with clear descriptions of goals and objectives and measurable impact. Besides relying on the budget and also invite various interested parties bear the burden of supporting the development of tourism and in parallel in various forms of community participation, especially private sector and the tourism industry itself.

In addition to the above matters, as reminded by Goeldner and Ritchie (1995) that the government is often completely in control in the development of tourism and community tourism destination location is very important role in the decision making process. Similarly, investment considerations about the involvement of the Trans National Corporation (TNC) investments of investors versus domestic tourism industry should be a decision based on the consideration of long-term future, given the investment in the tourism industry which is big enough for example to build an International Hotels today need a range of funds of USD $ 80,000 s / d U.S. $ $ 100,000 per-room or approximately Rp.800 million to USD 1 M per-room. But given the availability of local building materials in North Sumatra are still easily accessible and reasonably available including its workforce, the international count it still can be reduced to below 50 percent.

Dimensions of Information and Communication Technology
If we browse the Web via the Internet, just how chaotic the promotion of tourism in North Sumatra, each carrying its own dances, so that no data / information that complete tourism such as province of Bali, Department of Culture and Tourism, leaving only the national compulsory site without the page that can give full information. Some of the District tries to reach the virtual world by including tourist areas in the district / city is with settings from a sheet face, empty its contents, because it does not present the data and complete information. In anywhere that today's world, cyberspace is the only mainstream tourism promotion, because in this globalization era, almost all the tourist track a desired tourist destination at each site through the dome before making a decision tourist destination location to be visited them (Thomas Friedman, 2005). There is a web site only contains the abstraction and image, but important information about how to get there, how to get there, how long to get there, with what means of transport, how much it cost, what model lodging there, how and what to eat there, what model of health facilities there, there is a schedule of what art performances where, what souvenir from there, and so on, and the end, to adding the cost of the plan.

The majority of foreign tourists every year has budgeted and determine where and with discipline holidays deducted from income each month. Information and communication technologies have so sophisticated, and most of the tourists get information through the Internet (Buhalis and Law, 2008), there are people who immediately contacted and invited to communicate as a source of reliable information on the region / area tourist sites. Reservation hotels and airlines today is through the Internet perform transactions tour is directly on the tourism industry via the internet on web.

The network communications at each destination location is an international communications technology infrastructure that directly supports tourism, so it is not enough in Median, Prapit and Brastagi, and also in Tomok, Tuktuk Siantang, Hutaing, Sileang, Sipoholon, and so forth. The development of social media by building websites for various purposes such as blogs, groups virtual, wikis, social networking, collaborative communication tool, and the media share certain files on sites like Google, Yahoo, YouTube, and Flickr. Up, and so forth which has attracted substantial attention in terms of number of visits "online" using the internet (Gretzel and Yoo, 2008). To understand further the role of social media websites have very much helped the tourists to post and share their experiences to friends and the general public about their travel experiences on the location of a specific tourist destination complete with pictures and videos, so that inspires others to utilize that information for them to visit these tourist destinations.

CONCLUSIONS AND RECOMMENDATIONS

Evaluation of the objectives done by looking at the trend growth of foreign tourists visit, then by taking into account inputs from external and internal environmental conditions and considering each dimension in a SWOT analysis is somewhat complicated. The following step is to determine the priority of all existing strength analysis results are distributed to take advantage of opportunities and to overcome weaknesses. While the threat is relatively simply estimate the aggressiveness of neighboring countries as a strong competitor who is more observant take advantage of existing opportunities to secretly expose the weakness
of Indonesia, including Sumatra in terms of infrastructure and the various dimensions that have been disclosed above. Other provinces were not included in the category of competitors because the same destiny such as Bali, North Sulawesi, South Sulawesi, and West Sumatra even all that is on the island of Java.

District it is possible to consider each dimension as input SWOT analysis strategic plan in accordance with the circumstances of each district / city and not just look at the strengths and weaknesses, but the goals and objectives should consider the opportunity to suck more and more tourists. While the threat is not always just from external (outside the Regency / Municipality), but from internal threats is likely to arise in the form of rejection because they feel excluded from society, society demands that overdose and social laziness just wait and receive. Strategic Plan District in part to a proposal to the provincial level into tactical plans at the provincial level (budget) and some have attempted to be made through budget proportion Regency / Municipality. Strategic Plan District is the result Musbang / Musrenbang (bottom-up planning) with respect to tourism (Provincial Strategic Plan.)

Proposed Strategic Management of Tourism in North Sumatra Province.

Conclusion the Analysis of the External Environment.
1. After China, Thailand, Malaysia and Singapore, then Indonesia is the next priority, with a target of the visit in 2011 is expected to reach over 7.7 million visitors with an average increase of about 10 percent per year and within the next 10 years likely exceeds the percentage.

2. East Asia, South Asia and Southeast Asia which is the target goal of about 20% of tourists the World (2006). Geographically that Japan is bordered by Korea, China and the Philippines is the radius of propagation of radiation originating from the destruction of Fukushima nuclear power plant in Japan has reached level 7, the same radiation hazard Chernobyl (1986) in Ukraine, so that Japan itself, and the country has decreased tourist sharp enough, it will divert its choice to ASEAN countries like Thailand, Vietnam, Laos, Cambodia, Brunei, Malaysia, Singapore and Indonesia.

3. Nowadays tourists (forced) from Japan flooded the Bali as an indicator of increased exodus of foreign tourists to Indonesia in 2011-2012 years later. North Sumatra is a safe region and borders with three countries: Malaysia, Thailand and Singapore became priority choices of foreign travelers. If tourism promotion done more intensively, especially through the virtual world (web-internet), then increased 10% more will be achieved. Bali and Lombok in time not too long reach an optimum point, while North Sulawesi, South Sulawesi, East Java, Central Java, West Java, Yogyakarta and Sumatra can be considered in the same position with the North Sumatra develop themselves but not between regions compete with each other.

4. The global financial crisis begins to experience a recovery in the United States alone as well as in Europe although a bit slow and recovery in line with the number of tourists from the region also increased, although most are still among American and European countries and the rest into the ASEAN region. In addition, the impact of the movement for political change and leadership in North Africa and the Middle East that there has been no sign of ending the influence of rising crude oil prices and the flow of visitors to the region declined sharply. Instead the atmosphere of political stability, economic and security in the region in ASEAN will encourage the increased flow of tourists to this region including Indonesia.

Conclusion the Analysis of the Internal Environment.
1. Magnetic power of Lake Toba "not necessarily" make North Sumatra as a priority tourism destination of tourists, although in this analysis are still counted as a strength, if the tourism infrastructure and cultural arts are integrated with other sectors of infrastructure are not intensively cultivated beginning in 2011, and very expected to intensify in the years subsequent to changing circumstances.

2. Will the real infrastructure gap with increasing presence of foreign and domestic tourists, and is estimated to 5 (five) years Sumut only able to increase the minimum infrastructure growth average 10 percent per year and ideally 25 percent per year for all dimensions (if there is political will among Central Government and Provinces) in order to cover the hole and turn weaknesses into strengths attract more foreign and domestic tourists goes into North Sumatra.

3. One of the fundamental weaknesses are the low response of the community and more act as a receiver, while the role of a perpetrator is still low. A result that would more enjoy the benefits was "immigrants" who have a higher competitiveness. Experience on developing the agriculture and horticulture in the district around Lake Toba provide valuable input, so the effort needs to be done to
change this situation with their involvement in decision-making process through consultation Village so as to stimulate local community participation was higher in culture and tourism sectors. Another drawback is no cessation of environmental destruction in North Sumatra and all the publications policies and an action regarding the environment was limited discourse, and a time to be counter-productive to the promotion of tourism.

GOAL
To increasing presence of foreign tourists into as many as 300,000, and domestic tourists as much as 800,000 in 2012 in North Sumatra, and the average tourist growth in the next year until 2015 by more than 10 percent.

Proposed Strategic Plan
1. Implement the Council Village Tourist Destination concerned (not all villages in the category so that the inventory and mapping of tourist location important). Participants People Community / Religion / Traditional and actors of the Tourism Industry in the village to discuss various dimensions of tourism. Then proceed with the Sub District Council Tourism Destination Location with the formation of the same participants as in the Village Council with input recapitulation Village Tourist Destination in the Sub District. The same was done at the Kabupaten / Kota, with the participants in addition to related SKPD elements, Parliament Commission, Community Leaders, Religion Leaders, Traditional Leaders, People of Cultural Art, Elements of Higher Education Expert (if available) and Tourism in District / Municipality level to discuss again the various dimensions of the District Council including the formulation of recapitulation. Further implement the deliberation of culture and tourism of North Sumatera include elements of the government and parliament, Community Leaders, Religious Leaders and the Traditional Leaders, People of Cultural Art, experts from universities in North Sumatra including figures Provincial Tourism Industry.

2. Setting the location of tourist destinations include nature tourism, agro tourism, historical tourism, water and beach tourism, cross-country tourism, aeroport tourism, arts and cultural tourism and spiritual tourism, which is well integrated in the Regional Spatial Kabupaten / Kota.

3. Develop culture and tourism management strategy that is integrated with other development sectors at the provincial, district / municipality as a short-term plan document (0-1 years) and the "road map for tourism development Sumut" long-term year 2012-2015 which is prepared annually and consistently implemented, among others, implement accelerated development of road infrastructure, drinking or clean water, electricity, communications and health facilities to and in tourist destinations, and this document as a material consideration for local investors as the concept of "maspature hutana be" and foreign investors (mainly Malaysia and Singapore).

4. Implementing the acceleration of infrastructure development of art and culture of North Sumatra in a comprehensive inventory and mapping in accordance with mutually agreed, and it looks like pure full support of the Regional Government of the Province, Regency / Municipality.

5. Build a complete tourism information system into the global market with a website that contains important data and complete information about tourist destinations and the availability of information infrastructure supporting the tourism industry and arts and culture on the whole point of the location of tourist destinations in North Sumatra.

Tactical Plan Preparation Guidelines
Collection of proposed initiatives and tactical plans of each Kabupaten / Kotamadya is very important to follow the rules of balance scorecard thus simplifying the monitoring and evaluation. In tactical planning documents not only include activities funded through the State Budget and Budgets Provincial and Kabupaten / Kotamadya, but also should include activities undertaken society, private sector participation and the tourism industry itself so that government can provide advocacy, technical specifications and monitor, for example participation to build a gazebo with specific models on a few specific locations, provide transportation, build the inn, built of warm water bathing facilities, activities of horticultural crops in agro-tourism village industrial area, industrial area crafts, culinary tourism, coastal resorts, lodging houses for tourists, facilitation of cross-country tours, transportation services at tourist sites, traditional restaurants, coffee shops, and so forth.
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