

THE ROLE OF STAKEHOLDERS IN UNPLANNED TOURISM BUSINESS AT TASIKMALAYA REGENCY

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Abstract:

The Role of Stakeholders in Unplanned Tourism Business at Tasikmalaya Regency. The state of tourism activities in Tasikmalaya Regency has fluctuated. The fluctuations that occur include the number of tourist visits, as well as the number of tourist sites. There are tourist objects that are not legal and have not been recorded, grew from the initiative of tourists or the community, and are not yet well established in their management which is then referred to as unplanned tourism business. This study examines the role of stakeholders with their various interests and various dynamics. The support for these facilities and services involves many other parties who have their respective roles, functions, and/or interests. The process of accommodating stakeholders is possible to have an impact on the development of unplanned tourism business in Tasikmalaya Regency. Based on the research results, internal stakeholders ensure that the unplanned tourism business from internal factors of business development and sustainability aspects runs optimally. Meanwhile, external stakeholders are supporting parties and play a role in ensuring that external factors of business development take sides and are in line with the vision of developing unplanned tourism business in accelerating procedures to become an established and legal ecotourism and in accordance with sustainability aspects (ecological aspects, social aspects, and environmental aspects). economy).

Keywords: intuitive, stakeholders, ecotourism, established, concenrment.

PRELIMINARY

In a tourism business activity, there is a role of stakeholders involved divided into internal stakeholders and external stakeholders (Ardianto 2008). The involvement of the parties can have an impact on the development of tourism activities in Tasikmalaya Regency. The state of tourism activities in Tasikmalaya Regency has fluctuated. The fluctuations that occur include the number of tourist visits, as well as the number of tourist sites. The number of tourist visits recorded in several sources shows the following data.

Table 1.1 Tourist visits to Tasikmalaya Regency in 2015-2019

Year	Number of Tourists to Tasikmalaya Regency (Person)	Number of Tourists to West Java (Person)	Percentage of Tourist Visits to Tasikmalaya Regency from Total Tourists to West Java
2015	1.478.251	39.246.588	3,77
2016	506.932	43.703.778	1,16
2017	326.210	45.216.254	0,72
2018	25.700	20.713.169	0,17
2019	1.449.404	47.272.478	3,07

Source: processed from BPS West Java 2015-2019 in Gunawan (2022)

The study found that the fluctuations in the number of tourist attractions from different sources are different. This is because there are registered legal tourist attractions in Diparpora District, Taheng District and Disparbud District, West Java

Province. In addition, there are some illegal, unrecorded tourist attractions (unplanned tourism business) initiated by tourists and local communities. This study focuses on the role of stakeholders in the business of unplanned tourism. According to the Tourism Act No. 10 of 2009, tourism is all kinds of tourism activities supported by various facilities and services provided by the community, businessmen, government and local governments. Many other parties are involved in supporting these facilities and services, each with their own roles, functions and/or interests. According to Chandler (1962) in Budio (2019), strategy is a tool for achieving organizational goals in terms of long-term goals, follow-up planning, and resource allocation priorities. According to Stephanie K. Marrus (2002) in Budio (2019), strategy is defined as the process of developing a plan by senior leaders that focuses on the long-term goals of the organization while preparing an approach or effort to understand how to do so goal can be achieved. The context of mentoring strategies in the unplanned tourism business is defined as a tool to ensure the transition of tourism activities to mainstream ecotourism.

This study focuses on the role of stakeholders in the unplanned tourism business by applying the principles of ecotourism. Ecotourism in question is that there are three components in it, environmentally sustainable, economically sustainable, and socio-culturally sustainable (UNWTO 2001). Inclusive tourism development encourages parties to be able to contribute and gain benefits through the alignment of carrying out the same goals. This study examines the role of stakeholders with their various interests and various dynamics. As a parameter, business development factors include internal factors and external factors in tourism business development (Gitman 2018). In addition, other factors are aspects of the principle of sustainability (ecological aspects, social aspects, and economic aspects). So that this can be utilized in formulating a strategy for developing and fostering an established ecotourism business by optimizing the roles and/or interests of each stakeholder. This study focuses on the role of stakeholders in the unplanned tourism business by applying the principles of ecotourism. Ecotourism in question is that there are three components in it, environmentally sustainable,

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LITERATURE REVIEW

The tourism potential in Tasikmalaya Regency which is present due to unplanned tourism initiatives by tourists or local communities (unplanned tourism business) has the potential to have a positive impact on the economic sector including income on the development of the tourism business and other impacts. Internal and external factors of business development and the

application of sustainability principles are the methods used to build and develop unplanned tourism business.

According to the Tasikmalaya Regency Disparpora (2019) and West Java Province Disparbud (2016) as well as from other media sources there are 68 registered and unregistered natural tourist objects. The existing natural tourism potential is divided into forest areas and non-forest areas. Objects or tourism potential in forest areas include those that have been recorded by the Regional Government and the Provincial Government at 25% while those that have not been recorded (information from other media sources) are 75%. Nearly all tourist objects/potentials not in forest areas have been recorded, only 4% of tourism objects/potentials not in forest areas have not been recorded by the Regional Government or the Provincial Government. Determination of the research location is based on the location in the forest area, the location has not been recorded, the accessibility of each development potential. So this research was conducted on unplanned tourism business, which means tourism objects/potentials that come from unplanned tourist or community initiatives that have been recorded or not recorded at

the Disparpora Tasikmalaya Regency and at the Disparbud of West Java Province and have not been well established in their management.

According to Wahab (1996), tourism is a new type of industry that is capable of accelerating economic growth and providing employment, increasing income, living standards and stimulating other productive sectors, so there is a need for sustainability in carrying out tourism activities. Described in Law (1999) on forestry and Perdirjen (2018), regarding the principles of sustainability covering ecological, social and economic aspects. So as to be able to answer the problems that exist in Tasikmalaya Regency by producing a development strategy on unplanned tourism business to become an ecotourism business that applies the principles of sustainability.

RESEARCH METHODS

Research Time and Location

The research was carried out from March to June 2021. The research was carried out in three tourist objects in Tasikmalaya Regency (Figure 2.1) selected as research locations for unplanned tourism business. The location selection is based on the difference in the period when it starts

operating or when it is crowded with tourists. The locations of this research are Praise Ningrum Hills that started to get busy or started operating in less than 1 year, Panyangrayan Hills (2-3 years), and Pasir Kirisik (>5 years). Apart from these differentiating variables, other variables are considered, for example, differences in land ownership status, distance to the center of Tasikmalaya City, accessibility, and homogeneous tourist resources.

Tools and Subjects

Tools used in this study included recording equipment, stationery, interview guides, questionnaires, laptops, cameras, and GPS. Topics covered in this study include tourists, local communities, tourism managers, local governments, NGOs, and management of tourism-related social media accounts.

Data Collection and Analysis

The data used in this study are qualitative and quantitative primary and secondary data. Secondary data in the form of literature reviews, with supporting data from studies, reports and other publications. The main data were obtained through direct observation, interviews and questionnaires with the research subjects (tourists, local communities, tourism managers, local

governments, NGOs, and administrators of tourism-related social media accounts who are stakeholders in tourism activities in the Taheng area) of. The raw data is then processed using descriptive analysis methods, and insights gained from questionnaires and/or interviews with respondents, resource persons or informants can then be interpreted about the status and development of the off-plan tourism business.

Descriptive analysis was used to determine the characteristics of respondents in terms of gender, age, education level, occupation, income level, perceptions, motivations, preferences, and political party participation. Factors that become parameters include internal factors or so-called factors of production (natural resources, labor (human resources), capital and entrepreneurship) and external factors (economic, political and legal sectors, demographic, social, competitive, global, technology) in tourism business development (Gitman 2018). In addition, other factors are aspects of the principles of sustainability (ecological, social and economic). All these factors are part of the descriptive analysis to identify the roles and

dynamics of the stakeholders involved in the business of unplanned tourism.

RESULTS AND DISCUSSION

1. General Condition of Research Site

Tourist attractions in Taheng as outlined in the West Java Tourism Development Action Plan include craft tourism, food tourism, cultural tourism and nature tourism. The attractions in Daheng District are divided into three types of tourism: (a) natural tourism (water/sea tourism, hot spring tourism, river tourism and agricultural tourism), (b) cultural tourism and (c) man-made tourism.

Table 3.1 Number of tourist sites based on data sources

Data Source	Number of Tourist Locations
Tasikmalaya Regency Legal Tourism Location Data	23
Ripparda DTWA Academic Paper Data for Tasikmalaya Regency	40
Ripparda SDWA Academic Paper Data for Tasikmalaya Regency	154
Tasikmalaya Regency Tourism Map Data	16
Market Share Study Data and Tourism Marketing Strategy of PT. Maza Pradita Sarana and Disparpora Tasikmalaya Regency	23
Unlisted and Crowded on Social Media	15

Source: processed from various sources from 2015-2021 in Gunawan (2022)

According to the results of the inventory of tourist attractions based on the second-hand data of Daheng District, there are differences in the number of records in each location. There are even some tourist spots that are crowded with tourists but are not registered as tourism object (DTWA) or tourism potential (SDWA) in Daheng County. Judging from the number of sites checked, some sites used to be unplanned tourist business sites, but have been registered and legalized after going through various stages of tourism business permits. There are recorded tourist attractions in these data sources, so the total number of unrecorded tourist attractions, tourist potentials and tourist objects is 246 tourist attractions. There are currently 15 illegal and unrecorded tourist object locations (data from social media). It is important to learn more about this condition and how it develops.

One of the sites selected for this study, namely Pasir Kirisik, was originally occupied by an off-plan tourist company after going through various stages of permitting by the tourist company. Other study sites were sites that were not legal or registered with the Daheng County Department of Tourism, Youth and Sports (Pujiningrum Hills and

Panyangrayan Hills). Pasir Kirisik Nature Tourism was originally an 8-hectare private villa in the village of Guranteng. It is one of the villages in Pagerageung District, with an area of 24 square kilometers. Composed of villas, gazebos and swimming pools. However, due to numerous requests from the public, Pasir Kirisik was finally opened to the public in 2016. At the beginning of its operation, Pasir Kirisik Nature Tours only offered high-altitude villas and natural panoramas. Then its development begins with the allocation of various supporting facilities and other infrastructure. In 2018, under the initiative of the owner and the encouragement of the local government, it went through the tourism operation permit procedure and was legally registered as a tourist attraction in Daheng District. Another attraction is religious tourism.

Before it became a popular tourist destination, Pujiningrum Hill, which was once part of Janggala Village, belonged to Perhutani and was governed by one of the pioneering locals named Mata Rahmat. The LMDH group (Forest Village Community Institution) is in charge of managing the 60 ha total amount of land under management. The three pioneers, Mrs. Puji, Mrs. Ening, and Mrs. Irum, gave rise to the name Puji

Ningrum Hill, which was eventually abbreviated. 5.304 people live in Janggala Village, Sukaraja District, Tasikmalaya Regency, which has an area of 2.57 km². The view of the Tasikmalaya scenery from the summit of the hill serves as the primary draw. Tourists are drawn in by other supporting activities as well, such as the hiking, camping, and aerobic activities that are done by different groups.

Panyangrayan Hill is a tourist spot that was opened in 2018 on land owned by Perhutani, which was initially used for agricultural activities. Bukin Panyangrayan had experienced a fire incident which caused it to be unable to be re-used as a production forest which was planted and produced a type of teak wood. When numerous Temaja started taking pictures at the base of the hill, Panyangrayan Hill was organized and is now starting to get busy with tourists. In addition to being a popular tourist destination, the terrain of the Panyangrayan hills is also planted with calina papaya, which is grown by 12 local community farmers, according to Dadang Saputra, the tourism manager for the area. Papaya planting can boost the local economy, adding value to tourist attractions and making papaya synonymous with

Panyangrayan Hill tourism in Sukapura Village.

2. The Role of Stakeholders in Business Development Factors

By offering clients the things and services they want, a company or enterprise makes money (Gitman, 2018). There are two basic types of elements that might affect a business's sustainability: internal factors and external influences. Natural resources, labor (human resources), capital, and entrepreneurship are examples of internal variables, often referred to as production factors, that are used to gather resources and run businesses. Companies that learn rapidly, apply knowledge effectively, and generate fresh insights are successful. The study's findings indicate that there are two types of stakeholders involved in the operation of a tourism business activity: internal stakeholders and external stakeholders. The circumstances and functions of each internal stakeholder are related to internal elements in business development. Shareholders/owners, managers, employees, and employee families are factors incorporated in it (Ardianto 2008). The findings of this study indicate that some internal stakeholders'

constituent parts differ. These variations result from variations in clusters based on the ownership status of tourist destinations (table 3.2).

Table 3.2 The role of internal stakeholders in the internal factors of business development

Location of Unplanned Tourism Business	Area Ownership Status	Internal Stakeholders	Role
Pasir Kirisik	Personal	Owner Manager Employee	Technical decision-maker; Technical implementer; Initiator, financier, and decision-maker.
Bukit Panyangrayan	Perum Perhutani	Perum Perhutani; LMDH; Youth Organization; Village; Government;	owner of a specific location and licenses; creator, possessor of access to the Perhutani region development area, and financier; technical executor; a source of funding and advice on development;
Bukit Pujiningrum	Perum Perhutani	Perum Perhutani; LMDH; Youth Organization; Village Government,	owner of a specific location and licenses; creator, proprietor of the Perhutani area access, and area developer; technical expert and funding source; a source of funding and a factor in regional development;

The three study sites are focused on natural resources that are hilly. The natural

phenomena, landscape, pure air, and other amenities at each unique tourist destination are the hills' key draws for visitors. The major attraction is still the natural scenery, but as it develops, it is still important to pay attention to the restrictions placed on supporting attractions (photo spots) in order to prevent the natural scenery from losing its position as the primary draw. In each site, many internal stakeholders with various functions are present. Privately owned Pasir Kirisik is a hill with an 8 hectare area that has been transformed into a tourist destination. The owner plays a starring and powerful role in the growth of Pasir Kirisik. Owner first recorded the occasion when several people came to his spot to take selfies, then capitalized on the momentum by allowing the entire public to attend. The location was initially exclusively intended for private villas and was not designed for tourist sites (unplanned tourism business), according to the interview results. The key variables in the process of obtaining a tourism business permit by Pasir Kirisik are the acceleration of taking procedural steps, which is carried out by the owner of the Pasir Kirisik once the tourism activity has started, the availability of capital sources, and encouragement from the local government. On technical issues,

such as providing facilities to support attractions and other tourist needs, the responsibility of management and personnel is stressed.

Perum Perhutani KPH Tasikmalaya is the landowner of Panyangrayan Hill and Pujingrum Hill, two popular tourist destinations. With the non-productive forest included, Panyangrayan Hill has a total area of 4 hectares and is situated at a height of 500 meters above sea level. Praise Ningrum Hill, which has a 1.3 hectare area and is located 700 meters above sea level, has been developed. The components of the internal stakeholders engaged are similar, but their roles differ in some ways. Perum Perhutani as the owner of the area has several rules and procedures that must be met for the use of its area. Then a cooperation agreement (PKS) was signed between Perhutani and the people who have access to Perhutani's land use, namely LMDH (Forest Regional Community Institution). Apart from being the owner of access to the use of the LMDH Perhutani area in both locations (Panyangrayan Hill and Pujiningrum Hill) he is the initiator in starting an unplanned tourism business in each location. In addition, other internal

stakeholders involved are Karang Taruna and the village government.

Karangtaruna in Panyangrayan Hill tourism object acts as a technical implementer, while in Pujiningrum Hill, apart from being a technical implementer, it also plays a role in providing capital sources. Another difference is seen in the role of the village government, in both tourism objects it acts as a provider of capital sources but the Sesa Sukapura government (Panyangrayan hill) provides input in the development of tourism activities while the Janggala Village government determines the development of tourism activities.

The economic, political, and legal, demographic, social, competitive, international, and technological sectors are only a few examples of external influences that affect company decision-making (Gitman 2018). External factors of business development correlate with external stakeholders in tourism activities. Both are interrelated because external stakeholders are parties who have an interest in tourism activities so that these parties have a role in business development factors. Local governance is influenced by political and legal considerations as external stakeholders who participate in the legality

and licensing process (bureaucracy). For instance, the Pasir Kirisik research location must complete numerous phases of the licensing process, and the amount of tax levied varies from region to region depending on the current political and legal circumstances. Politics and law also have an impact on how tourism destinations must operate in order to accommodate visitors. For instance, there are rules governing the research site's operating hours and the selling of specific beverages. As stated by Mitchell et al (1997), that the government plays a role in providing public services, administering the government, and building conditions conducive to achieving the development goals of the tourism sector in particular. The local government (public sector) must play a more active role in planning, monitoring, and coordinating with internal stakeholders (owners) so that there is synergy in the development of existing unplanned tourism businesses.

The second outside aspect that can impact a business is the social climate of the neighborhood surrounding the tourist destination. A key element in fostering the growth of tourism is the social environment of the local community. The community's social structure may have an impact on its

capacity to bundle different potentials in order to satisfy tourist expectations. Concern from the local population about the growth of tourism-related activities as a component of local life. The community's social component involves outside parties including NGOs and tourism organizations, among others. This is related to the importance of checks and balances on the business being carried out so that it can have a positive impact on society and reduce its negative impact.

The growth of the unplanned tourist industry is significantly influenced by the participation of local communities. The community's initiative in seizing opportunities and fleeting moments is one of the reasons that propels the development of unplanned tourist businesses. Additionally, as a result of this campaign, the local community will need the assistance of a variety of stakeholders that can help a haphazard tourist enterprise get off the ground faster by taking legal action and streamlining its travel-related operations in order to establish itself as a successful ecotourism enterprise. Local communities play a role in starting and maintaining momentum in an unanticipated tourism business, in addition to their participation in

the development of tourism activities from the preparation, planning, operational, development, and supervision stages (Kurniawati 2018).

Technology is yet another external element. At this period, technology development involves the synchronization, centralization, and fusion of several mass communication channels into a single device that people may use as part of an integrated system. This affects how people interact with one another, engage in consumption, work, spend their spare time, and take advantage of various risks and opportunities in society (Olawiyi and Friday 2012). These conditions have a significant effect on tourism activities. The convergence of media, technology, and information especially for supply and demand. Managers use technology as a promotional medium to show their attractions to the market. The next role of technology is on the accessibility side, tourist locations are easily found just by using the maps facility. So this role is part of the interests of the media as external stakeholders.

Technology might have a bad effect. Real-time experiences can be shared by visitors; this is a function of management's oversight, appraisal, and compliance while

offering tourist experiences since it has a significant impact on the long-term viability of their tourism enterprise. The pandemic condition encourages technological innovation for the tourism industry. based on research findings from three people who utilize technology for travel purposes in interviews. The importance of technology in the growth of tourism was acknowledged by all three. Unexpected tourism business can happen, and technology can play a part in this by immediately communicating a location's attraction. The media as external stakeholders have an important role in conveying wider and massive information by optimizing the function of technology. Technology also contributes to giving visitors with accessible directions to that location. Managers can use technology to take stock of, manage, and store data related to technological resources.

3. The Role of Stakeholders in the Implementation of Sustainability Principles in Unplanned Tourism Business Locations

One of the tenets of sustainability, according to number 41 of 1999 regarding forestry, is the ecological component. In sustainable development, ecological preservation is accomplished by making the

best use of available land, paying attention to the presence of green open spaces, integrating transportation and development systems, and maintaining non-biological objects like water, air, and other things. Managers, tourists, and local communities as well as other stakeholders have the same interest in applying the principles of sustainability to the ecological aspect.

Table 3.3 Efforts to preserve the ecological aspects carried out at the location of unplanned tourism business

Parameter	Location of Unplanned Tourism Business			Amount (Person)	Percentage
	Pasir Kirisik	Bukit Panyagravan	Bukit Pujiningrum		
Waste management	14	21	17	52	57,78
Irrigation repair	8	0	0	8	8,89
Reforestation	8	0	0	8	8,89
Protect water sources	0	9	0	9	10,00
Location setting	0	0	13	13	14,44
Amount	30	30	30	90	100,00

Waste management shows the highest percentage (57.78%) this shows the concern from tourists, managers, and local communities about the importance of waste management. The involvement of the parties in waste management is important so that the waste can be managed properly and start to be oriented towards its economic value. According to Law No. 18 of 2008 concerning Waste Management, waste is the residue of human daily activities and/or natural processes in solid form. According to SPISN based on its type, the

largest amount of waste comes from food waste, amounting to 39.82%. The type of waste in tourist sites comes from food scraps, in the form of food packaging waste or food waste. So it is appropriate if waste management is a concern to be handled together, especially the management ensures the existence of waste management facilities so that it does not have an impact on the ecological aspect. The impacts that arise when waste is not managed properly include the emergence of air pollution in the form of odors, disturbing the comfort of tourists, damaging the environment, and having an impact on the community, especially when unmanaged waste interferes with water discharge and water quality in the area.

Reforestation, irrigation improvement, and maintaining water sources are other factors that must be considered by managers in ecological aspects. Reforestation means maintaining the diversity of fauna in the area, maintaining water sources as part of the needs of tourist sites and the needs of local communities as well as various flora and fauna. Irrigation improvement means that after ensuring good water sources, the distribution must also be good. So that both are a unit that is

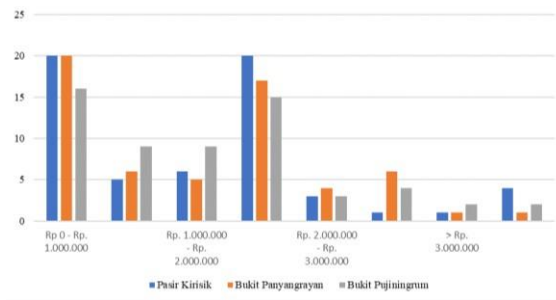
related to each other. Furthermore, the arrangement of the location, including the ecological aspect because at the research location it was found that several facilities were placed that did not pay attention to their arrangement. Structuring the location means paying attention to the ecological conditions of every facility built and provided for tourists. Location arrangement is related to the process of planning tourist sites, conditions that are not yet optimal indicate that tourist sites are unplanned business tourism. According to Inskeep (1991), there are several components of tourism development related to the tourism planning approach, namely tourist attractions, accommodation, facilities and other tourist services, transportation, infrastructure, and institutional elements, including location arrangement.

According to Woodcraft et.al (2012) the social aspect of the principle of sustainability must ensure that physical infrastructure and social life go hand in hand, there is room for communities to develop, form groups and there is concern for the younger generation to grow well. So it is appropriate if every interest of the stakeholders can be accommodated in tourism activities. The perceived benefits affect every stakeholder

involved with proportionate duties and functions based on their talents and competencies, not only the manager or tourist attraction.

One metric for the benefits that the local community receives directly from tourism activities is the type of work and the amount of revenue from the local community. Local people get jobs as employees or become part of the manager of tourism activities, can sell at tourist sites. There are 17.78% of the local community respondents working as employees at tourist sites. This shows that the existence of an unplanned tourism business provides benefits to the community. Apart from being employees at tourist sites, there was a growth in the number of traders to 24.44%. The addition of this number is related to the presence of tourists who need a source of food, drink, and other needs provided by traders. Another thing that shows a positive picture is that there is no change in the percentage of composition of the types of work available in the local community, meaning that the types of jobs that exist after tourism activities become additional income to meet the needs of local communities.

Changes in the number of local people's opinions are shown in Figure 4.4, local people with an income of Rp. IDR 3,000,000.00. Based on the results of the study, the addition of local people's income can be used directly to meet their needs, education needs and the community feel that they are an important part of developing tourist sites. The community will play an active role in maintaining security, cleanliness, and comfort which has an impact on tourist arrivals. In addition, the community is increasingly sensitive to dealing with threats to the sustainability of tourism activities. Concerning activities in unplanned business tourism, the community must be encouraged to participate in its planning and development. The participation of the community in the planning and development process in tourism activities, especially in the unplanned tourism business, will facilitate and facilitate becoming established ecotourism. Training and empowerment to increase the capacity and ability of the community to be able to contribute more optimally.



Picture 1.1 Changes in the amount of local people's income before and after tourism activities

According to Law No. 41/1999 on forestry, the assistance provided to local communities is necessary because of the social benefits such as flood and drought control, erosion prevention, and stabilization of water management conditions. The existence of non-governmental organizations is intended as a partner so that a strong, independent, and dynamic social infrastructure is formed. The research locations in Panyangrayan Hill and Pujiningrum Hill show the role of non-governmental organizations in accommodating the interests and voices of the local community. Meanwhile, at the Pasir Kirisik location, non-governmental organizations and youth organizations play a role in terms of security and order in the environment that have an impact on the comfort of tourists.

The economic aspects of the sustainability principles are related to the economic impact and economic benefits on the relevant internal stakeholders. The development plan must include the calculation of the cost benefits of ecotourism development (Sutiarso 2018). The calculation of costs and benefits does not only explain the economic benefits that will be received by the related parties but also the costs that must be borne such as the costs of conservation or environmental preservation. Based on the results of interviews with managers, it was conveyed that there were two main sources of income at the three unplanned tourism business locations, namely entrance tickets and food sales, while souvenirs had not been developed optimally. The entrance ticket at Pasir Kirisik is Rp. 15,000.00, at Panyangrayan Hill Rp. 3,000.00 and at Pujiningrum Hill Rp. 2,000.00. The manager said that the entrance ticket price is determined based on the branch mark process to other tourist attractions, adjusting to the facilities, and based on the purchasing power of the community (local tourists).

Sales of food and/or renting out kiosk locations to other parties are the next source of income for tourist sites. Pasir Kirisik has an average monthly turnover of IDR 100,000,000.00 during the pandemic and before the pandemic, it reached IDR 500,000,000.00. The turnover per month is directly proportional to the amount of expenditure (variable cost) because the number of tourists will be directly proportional to the number of employees employed at the Pasir Kirisik location. The location of Panyangrayan Hills and Puji Ningrum Hills has not yet received optimal turnover because they are still in the development process and the legalization process, the average turnover is IDR 45,000,000 per month.

3.4 Tourist expenses during visits to unplanned tourism business locations

Tourism Expenses	Location of Unplanned Tourism Business			Amount (Person)	Percentage
	Pasir Kirisik	Bukit Panyangrayan	Bukit Pujiningrum		
<Rp25.000,00	0	0	18	18	20,00
Rp25.000,00 – Rp50.000,00	5	26	12	43	47,78
Rp50.000,00 – Rp75.000,00	25	4	0	29	32,22
Rp75.000,00 – Rp100.000,00	0	0	0	0	0
>Rp100.000,00	0	0	0	0	0
Amount	30	30	30	90	100,00

The entry ticket price, which is classified as very cheap, is one of the factors that have not been optimal for income at the Panyangrayan Hills and Praise Ningrum Hills locations. This relates to the tourist amenities offered, however the amenities

connected to the unexpected tourism business's site have not passed the legality test. Therefore, managers of unplanned tourism businesses must practice integrated management starting with the planning stage and continuing through implementation, monitoring, and evaluation in order to integrate the interests of all stakeholders and establish ecotourism by implementing sustainability principles that address ecological, social, and economic aspects.

CONCLUSIONS AND SUGGESTIONS

Conclusions

To transform an unplanned tourism industry into an established ecotourism business, stakeholders must play a part in the support system for local communities, acting within the scope of their competencies and capabilities. When the parties can work together to achieve the same aim, which is to build ecotourism, the unplanned tourist business can take into account the interests of each participant. Internal stakeholders make sure that the unplanned tourism industry generated by internal company development elements operates at its best. Meanwhile, external

stakeholders are supporting parties and play a role in ensuring that external factors of business development take sides and are in line with the vision of developing unplanned tourism business in accelerating procedures to become an established and legal ecotourism.

Suggestions

Through an inventory process, data updating operations are carried out by involving multiple parties and encouraging various procedures to be followed. defining/explaining the roles, responsibilities, obligations, advantages, and benefits of each concerned stakeholder. In order for the unplanned tourist industry to grow into a legal tourism activity, which is better able to have a beneficial impact and lessen its negative impact.

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