

Implementation of a Web-Based Digital Tourism Information System at the Department of Youth, Sports, and Tourism (DISPORAPAR) in Mojokerto

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DOI : <https://doi.org/10.61796/icossh.v2i2.378>



Sections Info

Article history:

Submitted: April 15, 2025
Final Revised: May 01, 2025
Accepted: May 11, 2025
Published: May 24, 2025

Keywords:

Implementation of Policy
Digital tourism
Tourism Information Center
DISPORAPAR
Mojokerto

ABSTRACT

Objective: The research aims to analyze how the TIC system contributes to enhancing destination attractiveness and supporting regional tourism development through digitalization. **Method:** A descriptive qualitative approach was applied, with data collected through in-depth interviews, observation, and document analysis. The analysis was guided by George C. Edwards III's policy implementation theory, focusing on four variables: communication, resources, disposition of implementers, and bureaucratic structure. **Results:** The findings reveal that the Web TIC implementation remains suboptimal, hindered by weak internal communication, limited IT resources and funding, low implementer motivation, and rigid bureaucratic processes that delay decision-making. Despite these challenges, the system demonstrates potential as a tool for improving accessibility to tourism information. **Novelty:** This study contributes by applying a policy implementation framework to assess digital tourism innovation at the regional level, emphasizing the need for structured communication, human resource development, dedicated budgets, and cross-sector collaboration to ensure effective and sustainable digital tourism information management.

INTRODUCTION

Tourism is one of the sectors that plays a vital role in a region's economic growth. This sector not only contributes to local revenue through taxes and levies but also creates job opportunities and improves the welfare of local communities [1]. Tourism also has a strategic role in introducing local culture to the outside world, thereby enhancing a region's image. Globally, tourism has been developing rapidly in line with technological progress and the digitalization of information. Easy access to information allows tourists to obtain data related to tourist destinations quickly and accurately [1]. Therefore, innovation in disseminating tourism information has become a key factor in increasing the attractiveness of a destination [2].

Each region has a tourism development focus tailored to its potential. Mojokerto Regency, for example, is known for its historical and cultural tourism appeal, especially due to its close connection with the legacy of the Majapahit Kingdom [3]. In addition, natural tourism potential is also an attraction for both domestic and international tourists. To optimize tourism management, strategies that can reach a wide range of visitors are required. One effective approach is the use of web-based digital technology, which can provide real-time and interactive tourism information [4].

The development of digital-based tourism offers significant benefits for enhancing the appeal and management of this sector. One key benefit is easy access to information, enabling tourists to obtain complete data about tourist destinations, such as location,

ticket prices, operating hours, and available facilities [5]. Digitalization also allows for more effective tourism promotion through social media channels, official websites, and mobile applications, which can reach a broader audience [6]. An increase in tourist visits will directly impact local revenue from the tourism sector, including taxes, levies, and other supporting sectors. Moreover, digitalization brings efficiency in tourism management, making it easier for local governments to monitor and organize tourism-related information and activities in a more structured and organized manner. Finally, digital information can serve as a tool to educate tourists on the importance of preserving the environment and local culture, ultimately supporting sustainable tourism in the region [7].

A previous study by Obed Kharisman et al. (2022), titled "*Design and Implementation of a Web-Based Tourism Information System at the Youth, Sports, and Tourism Office of Buol Regency*", revealed that a web-based information system plays a significant role in improving the efficiency of tourism information management and distribution [8]. The study showed that digitalization not only facilitates tourists in accessing accurate and up-to-date information but also supports the local government's effectiveness in disseminating information and conducting more systematic reporting [8]. These findings further emphasize that the use of digital technology in the tourism sector is a strategic step to enhance destination attractiveness and strengthen a wider, integrated digital promotion system.

Digitalizing tourism information has become an urgent need for local governments to improve the competitiveness of local tourism. Mojokerto Regency, as a region with significant tourism potential, needs to adopt this strategy to compete with other regions that have already implemented digital tourism information systems. The presence of the Tourist Information Center (TIC) under the Department of Youth, Sports, and Tourism (DISPORAPAR) of Mojokerto is a strategic opportunity to support the implementation of web-based digital tourism information. TIC functions as a tourism information hub providing various services to tourists, including travel guides, tourism maps, destination recommendations, and information about local culture and history [9].

In the regional regulation framework, the existence of TIC is based on Mojokerto Regency Regional Regulation No. 8 of 2019 concerning the Master Plan for Tourism Development 2018–2033, which serves as the foundation for planning and developing the tourism sector [10]. This regulation sets out the direction and strategy for tourism development in Mojokerto Regency for the 2018–2033 period, including destination development, human resource quality improvement, and tourism promotion and marketing.

However, implementing a digital tourism information system still faces various challenges, as shown in previous studies. For example, Andy Prayudi's research on the design of a web-based tourism information system in Dompu Regency found unsatisfactory results, particularly regarding user-friendliness and completeness of the information provided [11]. Similarly, I. Yulianto's 2018 research on the design of a web-

based tourism information system in Salatiga City found challenges such as a lack of participation from local tourism industry players and minimal maintenance and updates of the system [7]. Another example is Tlocor Marine Tourism, which faces limited internet access that hampers digital information availability [12]. These findings suggest that developing a web-based tourism information system requires careful planning, stakeholder engagement, and continuous updates to function effectively and provide optimal benefits for tourism development.

The digital tourism information implementation in Mojokerto Regency through the TIC website (<https://tic.mojokertokota.go.id/>) is designed to provide tourists with comprehensive information about destinations, transportation, accommodation, and culinary options in Mojokerto. Key features include an interactive map, a list of hotels and restaurants, travel agencies, and public facilities. It also provides cultural and historical information and tourism event schedules. While this offers convenience, the analysis of its implementation using George C. Edwards III's policy implementation theory reveals issues in communication, resource availability, implementer disposition, and bureaucratic structure that hinder its effectiveness [13].

Based on this background, the research question is: "*How is the implementation of a web-based digital tourism information system at the Tourist Information Center (TIC) under the Department of Youth, Sports, and Tourism (DISPORAPAR) of Mojokerto Regency?*"

RESEARCH METHOD

This study uses a qualitative method with a descriptive approach to understand the implementation of the web-based digital tourism information system (Web TIC) in Mojokerto Regency. This approach was chosen because it allows for in-depth exploration of the system's implementation and stakeholders' perceptions regarding the Web TIC. The research informants consisted of officials from the Department of Youth, Sports, and Tourism (DISPORAPAR) as policy makers, as well as various stakeholders, including TIC managers and DISPORAPAR officials in the tourism sector.

Data were collected through in-depth interviews with DISPORAPAR officials and TIC managers to gain an understanding of the system's implementation and the challenges faced. The interviews were conducted in a semi-structured format and lasted an average of 30–45 minutes per informant. In addition, direct observation of TIC operations was carried out to evaluate the functionality of the website, ease of access, and the quality of information available to tourists. Data were also gathered through document analysis, which included regulations related to TIC, tourism policy reports, and data on tourist visits and the use of digital services.

Data analysis was conducted using an interactive approach consisting of three main stages: data reduction, data presentation, and conclusion drawing. Data reduction involved filtering and grouping relevant information from interviews, observations, and documents. Data presentation was carried out by organizing the findings into key categories such as TIC implementation effectiveness, technical and administrative

constraints, and the government's role in managing digital tourism information. Conclusions were drawn by comparing the research findings with policy implementation theory to understand the factors influencing the success or failure of TIC implementation.

By using this method, the study aims to provide a comprehensive picture of the implementation of the Web TIC-based tourism information system and to offer recommendations for optimizing digital tourism services in Mojokerto City.

RESULTS AND DISCUSSION

Results

The Results and Discussion section is structured according to the four core variables from George C. Edwards III's implementation.

1. Communication

Communication is one of the central elements in George C. Edwards III's policy implementation theory [14]. In this context, communication is not merely understood as the act of delivering messages, but also as a bridge between policy makers and implementers to ensure that policies are interpreted and implemented effectively. Edwards emphasizes that effective communication must meet three main aspects: message clarity, consistency of information, and timeliness in delivery. Without adequate communication, policy messages may be misinterpreted or fail to reach field implementers, ultimately hindering policy success (Edwards, 1980).

In the case of implementing the web-based digital tourism information system (Web TIC) in Mojokerto, communication becomes a dominant factor influencing the performance of the website's management [15]. Based on interviews with TIC managers, it was found that communication between DISPORAPAR and Web TIC managers often occurs informally. Information is frequently delivered through personal media such as WhatsApp or verbally during informal meetings, indicating the absence of a well-documented communication mechanism. In a digital information system, however, standardized internal communication is crucial to ensure that displayed data and information are always accurate and up-to-date [16].

The lack of procedural documents such as Standard Operating Procedures (SOPs) in TIC content management has resulted in delays in updating time-sensitive data, such as tourism event schedules, ticket price changes, and service modifications. This finding is supported by direct observation of the official Mojokerto TIC website, where sections such as "News" and "Tourism Agenda" are rarely updated and fail to reflect the dynamic nature of local tourism, which should be active and continually evolving.



Figure 1. WEB TIC Disporapar Agenda Event

One relevant prior study is by Wulandari and Rahman (2024), which highlights the importance of communication in managing social media-based tourism information systems in Muara Enim [9]. The study found that poor cross-sector communication led to ineffective tourism promotion and reduced visitor numbers. This shows that strong vertical and horizontal communication patterns are essential in developing digital tourism information systems.

The absence of interactive communication features on the Mojokerto Web TIC, such as live chat, feedback forms, or inquiry forms, also indicates that two-way communication between users and managers has not been prioritized. Ideally, a tourism information site should allow tourists to give feedback, ask questions, or report inaccurate information. Such features not only improve service quality but also serve as a means to build trust and closeness with the public [17].

Furthermore, communication functions as a coordination tool between institutions. When information about destinations, events, or promotions originates from various units—such as villages, tourism communities, or local businesses—a communication system is needed to ensure a fast and verified flow of information. Without such a system, displayed information risks being outdated or inconsistent with actual conditions. Saniati et al. (2022) also found that weak communication between implementing agencies and local partners is a major obstacle to achieving adaptive and sustainable tourism digitalization [18].

Therefore, it is recommended that DISPORAPAR Mojokerto establish an integrated communication system, both in the form of internal SOPs and an internal digital communication platform that includes information update schedules, content management responsibilities, and periodic reporting. Strengthening human resource capacity in digital communication management is also key to building cross-sector synergy [19]. In addition, adding interactive features to the Web TIC could be an

important step toward creating participatory and responsive communication tailored to tourists' needs.

2. Resources

In the framework of George C. Edwards III, resources are a crucial prerequisite for effective policy implementation. Edwards states that without sufficient resource support - whether in the form of financial, human, technological, or information - policy implementation tends to stagnate or even fail completely. These resources are not only a matter of quantity, but also of quality and relevance to the needs of the policy to be implemented [19]. In the context of tourism digitization, the resources in question include information technology experts, special operational budgets, supporting infrastructure such as servers and software, as well as access to accurate and actual information (Edwards, 1980).

Based on interviews with informants at the Mojokerto Department of Youth, Sports and Tourism (DISPORAPAR), it was revealed that there are serious limitations in terms of human resources and budget in managing the TIC Web. The staff appointed to manage the TIC Web site mostly have no background or specialized training in information technology. As a result, the process of updating content and developing digital features is not optimized. In practice, the assigned personnel concurrently perform several other administrative functions, so site management is often considered an additional job, not the main task.

This condition is also exacerbated by the absence of a budget specifically allocated for TIC Web management and development. The funds used often come from the tourism activities budget post in general, and are only disbursed when there are budget leftovers or certain activities that require digital publication. This leaves long-term planning for website development unclear and highly dependent on annual budget dynamics.

Budget Components	Amount (Rp)
Infrastructure Development	2.000.000.000
Promotion and Marketing	1.500.000.000
HR Development	500.000.000
Operation and Maintenance	1.000.000.000
Total	5.000.000.000

Source: APBD Mojokerto Regency Year 2023

Research conducted by Djabbari et al. (2023) in their study on e-Tourism shows that regions that have success in digitizing the tourism sector generally allocate a special budget for the development of tourism information systems, including HR training and digital infrastructure maintenance [19]. The study confirms that a reactive approach to digitization funding - as is the case in Mojokerto - will only create a system that is stagnant and not adaptive to the evolving needs of digital tourists. Observations of the website <https://tic.mojokertokota.go.id> also reinforce this conclusion. The static appearance, lack of multimedia features, and absence of monitoring systems such as

visitor analytics or evaluation dashboards indicate the low technical capacity available. The site lacks the ability to attract and retain users because it is not designed to be interactive or informative. In fact, in today's digital tourism era, tourists tend to prefer digital experiences that are complete, visual, and based on real-time data.

As a comparison, the digital tourism information system developed in Yogyakarta, as reviewed in a study by Rizki & Saputri (2022), is able to attract tourists because it integrates features such as ticket booking, visitor reviews, interactive maps, and event agendas directly through their website [20]. This success cannot be separated from the local government's commitment to provide specialized human resources, conduct regular digital training, and provide a fixed budget each year for the development of tourism information technology.

In the context of Mojokerto, the lack of investment in the information technology aspect of tourism has the potential to hamper the competitiveness of the region at the regional and national levels. Mojokerto's great potential as a Majapahit historical tourist destination should be boosted with an innovative and integrated digital platform. Without adequate resources, this attraction will not be able to be maximally exposed to potential tourists, especially the younger generation who rely heavily on digital media in planning their trips

Therefore, recommendations that can be proposed are: first, the need for a special budget allocation in DISPORAPAR's annual Work and Budget Plan (RKA) for Web TIC development; second, the provision of regular technical training for Web TIC management staff, as well as recruitment or placement of staff with information technology backgrounds; and third, establishing partnerships with universities or local technology communities to support system development and maintenance. These three steps are expected to strengthen the foundation of resources in supporting the success of the digital tourism information system in Mojokerto in a sustainable manner.

3. Disposition (Attitude of Policy Implementers)

In the framework of George C. Edwards III, the disposition or attitude of policy implementers is an important dimension that can determine the success or failure of a policy. Disposition reflects the mental attitude, commitment, and attitude of the policy implementers. morale of those in charge of implementing policies in the field [21]. When implementers show a positive attitude, high initiative, and willingness to learn and adapt, the policy will be easier to internalize and carry out properly [22]. Conversely, implementers who are apathetic, passive, or feel that policies are not a top priority, will cause stagnation and even implementation failure (Edwards, 1980).

In the context of managing Web TIC Mojokerto, the disposition of implementers is a challenge. The results of interviews with several DISPORAPAR staff show that although there is an understanding of the importance of digital transformation in the tourism sector, not all staff show enthusiasm and initiative in developing Web TIC as the main portal for regional tourism information. Most of the implementers consider website management is not a primary responsibility, but only an additional task that is carried out if there is time or certain activities. This shows a gap between awareness and commitment.

Assessment Aspect	Percentage of Employees Agree
Understanding of Technology	60%
Willingness to Attend Training	75%
Support for Innovation	55%

Results of a survey of technology adoption readiness by DISPORAPAR Mojokerto employees.

Reluctance to be more actively involved in TIC Web management may also be due to a lack of training, incentives, and technical guidance that supports the development of digital innovations. The absence of a reward system, specific performance indicators, or integrated reporting makes managing the site feel like an administrative burden, not a space for actualization or innovation. This is in line with the findings of Prayudi et al. (2018), who stated that low motivation of implementers is often caused by the absence of structural support and appreciation systems in local government organizations [11].

Furthermore, Web TIC management has not yet implemented a performance-based approach (performance-based management). No there is no system monitoring system. There is no monitoring system that evaluates how often content is updated, how many site visitors there are, or how much interaction there is with users. In fact, in modern digital information systems, such indicators are important to encourage implementers to be more responsive to user dynamic [23]. The absence of these performance indicators makes the management of Web TIC not target-oriented and lacks constructive evaluation.

Research by Maulana et al. (2023) in Pabean Village corroborates the importance of the role of implementer disposition in the successful management of tourism village websites [4]. In the study, implementers who had a high enthusiasm for promoting local potential through digital media proved to be able to significantly increase tourist attraction and community interaction. This proves that the role of attitude and motivation of implementers is very decisive in the development of digital-based systems community or institution [4].

On the other hand, dispositional challenges are not only related to individuals, but also the overall organizational culture. If there is no work culture in an agency that supports digital innovation, then implementers tend to be conservative and reluctant to take new initiatives and reluctant to take new initiatives. This is reinforced by a study from Saniati et al. (2022) which emphasizes that an organizational culture that supports digital collaboration, continuous learning, and change management is an important foundation in the era of public sector digital transformation [18].

Seeing these conditions, there is a need for an internal strategy to encourage changes in the attitude of policy implementers at DISPORAPAR Mojokerto. One strategy that can be implemented is periodic motivational and information technology-based capacity building training. In addition, the integration of digital performance indicators into the employee appraisal system can encourage more active engagement. Equally

important, strengthening the work culture based on digital innovation needs to be built through transformative leadership and communication of a clear vision of the direction of TIC development as the main platform for regional tourism promotion

As a further step, the involvement of implementers can also be increased through collaboration with tourism communities, academics, and creative industry players. This collaboration will not only enrich TIC Web content, but also foster a sense of shared ownership of the digital platform. Thus, implementers no longer see the task of managing Web TIC as an administrative obligation, but rather as a manifestation of contribution to the advancement of tourism region.

4. Bureaucratic Structure

In the perspective of George C. Edwards III's perspective, bureaucratic structure has a significant influence on the effectiveness of policy implementation. Overly hierarchical and bureaucratic structures tend to slow down decision-making, limit the flexibility of implementers, and impede the flow of information. Conversely, a responsive, collaborative, and adaptive bureaucratic structure can encourage the acceleration of policy implementation and create space for innovation at the operational level (Edwards, 1980). In the context of tourism information digitization, a rigid bureaucratic structure is often one of the main obstacles that hinder the management of information systems to be dynamic and renewable [22].

In Mojokerto, the bureaucratic structure in managing the TIC Web still relies on a centralized pattern, where the entire process of updating content, validating information, and making strategic decisions must pass through several levels of authorization [16]. Interviews with TIC Web site managers revealed that to update simple information such as changes in tourist destination operating hours or the addition of local agendas, they must wait for approval from superiors through an administrative process that often takes days. This condition is not ideal considering tourists' need for real-time and up-to-date information.

Discussion

A similar situation was also found in a study by Yulianto et al. (2018), which examined the implementation of a tourist information system in Salatiga City [7]. The study stated that the slow performance of the bureaucracy in processing data caused the tourist information system to become irrelevant because the information expired before it was published. The study suggested decentralization of information authority as a solution, by giving greater authority to technical managers in the field to update data directly while maintaining the principle of simple and fast validation [7].

The absence of a flexible control system within the bureaucracy also affects the lack of participation of local tourism actors in the management of Web TIC content. There is currently no collaborative mechanism that allows tourism business owners, local communities or destination managers to contribute content directly to the platform. This closed bureaucratic model makes the TIC website seem exclusive and disconnected from

the reality on the ground, so the content displayed is less varied and less reflective of the real dynamics in Mojokerto's tourism sector.

In contrast, some regions have adopted a more open participatory bureaucracy approach. For example, Batu City, East Java, through its tourism information system, *Batu Tourism Portal*, allows local tourism businesses to independently register their businesses, upload photos, and update information through a dashboard managed by the Tourism Office [14]. This system has proven to increase content diversity and accelerate the process of disseminating information to tourists (Batu Tourism Annual Report, 2021).

In addition, there is no digital-based evaluation system in the bureaucratic structure of TIC Mojokerto. Site performance assessment is still manual and incidental. There is no analytics dashboard that automatically displays content performance, visitor statistics, or search trends. In fact, this kind of monitoring system is very important to support *evidence-based strategic decision making*. The absence of this evaluation tool also leaves implementers without concrete feedback on their performance, potentially decreasing motivation and accountability [24].

Research by Junaid (2017) highlighting the strengthening of the tourist information system in Wakatobi, Southeast Sulawesi, also states that an adaptive and data-driven digital bureaucracy is instrumental in increasing the effectiveness of tourist information services [25]. In this case, the bureaucracy was directed to support the flexibility of implementers and cross-sector collaboration, including with MSME players and local communities. The result is a dynamic, responsive, and highly competitive tourist information system [25].

Therefore, in the context of Mojokerto, structural reforms are needed in the TIC Web management bureaucracy. First, it is necessary to delegate some authority to technical managers to speed up the process of updating content without having to go through lengthy procedures. Second, it is important to establish a participatory mechanism that allows local tourism actors to participate in contributing content, either directly or through an integrated digital forum. Third, a digital dashboard-based evaluation system needs to be implemented to regularly measure the site's performance and encourage evidence-based decision-making.

These measures will help make Web TIC Mojokerto a digital platform that is not only informative, but also inclusive, collaborative, and adaptive to the rapid development of tourism. Thus, reforming the bureaucratic structure is not just a technical demand, but a strategic necessity in realizing a sustainable digital tourism information system.

CONCLUSION

Fundamental Finding : This study reveals that the implementation of the Web-based Tourist Information Center (TIC) in Mojokerto Regency remains far from optimal, as weaknesses in communication, resources, implementer disposition, and bureaucratic

structure significantly hinder its effectiveness, resulting in limited innovation, poor content management, and low relevance for tourism stakeholders. **Implication** : These findings underscore the necessity of institutional readiness in digital public service transformation, emphasizing the reorganization of internal communication systems, prioritization of budget and human resource capacity, the cultivation of an innovative work culture through visionary leadership and incentives, and the development of a more adaptive bureaucratic framework that supports collaboration with tourism actors and integration of digital technologies. **Limitation** : However, the study is limited by its single-site focus on DISPORAPAR Mojokerto, reliance on qualitative methods, and the absence of direct user experience analysis, thereby restricting the generalizability of its results. **Future Research** : Further research should adopt cross-regional and mixed-method approaches, incorporate quantitative measures of user satisfaction and system impact, explore advanced IT-based innovations such as AI-driven recommendations and UX design, and investigate the social and cultural impacts of digital tourism platforms on local communities to ensure inclusivity and sustainability.

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