The Urban Heritage Tourism Development Strategies in Gajah Mada Denpasar Heritage Area Based on The Visitors' Satisfaction

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Abstract

Market driven is one of the aspect of tourism development strategy approaches. The purpose of this research is intended to formulate development strategies for Gajah Mada Denpasar Heritage Area as an urban heritage tourism destination based on the level of visitors' satisfaction. This research is based on descriptive quantitative method. The data used in this study are qualitative and quantitative data that obtained through literature study, observation, interviews and questionnaires to 100 respondents who had experienced on visiting Gajah Mada Heritage Area before the Covid-19 pandemic in Indonesia. Data were analyzed using Importance Performance Analysis (IPA) and supported by descriptive analysis methods. The results showed that the development strategy needs to be emphasized on intensify the bad performance of the tourism destination elements in quadrant I and maintain the good performance of the tourism destination elements which are the part of quadrant II, based on the Cartesian quadrant's result.

Keywords: development strategy, urban heritage tourism, satisfaction, Gajah Mada Denpasar Heritage area

INTRODUCTION

The Denpasar Gajah Mada Heritage area has been planned by the Denpasar City Government to be developed as urban heritage tourism since 2015 based on the potential of the cultural and historical values of Denpasar City since the royal or pre-colonial period. As an effort to realize this, a number of juridical and practical actions have been taken, both through enactment of regulations in Regional Regulations and Denpasar Mayor Regulations which emphasize the Gajah Mada Heritage Area as a priority area as well as efforts to improve the corridors of the Gajah Mada Heritage Area, revitalize the Badung Market to become Smart. Heritage Market, building Kumbasari Park, arranging the Tukad Badung riverbank and murals along the walls of buildings around the river. However, in the process, the number of tourist visits in this area has not reached the expectations (Denpasar City Tourism Office, 2019).

The level of tourist visits is directly proportional to the level of visitor satisfaction with a destination, if visitors as consumers are satisfied by the performance of the

destination; they will tend to be loyal and will even recommend the destination further to others (Kotler, 2012). Considering that visitors are the main subject in the continuity of tourism activities, it is important to pay attention to aspects that can foster tourist satisfaction with the performance of products and services at destinations in the hope of increasing the level of visits, increasing the number of return visits or even gaining consumer loyalty.

In addition to seeing the potential and problems of the destination, in its development it is necessary to consider an assessment from the market driven aspect, so that the development of the destination can be carried out through an appropriate and comprehensive strategy, not only from the management side but also from the needs and assessment of visitors as consumers of performance of destination elements. The research questions in this study are:1) What are the potentials and internal and external problems of the Gajah Mada Heritage Area related to its development as urban heritage tourism? 2) What is the degree of visitors' satisfaction who have visited the Gajah Mada Heritage Area based on the destination mix variable which is elaborated on the concept of developing urban heritage tourism? 3) What is the strategy for developing the Gajah Mada Heritage Area as an urban heritage tourism based on the results of the degree of visitors' satisfaction?

LITERATURE REVIEW

Destination Mix

The Destination Mix Theory is a theory put forward by Mill and Morrison (2009) in their book "The Tourism System" in which the important components in the tourist attraction mix consist of five main elements which include attraction, facilities, infrastructure, transportation and hospitality resources, which is often abbreviated as AFITH. The existence of these elements, apart from being an attribute forming a destination, also plays an important role in providing a satisfying travel experience to tourists.

Special Interest Tourism

Special interest tourism is a form of travel in which tourists visit a place because they have a special interest or purpose regarding a type of object or activity that can be found or carried out at the location or tourist attraction (Hall and Weiler, 1992). Referring to Pendit (1999), special interest tourism is seen as one type of tourism, namely tourism that has special selections and offers outside of other general tourist interests. In principle, Weiler and Hall (1992) formulate that the development of special interest tourism is based on tourist travel motivation which includes 1) Novelty seeking, namely the search for something unique, 2) Quality seeking, namely the search for quality experiences, 3) Rewarding, namely rewards on an object, 4) Enriching, namely the enrichment of knowledge of an activity, 5) Adventuring, namely involvement in adventure, 6) Learning, namely the learning process of the activities followed.

Consumer Behavior

Referring to the definition put forward by Engel in Rangkuti (2002), consumer behavior is an action that is directly involved in obtaining, consuming and disposing of products and services, including the decision processes that precede and follow this action. Every individual has a certain need that is influenced by push factors and pull factors both from outside and within the individual in order to fulfill his goals, one of which is a sense of satisfaction if individual desires can be fulfilled in accordance with their expectations. In this regard, Rangkuti (2002) in his book patterned consumer behavior into a consumer behavior model, in which most of the consumer behavior models are sourced from the stimulus response

model for performance given by places that meet their needs, which are then processed psychologically with intervention from the expectation factor so that a sense of satisfaction or dissatisfaction is obtained from the results of consumption carried out.

Satisfaction

Literally, Oliver (2010) argues that satisfaction refers to the response or opinion of consumers about a product or service that provides a level of pleasure, whether the product can or cannot meet or exceed the level of consumer pleasure. Satisfaction can also be interpreted as a feeling felt by consumers after comparing expectations with the reality obtained, which is influenced by a number of factors when consumers visit, namely the hospitality of the local community and employee attitudes, service quality, responses to tourist complaints, facilities and accommodations and the price offered (Hasan, 2015).

Hariani et al. (2020) explains that consumer responses in the form of satisfaction or dissatisfaction will be reflected in related consumer behavior. This is supported by Kotler (2012) that in terms of consumers who are satisfied with the performance of the products they use, consumers will tend to be loyal to the same product, recommending the product further to other people, be it family, friends, relatives and others, giving testimonials or a good story and make the company a priority of choice when making other purchases or making return visits (re-visit).

Tourism Destination Development

Referring to Nuryanti (1994), it is stated that tourism development is a process of continuous matching and adjustment between tourism supply and demand in order to achieve the predetermined mission. In the development of a destination, there are various efforts that are planned in such a way as to be able to attract visitors.

Sunaryo (2013) states that in the development of tourist attractions, it is obligatory to pay attention to the main components which include (1) Objects and Attractions; (2) Accessibility (; (3) Amenities; (4) Ancillary Services; (5) Institutions, namely the presence and involvement of each element or stakeholder (including the local community as hosts) to support the implementation of tourism activities.

In addition, Yoeti (1985) argues that basically a tourism object needs to meet at least 3 (three) criteria in order to attract visitors, namely (1) Something to See, which is something that can be seen or become a spectacle; (2) Something to Do, namely something that can be done to give a feeling of pleasure or relaxation and bring new experiences; (3) Something to Buy, namely the existence of something that facilitates tourists to shop which is generally a characteristic or icon of the related tourist attraction so that it can be used as a souvenir.

Urban Heritage Tourism

Urban heritage tourism takes advantage of the curiosity and longing of tourists to enjoy and learn about the origins and what happened in the past. Given that this type of tourism emphasizes urban areas, Pothof (2006) reveals that the development of urban tourism has a complexity that cannot be separated from the texture and character as well as the reasons for the specific features that make tourism in urban areas different from other types of tourism. Conceptually Ngamsomsuke et al. (2011), states that in general, heritage tourism plays an important role as a sector of community economic development, including for urban communities in addition to carrying the benefits of cultural heritage conservation. Referring to the research, that there are four aspects that need to be considered in the development of Heritage tourism in an area, namely (1) the management system applied, (2) the surrounding environment

of the Heritage site, (3) economic activity and (4) social support from the surrounding community.

METHODS

The scope of this research location is the Gajah Mada Heritage Area in Denpasar which includes the Jalan Gajah Mada corridor area, the Jalan Thamrin corridor area and the Jalan Veteran corridor area where the scope of the location refers to the core zone of the Gajah Mada Cultural Conservation Area stipulated in Denpasar Mayor Regulation Number 60 of 2020 about the Gajah Mada Cultural Conservation Area. This study uses a quantitative descriptive approach which is supported by a qualitative descriptive analysis. Respondents in this study were determined by accidental sampling technique, namely visitors who had visited the Gajah Mada Heritage Area in Denpasar in the period before the first Covid-19 pandemic in Indonesia with the aim of temporary visits and conducting economic transactions in the area, while the informants were determined by purposive sampling, namely stakeholders at the Denpasar City Tourism Office, Denpasar City Creative Economy Agency, Denpasar City Culture Service, and traders in the Gajah Mada Heritage Area. Data collection was carried out by using a questionnaire research instrument with a Likert scale of 1to5, as well as interview guidelines and field observation guidelines. The data analysis used is Importance Performance Analysis (IPA) and descriptive analysis method.

RESULTS AND DISCUSSION

Potential and Internal and External Problems of the Gajah Mada Heritage Area in Denpasar

Identification of potentials and problems in the Gajah Mada Heritage Area as an urban Heritage tourist attraction in this study was carried out by secondary data collection which was also supported by primary data collection. Based on the results of research data collection, it appears that the potential and problems in the Gajah Mada Heritage Area can be classified into two: i.e. internal and external problems.

Internal and External Potential

Based on the identification results, several internal potentials that can be utilized in the development of the Gajah Mada Heritage Area as an urban heritage tourism include: The Gajah Mada Heritage area has a variety of cultural heritage assets that have different characteristics with the attraction of cultural / historical heritage with other regions. The Gajah Mada Heritage Area is the zero kilometer point in Denpasar City. There are Badung Market and Kumbasari Market as well as Kumbasari Park (Tukad Korea) which are well known by the Balinese people. There are Arab and Chinese enclaves in the surrounding area that support the uniqueness of the Gajah Mada Heritage Area. The Gajah Mada Heritage area is supported by good road network infrastructure, clean water, electricity and telecommunications because it is located in the center of Denpasar City.

In addition, several external potentials related to the Gajah Mada Heritage Area in its development as urban heritage tourism are: The development of online-based public transportation such as online-based motorcycle / car taxis to the Bali Teman Buses which serve routes through the Gajah Mada Heritage Area. The development of online-based information technology for the development of tourist attractions. One of the missions of tourism development in Denpasar City is to develop destinations with the advantages of cultural heritage tourism attractions and city tours. There is a Denpasar Mayor Regulation Number 60 of 2020 concerning the Gajah Mada Cultural Conservation Area, which accommodates the

utilization of cultural heritage assets as well as to preserve and protect the city's cultural heritage. There is a Denpasar City Vision for 2021-2026, namely a Culture-Based Creative City towards Denpasar MAJU. There are plans for programs and activities of the Denpasar City Tourism Office in 2021-2022 which will focus on improving the quality of infrastructure, accessibility, security and tourism human resources, increasing the quantity and quality of organizing tourism events, increasing the development of various tourist attractions and improving the quality of various tourism activities, existing tourist attractions, as well as tourism marketing (promotion) that is more integrated with stakeholders and the community as well as increasing the use of IT. There are plans for programs and activities for the Denpasar City Culture Service for 2021-2022, which emphasize the development of cultural values, management of cultural wealth including the holding of festivals such as the Denpasar Film Festival, Maha Bandana Prasadha, the Nusantara Palace Festival, and other regional cultural festivals.

Internal and External Problems

Internal problems in the Gajah Mada Heritage Area include: The level of readiness of traders / tourism service actors in the Gajah Mada Heritage Area, especially in terms of human resource awareness as tourism actors and also the use of foreign languages. Lower area supervision and maintenance. Traffic jams in the area. Structuring the area's environment and hygiene issues. The availability of tourism facilities is not optimal, such as parking lots, public toilets, ATM centers. Lack of regional marketing/promotion measures. Lack of coordination and cooperation between parties involved in area management.

Some of the external problems in the Gajah Mada Heritage Area include: Competition with other tourist attractions such as Sanur, as well as various tourist attractions in other regencies such as Gianyar Regency and Badung Regency. The high level of conversion / commercialization of land in the center of Denpasar City. Lack of public awareness and appreciation of the historical value and cultural heritage of the city. Metropolitan lifestyle. The ongoing Covid-19 pandemic. Economic difficulties, both in terms of regional finances for the development of tourist attractions and the economic capacity of the global community.

The relationship between the level of visitor interest and the performance of tourist attractions in the Gajah Mada Heritage Area, Denpasar

The calculation of the average level of importance and the overall level of satisfaction of the items in this case is carried out to find the mean (mean) in making a Cartesian diagram that describes the performance of tourist attractions at a later stage. Based on the calculation results, it was found that the average value of the level of satisfaction (performance) was 2.92 while the average value of the level of importance (importance) was 4.02 out of 27 items, which are elements of the tourist attraction of urban heritage tourism in the Gajah Mada Heritage Area. From these results, it can be seen that the average satisfaction (performance) is still smaller than the value of importance. This shows that visitors to tourist attractions are of the opinion that there is still dissatisfaction with elements of tourist attractions in the Gajah Mada Heritage Area, Denpasar.

In addition, when viewed from the analysis of the comparison between the tourist attraction performance assessment score and the consumer interest assessment score, it is shown that the level of conformity between the importance and performance of each element of the tourist attraction as a whole is 72.02 %. These re-

sults indicate that the value of Tki <100%, which means that the performance of the elements of the Gajah Mada Heritage Area tourist attraction as an urban heritage tourism has not been able to optimally satisfy the expectations of visitors. For more details, the calculation results are presented in Table 1 and Table 2.

Performance Position of Tourism Attraction Elements in the Gajah Mada Heritage Area, Denpasar

Cartesian diagrams are used to map the elements of tourist attraction in the Gajah Mada Heritage Area to see their performance position which in the diagram will be distributed into 4 (four) quadrants. From the distribution of these positions, it will be known which elements require improvement (action) or need to be maintained (hold). The axis in the diagram represents performance with a median value of 2.92 while the Ordinate represents importance (importance) with a median value of 4.06. In this study, the description of a Cartesian diagram was made with the help of the IBM SPSS 26 software application, which resulted in the mapping of tourist attraction elements as shown in Figure 1.
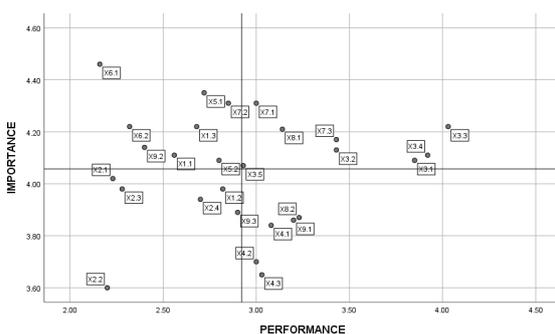

Figure 1. Cartesian Diagram Importance Performance Analysis of Visitor Satisfaction with Elements of tourist attraction in the Gajah Mada Heritage Area (Source: Data Processing Results, 2021)

Based on the description above, the performance of the elements of tourist attraction is distributed into 4 (four) quadrants as follows :

Quadrant I

The elements contained in Quadrant I are elements that are considered important by visitors, but in terms of performance it is considered not good enough or classified as low so that it cannot create a sense of satisfaction to consumers. The elements included in Quadrant I are: (1) Information and knowledge obtained from tourist attractions (X1.1), (2) Quality of tourist attractions (X1.3), (3) Comfort in tourist attractions (X5 .1), (4) Hospitality and Service Alertness at tourist attractions (X5.2), (5) Maintenance conditions

Heritage sites in tourist attractions (X6.1), (6) Promotions carried out on tourist attractions (X6.2), (7) Sanitation and Hygiene Levels in tourist attractions and their surroundings (X7.2), (8) Availability of Security Officer (X9.2). Quadrant II

Quadrant III. Quadrant III shows the distribution of elements that have a low level of importance and are also considered to have poor performance, so that these elements have a relatively low influence on the level of visitor satisfaction. The elements distributed in this Quadrant include: (1) Application of Information Technology in DTW (X1.2), (2) Availability of Public Toilets (X2.1), (3) Availability of Souvenir Shops (X2.2), (4) Availability of Information Center (X2.3), (5) Availability of Banking Facilities (X2.4), (6) Support for Government Services, Institutions, Traditional Villages and Others (X9.3).Quadrant IV

In Quadrant IV, the elements that are considered to have a low level of importance for visitors are distributed but the implementation has gone very well so that it gives the impression of being excessive. Elements belonging to this Quadrant include: (1) Ease of access to public transportation and/or rental vehicles at tourist attractions (X4.1), (2) quality of public transportation

Table 1. Mean of Importance Level and Overall Performance Level Elements of tourist attractions in the Gajah Mada Heritage Area, Denpasar

Element	Code	Performance (X_i)	Importance (Y_i)
(1)	(2)	(3)	(4)
Information and knowledge obtained from tourist attractions	X1.1	2.56	4.11
Application of information technology in tourist attractions	X1.2	2.82	3.98
Quality of tourist attractions	X1.3	2.68	4.22
Availability of public toilets	X2.1	2.23	4.02
Availability of gift shop	X2.2	2.20	3.60
Information center availability	X2.3	2.28	3.98
Availability of banking facilities	X2.4	2.70	3.94
Quality of the road network to tourist attractions	X3.1	3.85	4.09
Clean water quality in tourist attractions	X3.2	3.43	4.13
Quality of telecommunications network (signal) in tourist attractions	X3.3	4.03	4.22
The quality of the electricity network in tourist attractions	X3.4	3.92	4.11
Availability of signage at tourist attractions	X3.5	2.93	4.07
Easy access to public transportation and/or car rental in the tourist attraction	X4.1	3.08	3.84
Quality of public transportation vehicles and/or rental vehicles in tourist attractions	X4.2	3.00	3.70
Cost of transportation services in tourist attractions	X4.3	3.03	3.65
Convenience in tourist attractions	X5.1	2.72	4.35
Hospitality and promptness of service in tourist attractions	X5.2	2.80	4.09
Conditions for maintaining Heritage sites in tourist attractions	X6.1	2.16	4.46
Promotions carried out in tourist attractions	X6.2	2.32	4.22
The beauty of the tourist attraction and its surroundings	X7.1	3.00	4.31
The level of sanitation and hygiene in the tourist attraction and its surroundings	X7.2	2.85	4.31
The overall architectural character of the tourist attraction and its surroundings	X7.3	3.43	4.17
Convenience of transacting in tourist attractions	X8.1	3.14	4.21
Equivalence of the price range offered in tourist attractions	X8.2	3.23	3.87
The willingness of the community to provide assistance and information	X9.1	3.20	3.86
Availability of security guards	X9.2	2.40	4.14
Support services from Government, Institutions, Traditional Villages and others	X9.3	2.90	3.89
TOTAL		2.92	4.06

Source: Primary and processed data (2021).

vehicles and/or rental vehicles at tourist attractions (X4.2), (3) Transportation Service Fees at tourist attractions (X4.3), (4) Equivalence of Price Range Offered at tourist attractions (X8.2), (5) Community Willingness to Provide Assistance and In-

Table 2. Level of Conformity of importance and Satisfaction of Regional Elements of Tourism Destinations in the Gajah Mada Heritage Area, Denpasar

Element	Code	Performance (Xi)	Importance (Yi)	Conformity Level (Tki)(%)
Information and knowledge obtained from tourist attractions	X1.1	256	411	62.29
Application of information technology in tourist attractions	X1.2	282	398	70.85
Quality of tourist attractions	X1.3	268	422	63.51
Availability of public toilets	X2.1	223	402	55.47
Availability of gift shop	X2.2	220	360	61.11
Information center availability	X2.3	228	398	57.29
Availability of banking facilities	X2.4	270	394	68.53
Quality of the road network to tourist attractions	X3.1	385	409	94.13
Clean water quality in tourist attractions	X3.2	343	413	83.05
Quality of telecommunications network (signal) in tourist attractions	X3.3	403	422	95.50
The quality of the electricity network in tourist attractions	X3.4	392	411	95.38
Availability of signage at tourist attractions	X3.5	293	407	71.99
Easy access to public transportation and/or car rental in the tourist attraction	X4.1	308	384	80.21
Quality of public transportation vehicles and/or rental vehicles in tourist attractions	X4.2	300	370	81.08
Cost of transportation services in tourist attractions	X4.3	303	365	83.01
Convenience in tourist attractions	X5.1	272	435	62.53
Hospitality and promptness of service in tourist attractions	X5.2	280	409	68.46
Conditions for maintaining Heritage sites in tourist attractions	X6.1	216	446	48.43
Promotions carried out in tourist attractions	X6.2	232	422	54.98
The beauty of the tourist attraction and its surroundings	X7.1	300	431	69.61
The level of sanitation and hygiene in the tourist attraction and its surroundings	X7.2	285	431	66.13
The overall architectural character of the tourist attraction and its surroundings	X7.3	343	417	82.25
Convenience of transacting in tourist attractions	X8.1	314	421	74.58
Equivalence of the price range offered in tourist attractions	X8.2	323	387	83.46
The willingness of the community to provide assistance and information	X9.1	320	386	82.90
Availability of security guards	X9.2	240	414	57.97
Support services from Government, Institutions, Traditional Villages and others	X9.3	290	389	74.55
TOTAL		7889	10954	72.02

Source: Primary and processed data (2021)

formation (X9.1).

Urban Heritage Tourism Development Strategies in the Denpasar Gajah Mada Heritage Area based on the Visitors' Satisfaction Level

The formulation of an urban heritage tourism development strategy in the Gajah Mada Heritage Area in Denpasar is formulated into four parts based on each quadrant that has shown the priority of developing the performance of each element of tourist attraction in the Gajah Mada Heritage Area. In addition, the formulation of a development strategy cannot be separated from the potential and problems of internal and external tourist attractions so that the strategy can be comprehensive. The description of each formulation of the development strategy is as follows.

Quadrant Development Strategy I

As explained that the elements in Quadrant I are elements that have a high level of importance but in practice they provide low performance so that they cannot provide optimal satisfaction to visitors. For this reason, the elements in Quadrant I as a whole can be addressed with a development strategy through 1) Utilization of tourism and cultural festivals as well as murals to information technology as information media and learning the history of tourist attractions in the form of story telling, 2) Preparing development priority plans and revitalizing the area through physical arrangement to improve the quality of tourist attractions, 3) Increase the quantity and quality of tourism facilities supported by CHSE standards to create convenience in tourist attractions, 4) Improving the quality of human resources in the region through dissemination, coaching and training both related to basic foreign languages, as well as hospitality in the tourism sector, 5) Developing an integrated tourism management system by the Denpasar City Government

in maintaining Heritage sites in tourist attractions, 6) Increasing promotion through print media, social media to partnerships with the private sector / travel agents and influencers, as well as establishing special branding for the Gajah Mada Heritage Area in Denpasar, 7) Increasing the availability of facilities and infrastructure for cleanliness that is evenly distributed in the area as well as increasing public awareness in maintaining the cleanliness of the tourist attraction environment and surrounding areas, 8) Improve the security surveillance system and control of tourism activities at tourist attractions.

Quadrant II Development Strategy

The development strategy for elements belonging to Quadrant II is emphasized on strengthening the following things, namely 1) Maintenance of service performance of road networks, clean water networks, telecommunications networks, and electricity networks in tourist attractions and surrounding areas, 2) Quality maintenance signage on tourist attractions, 3) Reactivation of tourist attractions in the Gajah Mada Heritage Area in the form of city tours with public transportation facilities, 4) Providing attractive selfie points by utilizing the beauty of tourist attractions and their surroundings, 5) Maintaining the sustainability of unique environmental characteristics around to increase tourist attraction, 6) Maintain the convenience of transacting at tourist attractions for ease of economic activity.

Quadrant III Development Strategy

The development strategy for the elements in Quadrant III is emphasized on improving performance to anticipate future development trends and optimizing tourist attraction services. This strategy can be pursued by 1) Improving the use of information technology such as the use of barcode scanning to applications based

on Android and iOS to support the ease of organizing tourist activities, 2) Improving the quality and quantity of public toilets in tourist attraction areas, 3) Provision of special supported souvenir areas. with the differentiation of product development that is typical of the Gajah Mada Heritage Area, 4) Improved quality of information centers in tourist attraction areas, 5) Improves the quantity and quality of banking facilities in tourist attraction areas, 6) Improves social cooperation support from the City Government, Institutions, Traditional Villages and other parties in the tourist attraction and surrounding areas.

Quadrant IV Development Strategy

The elements contained in Quadrant IV are currently considered excessive by visitors to the Gajah Mada Heritage Area. However, in responding to this, it is still necessary to monitor and control the performance of these elements, both in terms of ease of access to transportation, the quality of public transportation vehicles and rental vehicles to tourist attractions and the cost of transportation services at tourist attractions. In addition, the similarity of price ranges also needs to be considered in order to create fair market competitiveness in economic activities in the tourist attraction environment. The community needs to be given training in providing assistance and information so as not to give wrong information to visitors regarding the Gajah Mada Heritage Area.

CONCLUSION

Based on the results of the analysis and discussion in this study, it can be concluded: (1) From an internal perspective, the potential possessed is the majority of the diversity of cultural heritage assets and the availability of tourism supporting infrastructure facilities and ease of transactions and transportation access in this area. For internal problems, it tends to be that the introduction of information and knowledge is still not optimal, the readiness and skills of human resources are low, and the management, maintenance and supervision of Heritage sites are not yet optimal. (2) From an external perspective, there is potential for policy support from the city's local government, advances in information technology for the development of online-based tourist attractions, as well as the trend of millennial tourists. External problems that affect regional development are the ongoing Covid-19 pandemic, the high need for commercialization of land in the urban environment, the tendency to change lifestyles due to modernization and globalization, competition with other tourist attractions and economic recession. (3) The results of the IPA analysis show that the performance of the elements of the tourist attraction of the Gajah Mada Heritage Area has not been entirely able to satisfy the visitors. (4) The strategy of developing the Gajah Mada Heritage Area is carried out by increasing the performance of the main priority elements of development in Quadrant I which is also the main weakness of tourist attraction, maintaining the performance of elements in Quadrant II which in this case becomes the main strength of tourist attraction, improve the performance of elements in Quadrant III and control the performance of elements that tend to be excessive in Quadrant IV.

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