

Tourism Destination Development Strategy in North Sulawesi

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Abstract: *Tourist Destinations are one of the mainstays of North Sulawesi Province in achieving regional income. The strategy for developing Tourist Destinations in the region needs to be carried out to increase contributions to regional development, improve quality, and improve community welfare. This study aims to identify strategies for developing Tourist Destinations in North Sulawesi. This study uses a qualitative method with a descriptive approach. Furthermore, this study also uses a literature study approach. Research reference data was obtained from journal literature and reference books related to the strategy for developing Tourist Destinations in North Sulawesi. The study found four strategies for developing Tourist Destinations in North Sulawesi: sustainability, environment, economy, and socio-culture. The Government, the Regional Government of North Sulawesi Province, and stakeholders in developing Tourist Destinations can optimize the implementation of the strategies identified in this study to optimize the development of Tourist Destinations in North Sulawesi.*

Introduction

Tourism Destinations are one of the mainstays of North Sulawesi Province in building the regional economy (Mananeke, 2016; Moningka & Suprayitno, 2019; Tanod et al., 2020). The Government has designated Likupang as one of the super-priority destinations (DSP) in addition to Lake Toba in North Sumatra, Borobudur in Central Java, Mandalika in West Nusa Tenggara, and Labuan Bajo in East Nusa Tenggara (Bahri, 2024; Biro Pers, 2023). The study results of Desembrianita et al. (2024) found that Likupang has the strength and potential for marine and underwater tourism with an ecotourism model. The Likupang Tourism Destination has impacted the community's economic growth (Tampenawas & Limpeleh, 2022).

In addition to Likupang Tourism Destination, according to several researchers, e.g. Moningka & Suprayitno (2019) and Tasik et al. (2019) many tourist destinations have attractions in North Sulawesi: Bunaken Marine Park, Bukit Kasih, Bukit Doa, Gunung Lokon Nature Reserve Tourism, Lake Tondano, Lake Linou, Bunaken National Marine Park, Tangkoko National Park, Tomohon City, Tomohon Extreme Market, and Manado City. The contribution of Tourism Destinations in North Sulawesi can be optimal with a development strategy that is on its potential (Setiawan, 2016; Taufiqurrohman, 2014). Therefore, the strategy for developing Tourism Destinations in North Sulawesi must concern various parties.

The strategy for developing tourist destinations in the region needs to be carried out to increase contributions to regional development, improve quality, and improve community welfare (Bahri, 2024; Rahayu et al., 2021; Raupp & Hoffjann, 2012; Septemuryantoro, 2021; Setiawan, 2016; Syah, 2017). Berutu (2023) argues that the strategy for developing tourist destinations is to provide community welfare, open employment opportunities, and protect and preserve nature and culture. For this reason, according to Hariyanto (2016), the strategy for developing tourist destinations needs to be developed based on the characteristics of Cultural Tourism Destinations, Natural Tourism Destinations, Religious Tourism Destinations, Culinary Tourism Destinations, Historical Tourism Destinations, and Educational Tourism (Priyanto et al., 2018). Tourist Destinations can function to meet the needs of various dimensions: physical, spiritual, and intellectual (Hariyanto, 2016). Based on the identification results of Bahri (2024), there are four multiplier effects of Tourist Destinations: sources of state income (Songko & Setyawai, 2023),

improving the economy (Aviolina et al., 2023), having a direct impact on community income (Ramadhan & Rifani, 2023), and influencing the community's economy (Ramadhan & Rifani, 2023). Ultimately, Tourist Destinations become one of the drivers of the economy and contribute to regional prosperity (Mardianah et al., 2023; Tasik et al., 2019; Yanti et al., 2022).

However, the strategy for developing tourist destinations in North Sulawesi has not been optimally described. This condition is due to the limited comprehensive research on developing tourist destinations in North Sulawesi. The description of the development of tourist destinations in North Sulawesi is essential for achieving success in developing tourist destinations in North Sulawesi. A description of the strategy for developing tourist destinations in North Sulawesi is needed to advance and optimize the potential of tourist destinations in North Sulawesi (Adrah & Mekel, 2024; Alkatiri et al., 2023; Eman et al., 2018; Tombeng & Medea, 2024). One of the efforts that needs to be made is to identify the strategy for developing tourist destinations in North Sulawesi.

Various analyses discuss the strategy for developing Tourist Destinations in North Sulawesi. Research conducted by Kawatak et al. (2020) discusses the formulation of a sustainable tourism-based development strategy at the Lake Mooat tourist destination. Furthermore, research by Razak et al. (2017) discusses the strategy for developing Malalayang Beach Marine Tourism in Manado City, North Sulawesi. Meanwhile, a comprehensive discussion regarding identifying strategies for developing Tourist Destinations in North Sulawesi is still limited. In line with this information, research on the identification of strategies for developing Tourist Destinations in North Sulawesi needs to be carried out because it can provide comprehensive information on the models of strategies for developing Tourist Destinations in North Sulawesi. In addition, the findings obtained can be used as a basis for research on the strategy for developing tourist destinations in North Sulawesi. The results can also be utilized by the Government, Regional Governments, and related stakeholders who want to increase Tourist Destinations' contribution to development in North Sulawesi. Therefore, this study aims to identify strategies for developing Tourist Destinations in North Sulawesi.

Method

This study uses a qualitative method. Creswell (1998) explains that qualitative methods relate to the research process and understanding of social phenomena and human problems (Murdiyanto, 2020). This study uses qualitative methods to explain the development strategy of Tourist Destinations in North Sulawesi. This study used a descriptive approach and a literature study (Sadjab et al., 2024; Surahman et al., 2020). Data were obtained from journals, books, and reference documents. The collected data were analyzed descriptively and dimensionally. In this study, the research results were grouped into four dimensions: explanation of tourist destinations, multiplier effects of tourist destinations, and strategies for developing tourist destinations.

Result and Discussion

Definition

According to Komilova et al. (2021) a destination is a geographical area with a particular tourist attraction. Furthermore, according to Bafadhal (2018), there are three perspectives on the definition of Tourist Destinations: geographical, economic, and psychographic (Bahri, 2024; Dewi et al., 2023). Based on a geographical perspective, a Tourist Destination is a tourist spot. Furthermore, from an economic perspective, a tourist destination is related to tourism products and services that are not only interesting places to visit. Ultimately, from a psychographic perspective, a tourist destination is a place where Tourists collect experiences.

From a regulatory perspective, Law Number 10 of 2009 concerning Tourism explains that a Tourist Destination is related to a geographical area located in one or more regions in which

there are tourist attractions, public facilities, tourism facilities, accessibility, and communities that are interrelated and complement the realization of tourism—identified that Indonesian Tourist Destinations consist of various objects, ranging from natural tourism, artificial tourism, culture and others. Aviolina et al. (2023) identified that Indonesian Tourist Destinations consist of various objects, ranging from natural tourism to artificial tourism to culture (Bahri, 2024). Furthermore, Aso et al. (2021) also identified four elements in a Tourist Destination: tourist attractions, amenities, accessibility, and ancillary (Bahri, 2024; Qodriyah et al., 2023).

Furthermore, according to Stewart (2004), *strategy* is essentially self-identification, utilizing the organization's potential for policy tasks. Mintzberg (1978) describes strategy as a pattern of decisions about the organization's future (Langfield-Smith, 2006). Bahri (2024) identifies two dimensions of strategy: integration (Mundir, 2016; Porter, 1991) and planning (Permana, 2013; Ruslan, 1998; Stewart, 2004). Furthermore, Miles et al. (1978) explain that strategy has meaning if implemented through organizational structures and processes (Langfield-Smith, 2006). Finally, Stewart (2004) argues that strategy supports the organization's survival by anticipating and addressing challenges from competitors.

Development Strategy

Based on the Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations, the criteria for sustainable tourism destinations can be applied to various types/kinds of destinations in various locations, namely: Urban, Rural, Mountainous, Coastal, or a combination of these four types. Furthermore, the regulation also explains that the Criteria are applied to large-scale and small-scale destinations. For large scale, it can be applied to the following destinations: Cities or relatively large areas, Regencies, Resorts, etc. This regulation also explains that on a small scale, it can be applied to the following destinations: National Parks, Groups, Tourist Villages, and Local Communities.

Based on the identification results, ten strategies for developing Tourist Destinations in North Sulawesi are detailed in Table 1.

Table 1. Tourism Destination Development Strategy in North Sulawesi

Author	Tourist Destination	Strategy	Description
(Gracella & Djunaid, 2024)	Kalasey Leaf Cottage, Kalasey Dua Village, Mandolang District, Manado City	Sustainability	Focus on environmental sustainability and local economy
(Gumalang et al., 2023)	Mangrove Forest, Budo Village, Wori District, North Minahasa Regency	Environment	Mangrove forest tourism development strategy
(Sigo et al., 2023)	Lembeh Island, Bitung City	Economy	Market penetration, market development, and product development
(Kawatak et al., 2020)	Mooat Lake, East Bolaang Mongondow Regency	Environment, socio-cultural and economic	The strategy for developing a Tourism Destination covers three dimensions: environment, socio-culture, and economy. In the economic dimension, the strategies implemented are improving facilities and accessibility, increasing promotion of tourist attractions, and involving local communities.

Source: processed from various sources (2024)

Based on Table 1, there are four strategies for developing tourist destinations in North Sulawesi—The first is sustainability. The results of the study of Gracella & Djunaid (2024) on the Pondok Daun Kalasey tourist destination located in Kalasey Dua Village, Mandolang District, Manado City, found that the Pondok Daun Kalasey tourist destination has excellent tourism potential. The potential of the Pondok Daun Kalasey tourist destination includes excellent natural attractions, adequate facilities, and quality services. The strategy that needs to be carried out to develop the Pondok Daun Kalasey Destination is sustainability, focusing on improving accessibility and facilities to increase tourist appeal.

Second, Environment. The results of research by Gumalang et al. (2023) at the Mangrove Forest Tourism Destination, Budo Village, Wori District, North Minahasa Regency found that the strategy for developing the Mangrove Forest Tourism Destination is to optimize the preservation of mangrove plants, maximize the Café and Resto with a menu that suits the needs of tourists. In addition, the results of research by Kawatak et al. (2020) at the Lake Mooat Tourism Destination, East Bolaang Mongondow Regency, found that the strategy for developing the Lake Mooat Tourism Destination through an environmental approach can be carried out by involving the local community in the form of a tourism awareness group organization (POKDARWIS).

Third, Economy. Sigo et al. (2023) have identified three strategies for developing the Lembah Island Tourist Destination, Bitung City: market penetration, market development, and product development. Market Penetration is carried out in the form of promotion by utilizing website information media and the like, collaborating with educational institutions engaged in Social, Cultural, and Tourism to direct students to carry out Educational Tourism, collaborating with Governments in other areas that have become tourist destinations, and improving the quality of service to tourists which includes physical evidence, reliability, responsiveness, guarantees, and empathy. Furthermore, market development can be done through cooperation between managers and foreign Travel Agencies offering tour packages to Lembah Island. Ultimately, product development can be carried out by developing restaurants, accommodations, facilities, and infrastructure, building attractions to support Water Sports (Surfing et al., diving, banana Boat, parasailing, and fishing), and paying attention to the overall quality of the products offered to tourists. Then, fourth, socio-culture. The study results by Kawatak et al. (2020) found that there is potential for cultural resources that can be optimized to become an attraction for domestic and foreign tourists. This can be done by providing cultural training to the local community.

Conclusion

Tourism Destinations are one of the mainstays of North Sulawesi Province in achieving regional income. Tourism Destination development strategies in the region must be carried out to increase contributions to regional development, improve quality, and improve community welfare. The study found four strategies for developing Tourism Destinations in North Sulawesi: sustainability, environment, economy, and socio-cultural. The Government, the Regional Government of North Sulawesi Province, and stakeholders in developing Tourism Destinations can optimize the implementation of the strategies identified in this study to optimize the development of Tourism Destinations in North Sulawesi. The Government, Regional Government, and stakeholders in developing Tourism Destinations need to respond to the results of this study by optimizing the strategies identified in this study.

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