

## **Tourism Development Strategy in Effort of Local Autonomy Implementation at Konawe District, Southeast Sulawesi Province**

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**ABSTRACT :** *This study problems are : (1) how vision, mission, goals and objectives in Agency of Youth, Sports, Culture and Tourism at Konawe District, (2) how potential of objects and tourism attractions (OTA) at Konawe District, (3) how condition of internal (strengths and weaknesses) and external (opportunities and threats) of tourism development at Konawe, (4) what factors that hinder and support tourism development in Kendari, (5) what strategies/efforts has done to develop Konawe tourism. This study aims are : (1) to describe vision, mission, goals and objectives in Agency of Youth, Sports, Culture and Tourism at Konawe District, (2) to analyze potential of objects and tourism attractions (OTA) at Konawe District, (3) to analyze condition of internal (strengths and weaknesses) and external (opportunities and threats) of tourism development at Konawe, (4) to analyze factors that hinder and support tourism development in Kendari, (5) to describe strategies/efforts has done to develop Konawe tourism. This is a descriptive qualitative research. Informants are 15 people, consisting of key informants, expert informants, and informants and Incidental informant (man on street). Research data collection is done through (1) Research Library, (2) field research. Research collection techniques are: interviews, observation, and documentation. Data is analyzed by through SWOT analysis.*

*Research results showed that: (1) object and tourist attraction in Konawe is composed of objects and natural tourist attraction, cultural, and special attraction. (2) barriers of tourism development in Konawe District are less optimal in tourism product development, promotion and marketing inadequate, facilities and infrastructure at location of main tourist resorts and also inadequate and human resources (HR) still not professionals. (3) Supporting factor are good strategic geographical location, potential of beautiful and unique nature, conducive security and carrying capacity of primarily local communities around the tourist resorts. (4) Efforts or strategies that need to be done to develop Konawe tourism are product development strategy, promotion and marketing strategy development, human resource development (HRD) strategy, investment development strategy and environment development strategy.*

**KEYWORD:** *Tourism, Strategy Development, Local Autonomy, Konawe District*

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### **I. INTRODUCTION**

Tourism development today is a national program and even tourism world become subject of international community to achieve target of developed and advanced countries successfully. Therefore, tourism program in Indonesia has become integral part of national development which can provide strategic role of Indonesian people in general to provide a benchmark for national development success. National tourism development perspective can be a good barometer for success of national governments/central, regional, provincial and district/city. Therefore a significant increase is expected to measure the barometer whether successful or not. In context of tourism development, Indonesia government has established the Law No. 9 of 1990 on tourism nationwide. This is evidence of government seriousness to boost tourism development programs that can be replicated in tourism development and provide flexibility to employers in tourism field with Decree of Minister of Culture and Tourism No. KEP-012/MKP/IV/2001 on Tourism Business Licensing Guidelines. With these three basic outlines, Konawe Local Government makes tourism policy at local level which aims to promote, preserve, and enhance potential of objects and tourism attractions as well as expanding opportunities and employment. Effect of tourism development also enhance economic growth from regional/local revenue and economic growth in community. It can also motivate local community to preserve environment and socio-cultural interactions that can provide comfort and security. Therefore, in addition to provide benefits, it can also cause problems if can not be managed maximally, a sense of doubt to local community, destruction of environment, loss culture characteristic of local community and lifestyle can affect economic growth in local communities. To preserve values of tourism from problems from tourism development, we need a strategic planning and management that systematically can provide a comprehensive problem solving that would be achieved if tourism destination and tourism development carried out by tourism development planning in various aspects.

Konawe district, in national tourism map, still not high compared to other tourism areas. This can be evidenced by various tourism potentials in that not yet known, both at national and international level, but this character of tourism potential is very attractive, stable, and has potential to be developed. Potential character with hard attraction (physical) has been owned by Konawe combined with soft attraction (non-physical) elements such as socio-cultural, traditional arts and crafts that can be said to be very specific in terms of culture, society of Konawe district but does not promise to be promoted to national or International level. Konawe District is an integral part of Southeast Sulawesi province with very strategic location in tourism path. Konawe is a node or junction which connects land transportation Kendari as local capital of Southeast Sulawesi province to southern region (Konawe District) and region northern part (north Konawe, Kolaka, north Kolaka) as a liaison between local with region of Southeast Sulawesi, South Sulawesi Province. These all provide distinct advantages and opportunities for tourism development. Development opportunity of pathways and tourist areas in Konawe strongly supported by tourism resource potential in region Konawe. Object beauty and attraction as well as a wealth of other cultures are a huge potential for local tourism development at Konawe. To achieve efficiency and effectiveness, in addition to support spirit of decentralization, local tourism development at Konawe need to consider the appropriateness of object development plan with ability to carry it. Looking at various conditions of Konawe tourism and ability, it still needs strategic direction of tourism development based on local ability. Local autonomy era in Konawe makes tourism sector is expected become the leading sectors. Consequences of local autonomy implementation, in addition to organize self and households, it also can not longer rely on central government funding for all development expenditure, so local is required to be able to utilize full potential to get local revenue (LR) as much as possible to meet local development needs.

Tourism is one sector in Konawe-South East Sulawesi province to support acquisition of local revenue (LR). Konawe has a number resources that beautiful and attractive for tourism, among others are : (1) natural attractions, (2) cultural tourism, (3) special attractions like Anawai Sampara Falls, Matabondu Springs or Watunggarandu Beach. But in reality, it is still become potential because suboptimal management categories so that contribution is still very minimal to LR. Therefore, it is necessary to achieve a proper tourism development strategy and planning in Konawe while taking into account the local of services, commerce, and education with culture nuances and does not put aside religious values .Based on above description, authors interested to make a research with a title "Tourism Development Strategies in Context of Local Autonomy in Southeast Sulawesi Konawe ".

## **II. PROBLEM FORMULATION**

From review above, it can be formulated problems study as follows:

- [1] How vision, mission, goals and objectives at Agency of Youth, Sport, Culture and Tourism Konawe?
- [2] What are potential of objects and tourism attractions (OTA) owned by Konawe?
- [3] How is condition of internal (strengths and weaknesses) and external (opportunities and threats) in Konawe tourism development?
- [4] What factors that hinder and support the tourism development in Kendari?
- [5] What strategies/effort done in Konawe tourism development?

## **III . THEORY STUDY**

### **3.1. Concept and Strategy Management**

Strategy is art to use skills and resources of an organization to achieve its goal through effective relationship with environment in most favorable conditions (Salusu, 2008: 101). Steiss (Salusu, 2008: 90) states that organizational strategy application in every step activities is undertaken to achieve the main goals and organization objectives. Meanwhile Bryson, (2003: 189) considers strategy as a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define how, what, and why organizations do that. Each strategy always has goal. Koteen said that a strategic goal is key direction of key future key, it direct what was to be pursued in future (3-5 years). If strategy purpose goes well then the fact was a "key to excellence and success" because the direction is clear, namely to get greatest benefit from available resources. Also, it help to create conditions that encourage growth and progress of organization. Pragmatic and strategic objectives is key to organization survival. It means that at critical moments should focus on immediate, clear, and even aggressive towards things that require a change with a view to cope situations that could threaten organization stability that can affect financial and organizational survival (Salusu, 2008: 136-137). Strategic planning that used by businesses as well as governments and NGOs in development is packaged in a method that now widely recognized as strategic management. Strategic management is defined as a way to lead organization to achieve its mission, goals and objectives by improving managerial capabilities, organizational responsibilities, good administration, which can connect the decision-making strategies with operational decision-making, at all levels

of organizational hierarchy, and at all functional authority within ranks of organization. In other words, strategic management is a way to control organization effectively and efficiently, to forefront implementation, such that goals and targets achieved (Salusu, 2008: 492-493). Concept or framework of strategic management seeks to find solutions to institution or organization to re-adapt to changes and environmental challenges through search the issues or strategic factors by using management techniques. Therefore, progress can be maintained with more optimal performance.

Several things that always become a concern in effective strategy formulation are vision, mission, objectives/goals and organization objectives.

- a. Vision is a picture of future that have not appeared now, but it is a conception that can be read by everyone. (Salusu 2008: 130,).
- b. Mission is something that must be implemented by an institution or organization to achieve the desired or set goal. (Salusu, 2008: 121).
- c. Purpose is a qualitative statement about the state/results that to be achieved in future (Wahyudi, 1996: 73).
- d. Target is as an aspiration or a value to be achieved through the implementation of some activities (Salusu, 2008: 141-142). In an organization there were primary target and secondary targets. Organization primary target is to achieve general target, while secondary target is carried out by small units in organization to realize the primary goal.

The next step towards a strategy formulation is an organization need to analyze environment. Environment is most important factor for organization success in competition (Wahyudi, 1996: 47). Environment can be distinguished as internal environment and external environment. Internal environment is internal organizational analysis in order to assess or identifies strength (strength) and weakness (weakness) of existing organizational units. According to Higgins, strength and capabilities is a situation that positive, which enables organizations to have strategic advantage in achieving their goals. While weakness is inability situation and resulting internal organization can not achieve goal (Salusu, 2008: 291). External environment are powers factors beyond organization, where organization has no influence at all on that. Changes that occur in environment will affect institution or organization performance in a reciprocal relationship. External environment contains two factors: opportunities and threats. According to Higgins, opportunity is defined as a situation and external factors that help organizations to achieve or even surpass target. While threats are external factors that led organization can not achieve its goals. (Salusu, 2008: 319-320). Internal and external environment of organization is analyzed by SWOT analysis (Wahyudi, 1996: 49). SWOT analysis results can be used to draft a strategy to achieve goal. A structured strategy for success is always expected.

### **3.2. Tourism Development Concept in Local Autonomy Context**

Tourism development is an effort to increase development and utilization of national resources and potential in order to become a reliable economic activity to get foreign exchange revenue, encouraging local development and expand employment and business opportunities (Yoeti, 2001: 86). Furthermore, Oka A Yoeti said that tourism development sector is done by involving all levels of society. Society in this case is intended as a provider of services/tourism industry as well as tour players. By including community, tourism belongs to people so that sustainability benefits will be assured. Similarly, tourism development should pay attention to religious values, traditions and norms of others who live in community and adopted where tourism activities take place. (Yoeti, 2001: 87) Indonesian tourism development geared to introduce the richness and beauty of nature, culture, and history of national struggle in order to establish : (a) Indonesian human personality that loves the country and be able to build unity and nation, (b) Bringing Indonesian into international and known in a positive sense and getting further benefit from internationalization (Pendit, 1998: 61). Tourism development sector in local autonomy era must hold principles that consistent with S. Alisjahbana Armida (2000: 8). These principles are:

- a. Tourism involves multi-sector (transportation, accommodation, tourist attraction, travel agents, etc.) whose development depends not only on Office of State Minister of Tourism and local governments.
- b. Develop tourism sector consider cultural and environmental sensitivities and not solely based on consideration to acquire foreign exchange.
- c. Inclusive tourism development that includes potential of community.

### **3.3. Tourism Development Problems and the Remedies.**

Tourism development context in Indonesia at local autonomy era by Meutia Farida Hatta Swasono (2005: 2-3) argues that tourism development in Indonesia should based on an understanding of challenges and obstacles that must be faced in planning and implementing of Indonesia tourism development. There are at least three challenges that could be addressed here:

First, Indonesian tourism is still always face the challenge of demands and tastes of tourists and foreign investors that inconsistent with objective of preserving elements of local culture and ecology or natural environment. Second, fact that economic value development of a larger tourism falls into hands of foreign investor's not local people. Third, there is still "unidirectional" mindset that underlies relationship between "host" (local government and residents) and "guests" (tourists and investors), whereas which is supposed to be "reciprocal". The third challenge is related to quality of human resources, especially related to mindset of tourism activities by local communities. Local society still has low level of knowledge, understanding and readiness to receive tourism and development activities. Tourism development also have problems. Those problems (Ministry of Culture and Tourism RI, 2003: 18) are, among others : (1) there is no data about objects of tourism potential ; (2) lack of unity between central and local about determination and tourism industry to address; (3) objects and tourism potential areas still not managed; (4) tourism planning still partial; (5) lack of tourism information systems development ; (6) there is no integration of various sectors to jointly develop tourism ; and (7) there is no socialized tourism development mission to various sectors, agencies and other relevant institutions.

On other hand, problems that should be concern by local government in tourism development are (Armida S. Alisjahbana, 2000: 9-10):

1. Issues that may affect on tourism sector, among others are:
  - a. Political and security situation in general and particularly local security.
  - b. Coordination and communication with parties/related sectors of tourism policies and targets.
2. Problems can arise at tourism sectors, among others, are:
  - a. Increase insecurity and social issues.
  - b. Increase economic development gap between local (in province) as a result of development and construction of infrastructure access that only based on tourism potential that concentrated in a particular region.
  - c. In many cases, tourism development sector, for example development of tourist areas, can marginalize local people, damage local culture and environmental.

To overcome problems of tourism development in local autonomy implementation, Sapta Nirwanda Seven (2005, 6-8) stated it needs to do a series of actions based on strategy:

- a. Fiscal policies by providing a range of fiscal policy for tourism development in various areas, especially in eastern Indonesia, such as tax holiday, sustaining capital, competitive lending and so on.
- b. Investment policies through application of laws and regulations at both national and local government are conducive to development of new tourism businesses and developing existing business.
- c. Infrastructure development by increasing the accessibility within tourism destination through development and expansion of road networks, airports, seaports, telecommunication networks, electricity and water supply. Availability of adequate infrastructure will enhance the competitiveness and attractiveness in provision of tourism facilities in a particular area.
- d. Human resource development through increased education and training for local people to develop competence in provision of public goods and services and tourism services for both foreign and local tourists.
- e. Cross-Sector Coordination develop partnerships between all stakeholders of tourism development efforts through coordination, synchronization and consolidation that involving non-governmental organizations, associations/tourism business, Assembly/Local Assembly, and government.

### **3.4. Strengths, Weaknesses and Opportunities in Tourism development.**

High potential is owned as a support for tourism development. Indonesia has world-class natural wealth diversity attractions. Nature-based attract tourist, including natural wealth of ecotourism appeal, marine, small islands and mountains and lakes scattered throughout the local and ready to be developed. High wealth and diverse culture also becomes a very high potential to be preserved through tourism development. Basically, main interest of tourists come from more tourism destination due to cultural attractions such as wealth of customs, historical and archaeological heritage, arts, monuments, ceremony and other cultural events. Indonesian national diversity with diverse religions becomes huge potential to increase tourism. Almost there is no country or region in world than Indonesia that has a heterogeneous population in their beliefs. While Indonesia is very different from one region to another, development of religious tourism is a huge potential to be developed in future.

Based on above description, Nirwandar (2005: 5-6) points out strengths, weaknesses and opportunities in construction/development of Indonesian tourism as follows:

**Strengths:** cultural wealth, natural wealth for tourist attraction, diversity of activity that can be done, typical tourism community life (living culture).

**Weakness :** Packaging tourist attraction, limited product diversification, weak tourism destination management, low quality tourist services, local development disparity of Tourism, interpretation, promotion and marketing communications, human resources quality, safety conditions

**Opportunities:** Resident's hospitality, community diversity, number of people can participate in tourism.

In addition to above conditions, they encountered a dilemma (paradox) in tourism development industry in Indonesia. The very nature of investment in tourism industry is "High Investment, Not Quick Yield ". It means investment in tourism requires a large investment with a long-term return. This condition is really not appeal for most stakeholders who still have cultural tourism "Instant and Shortcuts" where they prefer to invest that can immediately provide benefits (Ujang Sudirman, 2001: 7).

Local tourism development always has limiting factor and supporters. Aaron (2005 : 1-3) said that supporting factors and inhibiting factor in tourism development is related to following matters.

- a. Human resources (HR) in charge of tourism
- b. Promotion attraction
- c. Infrastructure in Tourism
- d. Geographical position of local tourist areas.
- e. Sectoral coordination in tourism development .
- f. Travel sign in tourism
- g. Local communities support.

While supporting factors (Ahmad Arison, 2005: 1-2) in tourism development is :

- [1] Cleanliness, safety and comfort in a tourist area,
- [2] Infrastructure in tourism development, availability of facilities at tourist destinations which include accommodation and restaurant, hospitality, travel agents, money changer, and telephone. The post office and transportation is adequate.

Furthermore Ahmad Arison (2005 : 3-4) says that tourism development strategies or efforts undertaken are :

- [1] Shared commitment of all elements in tourism field, government, private and community tourism as an asset that has great potential.
- [2] Provision of adequate infrastructure in tourist areas
- [3] Improving quality of human resources (HR) and natural resources (tourism object).
- [4] Promotion about potential tourist object,
- [5] Guarantee and providing excellent service to tourists.
- [6] Provide an opportunity to investors to invest in tourism sector.
- [7] Increase value -added of travel product

### **3.5. Local Autonomy and Local Development**

Understanding the autonomy concept is provided in Law No. 1999 year 1999 and has been revised by Act no. 32 year 2004 on Local Government is very important. This law has led to logical consequence of authority expansion that significantly affect on practice of governance and development in local. One decentralization of central government to local governments is tourism field. Hasibuan (2002: 31) principally said that autonomous authority that given to local government is intended to maximize implementation of government basic functions. These include service, empowerment, and development. Objective in service function is to create justice in society. This means that anyone in community should get the same treatment from government. Furthermore, Hasibuan (2002: 10-11) suggests that local autonomy is a precondition to create sustainable national and local development. Objective that to be achieved in provision of local autonomy is " realization of real local autonomy, dynamic and responsible ". Real autonomy means to grant autonomy to region that based on factors, calculations, and actions or policies are correct. While dynamic autonomy means to give autonomy to regions based on situation, condition and progress of development. Further understanding of responsible autonomy means that local autonomy is completely in line with its objectives, which facilitate the construction of ground water around the corners without any contradiction between the discretion given by local

government as well as the implementation by local autonomous so that local development become comprehensive development.

Furthermore, Hasibun (2002 : 234) says that characteristics of local development by utilizing autonomous authority are :

- a. Development was derived from ideas, aspirations and inspirations of society that triggered by local legislative bodies as political aspects
- b. Planned development is relatively appropriate to local needs and potential which is generally for medium and short period
- c. Development process will much oriented to local mechanisms both physically and socio-cultural.
- d. Development process was based to local regulations as legal aspects and theoretically the relationship is based on national and local aspects.

#### IV. METHODS

##### 4.1. Research Design

Based on data, this study is a qualitative research using descriptive method that illustrates vision, mission, goals and objectives to be achieved by Agency of Youth, Sport, culture and Tourism, in order to develop Konawe tourism. It analyze objects and potential of object and tourism attraction, strengths, weaknesses, threats and challenges to support development and inhibit tourism development at Konawe district. Strategy become effort in Konawe tourism development, and to analyze causing factors Research informants consist of : Key informants, expert informants, and informal incidental (man on street), that anyone who is found in study local that can provide information about tourism in Konawe Data Collection Techniques are Library Research and field research. Techniques used are interviews, observation, and documentation Data analysis techniques are SWOT. SWOT matrix can show issue or strategic factors that need to be developed in future in tourism development sector. SWOT matrix analysis techniques at early stages is used to find strategic issues that will be used for discovery of Konawe tourism development strategy. SWOT matrix diagram can be illustrated in Figure 2 below ;

SWOT MATRIX DIAGRAM

IFAS EFAS	STRENGTH ( S ) Strength Identification	WEAKNESS (W) Weakness Identification
OPPORTUNITY (O) Opportunity Identification	STRATEGY (SO ) Using strength to capture opportunity	STRATEGY ( WT) Reducing weakness to avoid threat
THREAT (T) Threat Identification	STRATEGY ( ST ) Using strength to avoid threat	STRATEGY ( WT ) Reducing weakness to avoid threat

Source: Wahyudi, 1995 : 105

Some alternative strategies that generated from SWOT matrix analysis are follows :

1. SO Strategy (Strength Opportunity Strategy) is a strategy that used to get profit from external environment opportunities.
2. WO Strategy (Weakness Opportunity strategy) is a strategy to improve internal weaknesses by taking advantage of external environment opportunities.
3. ST Strategy (Strength Threat Strategy) is a strategy to use strength to avoid threats from outside environment.
4. WT Strategy (Weakness Threat Strategy) is a strategy to minimize internal weaknesses and avoid threats from outside environment.

##### 4.2. Time and Research Location

Agencies that become research location are Department of Culture and Tourism Konawe that targeted at tourism development. Study duration was four months.

## V. RESULTS

### 5.1. Policies and Analysis of Tourism Development in Konawe

#### (1). Vision and mission in order to develop tourism in Konawe

Agency of Youth, Sport and Tourism Konawe District have mission ' Realization of resilient culture and tourism and environmentally sound as one of pillars of county economic driver in Konawe "

The missions are follows : a. Increasing ability of Agency of Youth, Sport and Tourism Konawe District in coaching and management of culture and tourism, b empowerment and community participation in development of culture and tourism c. Coaching and development of culture in an effort to strengthen community identity and personality, c. Protection of culture as an effort to preserve cultural heritage, d. Acculturation, socialization and law enforcement in field of culture and tourism, e. Utilization of culture for sake of education, science, unity and integrity of society, f. Development of environmentally friendly tourism products based on culture, cultural heritage and natural charm with high added value and global competitiveness, g. Realizing cultural industry and tourism as one of mainstays local economic driver based social economy.

#### (2). Objects and Tourism Attractions (OTA) at Konawe District

##### a. Nature Objects and Attractions

Existing attractions and potential that to be developed are : 1) Mount and mountain travel, 2). Cave, 3). Rivers and waterworks, 4). Rice fields and plantations, 5). Flora and Forests, 6). Beaches, 7) Hot Water, and 8) Waterfall and Fountain

##### b. Objects and Cultural Travel Attractions

Existing OTA and potential to be developed are :

###### 1. Tomb/Place of Pilgrimage :

They are tomb of hero in local Lakidende and his queen in Unaaha, Watukila tomb in Abuki, Buburanda tomb in Latoma, Lamboasa tomb in Palarahi-Wawotobi, and Saranani tomb in Amesiu.

###### 2. Traditional Ceremonies: Mombesara, Monahundau, Meosambakae.

Mombesara ceremony is manifested in form of mombesara. It is used in terms of : (1) Peace affairs, (2) Wedding/marriage, (3). Convey something to government because there is an event or events that are important, (4). Apologizing, (5). Give notice or invitation.

Mosehe ceremony is one of traditional ceremonies performed by tribal Tolaki (Konawe community residents) to purify themselves for breach of custom, the hope after the completion of event mosehe every stain and sin will be eliminated, but it is also meant to invoke the abundant blessings and gifts of GOD Almighty in form of favors and health and well-being as well protected from all mala disastrous.

Monahu Nda'u is a traditional ceremony that often done by Tolaki ethnic after the main rice crop harvest. The ceremony was conducted as a sense of gratitude to God Almighty and appeal in order next harvest more successful.

Mesosambakai is a traditional ceremony that has been prevailing for generations among ditolaki ethnic. This ceremony is a welcome for first baby born in a family only.

##### 3. Traditional Dance

Traditional Dance in Konawe that become a tourism asset and will be developed as a tourist attraction in cultural tourism events is Lulo, Lariangi, and Umoara Dance.

Lulo Dance (molulo) is massive social dances of Tolaki tribes, holding hands in a big circle. The philosophy of this dance is an expression of gratitude by community for success to achieve something, at same time become a meeting place for young couple to track presence of love seeds between them.

Lariangi dance essentially is a dance to welcome honorable or government guests.

Umuara dance is performed to welcome noble/governments guests at marriage ceremony to welcome arrival of groom to go to house of marriage ceremony (bride house).

##### 4. Singing/Vocal Art

Singing or vocal art at Konawe has become an asset and will be developed as one of tourist attraction. They are Anggo, Susua, and Taenango.

##### 5. Sound Art

Sound art is sounds that produced by certain objects, and also one of tourist attraction because this sounds very melodious and fascinating for listeners. Sound art in question are *orembondu* Ore, Ore-orenggowuna, and Gambus.

## **6. Crafts and Souvenirs**

Crafts of Konawe District still not managed optimally, but have become a commodity for most people and also most craft has become a tourist attraction asset. The handmade products are: bamboo handicrafts, iron handicrafts, woven, woven mats, kopia and sorume bags (like gold leaf), furniture, wicker craft rotation, craft stove and tile from clay.

The craft that become souvenir are mat, kopia, and sorume bag that made from sorume (orchid gold) so it looks like a shiny gold. This craft is very loved by local and foreign tourists.

## **7. Foods**

Typical food in Konawe region that currently become tourist consumption are sinonggi (material from corn starch), kambatu (fresh meat smoked with fire), Kinowu (bamboo rice), tinapo ika (tapa fish), pokea satay (fresh grilled fish).

## **c. Objects and Travel Attractions with Special Interest**

Special interest of tourism activities, among others are :

- Protected forest roam, bike racing sports activities, fishing activities (fresh water/sea)
- camping Activity at wild environment (hash), motor racing sport activities
- Conference/consultation of indigenous culture (latkom), tourist activity at garden, harvest
- Seeing rice farming activities, Seeing small craft centers activities in Uepai Subdistrict
- Conducting forest conservation activities investor Rouda Subdistrict

## **(3). Analysis of Internal and External Conditions of Konawe Tourism Development**

### **a. Internal conditions**

#### **1. Strength Analysis**

- [1] Konawe District location is very strategic.
- [2] Having natural potential and beautiful and very varied which consists of mountains, plains land, river, beach and sea
- [3] Having diversity of cultures, customs, art, and traditions that still original.
- [4] Good security and stability
- [5] Adequate local infrastructure
- [6] Konawe public attitudes were welcoming and friendly.
- [7] There are tomb of heroes and historical educator.
- [8] There is traditional house (Laika Mbuu) as arts and cultural tourism, historical tourism, travel and education.
- [9] Availability of air transport networks, land, and sea to Unaaha city.

#### **2. Weakness Analysis**

- [1] Tourism product development activities, promotion or marketing of tourist attraction in Konawe are not optimal,
- [2] Facility at tourism location are inadequate,
- [3] There is no specialized human resource in field of tourism,
- [4] Object and tourism attraction generally have not managed professionally,
- [5] Business have low interest to invest in construction/tourism development,
- [6] Lack of cultural attractions that can be presented to tourists, both domestic and foreign countries,
- [7] Local government budgets is limited to support development of local tourism,
- [8] Data of tourism object still not collected fully.

### **b. External conditions**

#### **1. Opportunities Analysis**

- a. improvement of feeder roads between provinces and districts as main gate,
- b. Rich natural potential, especially sea and beach. Rich in biodiversity.
- c. Having unique flora and fauna,
- d. Having rice fields and plantations of agro-tourism that can develop rightly.
- e. Having historical heritage, cultural/historical tourism can be developed,
- f. Higher national interest in community and international society to make tour in Indonesia, including in Konawe region,
- g. Business activities grow between regions.



**2. Threats (Threats)**

- a. Proximity of other areas that become tourism destination,
- b. Tourism Image as a driver of trafficking drugs, free sex and HIV/AIDS spread by foreign tourists.
- c. Cause distortion to local culture due to value transformation tourism activities.
- d. Higher OTA competition to attract potential tourists to one tourism,
- e. Preservation of flora and fauna in forest conservation.

**c. SWOT Matrix Summary**

Based on analysis results from narrative above, strategic management framework and SWOT matrix analysis techniques, then it can be prepared the following summary SWOT for tourism development sector at Konawe, as shown in table 2 below :

**Table 1. SWOT Matrix Summary**

Internal Strategic Factors	External Strategic Factor
<p><b>Strength Analysis</b></p> <ol style="list-style-type: none"> <li>1. Konawe District location is very strategic.</li> <li>2. Having natural potential and beautiful and very varied which consists of mountains, plains land, river, beach and sea</li> <li>3. Having diversity of cultures, customs, art, and traditions that still original.</li> <li>4. Good security and stability</li> <li>5. Adequate local infrastructure</li> <li>6. Konawe public attitudes were welcoming and friendly.</li> <li>7. There are tomb of heroes and historical educator.</li> <li>8. There is traditional house (Laika Mbuu) as arts and cultural tourism, historical tourism, travel and education.</li> <li>9. Availability of air transport networks, land, and sea to Unaaha city.</li> </ol>	<p><b>Opportunity Analysis</b></p> <ol style="list-style-type: none"> <li>1. improvement of feeder roads between provinces and districts as main gate,</li> <li>2. Rich natural potential, especially sea and beach. Rich in biodiversity.</li> <li>3. Having unique flora and fauna,</li> <li>4. Having rice fields and plantations of agro-tourism that can develop rightly.</li> <li>5. Having historical heritage, cultural/historical tourism can be developed,</li> <li>6. Higher national community and international interest to make tour in Indonesia, including in Konawe region,</li> <li>7. Business activities grow between regions.</li> </ol>
<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Tourism product development activities, promotion or marketing of tourist attraction in Konawe are not optimal,</li> <li>2. Facility at tourism location are inadequate,</li> <li>3. There is no specialized human resource in field of tourism,</li> <li>4. Object and tourism attraction generally have not managed professionally,</li> <li>5. Business have low interest to invest in construction/tourism development,</li> <li>6. Lack of cultural attractions that can be presented to tourists, both domestic and foreign countries,</li> <li>7. Local government budgets is limited to support development of local tourism,</li> <li>8. Data of tourism object still not collected fully.</li> </ol>	<p><b>Threat Analysis</b></p> <ol style="list-style-type: none"> <li>1. Proximity of other areas that become tourism destination,</li> <li>2. Tourism Image as a driver of trafficking drugs, free sex and HIV/AIDS spread by foreign tourists.</li> <li>3. Cause distortion to local culture due to value transformation tourism activities.</li> <li>4. Higher OTA competition to attract potential tourists to one tourism,</li> <li>5. Preservation of flora and fauna in forest conservation.</li> </ol>

**d. SWOT matrix and description of Strategic Issues from Findings**

Overall analysis results above, by focusing on SWOT techniques analysis to direct strategic management thinking, can create strategic issues, as well as strategic summaries. Based on elaboration and analysis of facts and based on assumptions that are built from strategic management framework, it can be found right strategic to be used in future in order to develop tourism sector in Konawe District. Table 3 below shown results of a thorough SWOT matrix analysis techniques both external environmental factors (opportunities and threats), as well as internal environmental factors (strengths and weaknesses), as well as the relationship between these dimensions in an effort to obtain precise and reliable strategic to develop Konawe tourism sector in order to improve society welfare.

Table 3. SWOT Matrix  
Tourism Sector Development in District Konawe

	<p><b>Opportunity</b></p> <ol style="list-style-type: none"> <li>1. improvement of feeder roads between provinces and districts as main gate,</li> <li>2. Rich natural potential, especially sea and beach. Rich in biodiversity.</li> <li>3. Having unique flora and fauna,</li> <li>4. Having rice fields and plantations of agro-tourism that can develop rightly.</li> <li>5. Having historical heritage, cultural/historical tourism can be developed,</li> <li>6. Higher national community and international interest to make tour in Indonesia, including in Konawe region,</li> <li>7. Business activities grow between regions.</li> </ol>	<p><b>Threat</b></p> <ol style="list-style-type: none"> <li>1. Proximity of other areas that become tourism destination,</li> <li>2. Tourism Image as a driver of trafficking drugs, free sex and HIV/AIDS spread by foreign tourists.</li> <li>3. Cause distortion to local culture due to value transformation tourism activities.</li> <li>4. Higher OTA competition to attract potential tourists to one tourism,</li> <li>5. Preservation of flora and fauna in forest conservation.</li> </ol>
<p><b>Strength</b></p> <ol style="list-style-type: none"> <li>1. Location is very strategic.</li> <li>2. Natural potential that beautiful and very varied which consists of mountains, plains land, river, beach and sea</li> <li>3. Having diversity of cultures, customs, art, and traditions that still original.</li> <li>4. Save</li> <li>5. Adequate local infrastructure</li> <li>6. Konawe public attitudes were welcoming and friendly.</li> <li>7. There are tomb of heroes and historical educator.</li> <li>8. There is traditional house (Laika Mbuu) as arts and cultural tourism, historical tourism, travel and education.</li> <li>9. Availability of air transport networks, land, and sea to Unaaha city.</li> </ol>	<p><b>Strategy to use Strength and Fulfilling the opportunity</b></p> <ol style="list-style-type: none"> <li>1. Increasing tourism marketing</li> <li>2. Increasing HR quality</li> <li>3. Increasing service quality to tourist</li> <li>4. Sustaining quality of tourism attraction</li> <li>5. Increasing infrastructure quality</li> <li>6. Loosing investor access</li> </ol>	<p><b>Strategy to use weakness and overcoming threat</b></p> <ol style="list-style-type: none"> <li>1. Increasing society role and participation</li> <li>2. Increasing marketing organization</li> <li>3. Increasing development capital</li> </ol>
<p><b>Weakness</b></p> <ol style="list-style-type: none"> <li>1. Tourism product development activities, promotion or marketing of tourist attraction in Konawe are not optimal,</li> <li>2. Facility at tourism location are inadequate,</li> <li>3. There is no specialized human resource in field of tourism,</li> <li>4. Object and tourism attraction generally have not managed professionally,</li> <li>5. Business have low interest to invest in</li> </ol>	<p><b>Strategy to overcome weakness and fulfilling opportunity</b></p> <ol style="list-style-type: none"> <li>1. Increasing tourism attraction quality</li> <li>2. Giving a chance to investor to develop tourism with incentive and facility</li> <li>3. Tourism management performance empowerment</li> </ol>	<p><b>Strategy to overcome weakness and facing opportunity</b></p> <ol style="list-style-type: none"> <li>1. Intensive coordination among agency to implement tourism program</li> <li>2. Attention to service quality</li> </ol>

<p>construction/tourism development,</p> <p>6. Lack of cultural attractions that can be presented to tourists, both domestic and foreign countries,</p> <p>7. Local government budgets is limited to support development of local tourism,</p> <p>8. Data of tourism object still not collected fully.</p>		
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Strategic issues from the SWOT analysis matrix are follows :

- a. Developing natural attractions, cultural and special interest of Konawe through creation of Local Regulations (Government) with expectation to make commitment and funds allocation for development activities or programs.
- b. Integrating tourism activities that conducted and managed by Agency of Youth Culture Sports and Tourism with large-scale developers with Konawe local attractions which have its own hallmark.
- c. Doing promotion and overall marketing tour packages in Konawe, both natural attractions, cultural and special interest tours and packages from developer. It can be coordinated with Agency as a local government organization that competent.
- d. Improving tourism infrastructure that directly supports tourist activities, such as villas, land parking, toilets, seating, places of worship, and so forth. This program can be realized through funds raise from levies and taxes that imposed directly in value chain of Konawe tourism activity as a whole.
- e. There is pressure from some groups of people to tourism object facility as cafe or similar entertainment venues (bars or singing hall), which is considered incompatible with norms or religious values.
- f. Involving large-scale developers management to come together to develop and improve the skills of human resources in Konawe that involved in tourism or business activities in a professional and well trained.
- g. Specialty store development to sell souvenir items/souvenirs made of Sorume (Orchid Gold), natural wood, and bamboo to include investors from private sector by simplifying operational licenses and other facilities so there is an attraction for investors to enter in souvenir shop business.
- h. Organizational performance empowerment of Youth, Sport Tourism Culture thoroughly by performing diagnosis and intervention, so that performance of Agency moves quickly, accurately, and efficiently. Housekeeping staff and employees increase skills, good skills, managerial through existing technology such as ability to operate a computer program package that help expedite work.
- i. Addressing issue of law and order, especially to counteract sensitive religious issues and values prevailing in society, hence the need for intensive coordination and communication between the Agency of Youth Sports, Culture and Tourism Konawe with community leaders and religious leaders so any development in society can be monitored and anticipated.
- j. Growing a sense of belonging to community facilities, infrastructure of Konawa tourism, any tourism activities need to involve local communities around it, resulting added value that can be felt by people either to increase revenue as well as process of socialization on existing tourism activities.

#### (4). Analysis of Obstacles and Supporting Factors of Konawe tourism Development

Obstacles and supporting factors in tourism development at district Konawe should be concerned.

##### a. Obstacles

1. Tourism product development not optimal
2. Low activities/marketing
3. Facilities in tourism Objects inadequate
4. Human resources (HR) is Less Professionals

##### b. Supporting factors

1. Strategic geographic location.
2. Potential of natural beautiful
3. Facilities and infrastructure in local is adequate
4. Support from local communities
5. Stable security

## 5.2. Tourism Strategy Development in Konawe District

### 1. Strategic development of tourism products

Effort or strategy that can be done in tourism development products at Konawe District are follows :

#### a. Nature Development Strategy

1. Developing potential of nature such as mountains, rivers, flat land, shore excursions and traditional attraction.
2. Developing tour packages that tailored to physical objects and environments tourism sites, such as Toronipa Tanjung, Batu Gong, Watunggarundu, Waterfall Anawai disampara, sonai hot water and other natural attractions.
3. Developing souvenir items that describe physical phenomena of tourism sites (eg : product shirts, school bags, wallets, anawai with miniature waterfalls, beaches toronipa). Developing tourist events at national and international level

#### b. Development of cultural tourism, strategic

1. Exploiting the culture potential as historical relics (Tomb of Kings) and traditional attraction.
2. Developing products souvenirs to depict cultural and historical phenomena at Konawe District with unique characteristics, easy to carry, affordable and beautiful for tourists. The sales can through shops, traditional kiosks, airports, terminals, and travel around the object-attraction.
3. Developing cultural tour packages in public places such as airports, hotels, travel, restaurants, and shopping.
4. Developing events-tour with various traditional arts Konawe : at national and international level.

#### c. Tourism Development with Special Interest With Strategic

1. Developing special tourism attraction activities by utilizing natural and physical potential in Konawe region, such as Konaweha Rivers, Ameroro streams.
2. Developing special tourism attraction activities based on agro potential, either in form of potential food crops, fruit trees, ornamental and horticultural crops; potential plantation ; and livestock potential. Setting resource potential of agro tourism is spread like *langsar* fruit in WongAgeduku/puday, lychee in Abuki or orange in Purialah.
3. Developing special tourism attraction activities to high school students for sake of learning, especially the majors and activities related to scouting and nature love.
4. Offering various a special tourism attraction activities in Konawe network through cooperation with various travel agents, promotional exhibitions at every opportunity.

There are several things that can be done in support to OTA strategic development, among them are:

1. Should determining development priorities location, whether nature, culture or special interest. This determination should have development potential, and accessibility support infrastructure.
2. Developing physical aspects development, and institutional management. Things to consider in tourist attraction development are potential research, inventarization and evaluation before tourist facilities were developed. It is important to develop the existing tourist attraction. It can be tailored to potential markets and OTA strategic development rightly.
3. Socialization and coordination with relevant agencies, local communities, and tourism package business.

### 2. Promotion and marketing strategy development

Marketing strategy and tourism market development is indispensable in order to achieve target and target market. Market orientation will be achieved and steps taken to reach market. It needs an important factor in development strategic market. In addition, the determination of market segment should consider object types and potential as well as the type and form of tourism developed.

Basic concept of tourism marketing is consumer desire, provision of ministry and provision of products offered. Strategic marketing program creation needs several things as follows:

1. Creating specific goals and objectives by providing the target market that should achieved. These goals can be monitored and evaluated every time.
2. Makes decisions regarding to overall strategic marketing by considering the market demand.
3. Conducting marketing along with areas that have a similar target market.

Some things that are involved to make strategic marketing formats are:

1. Tourist services products that tailored and adjusted to market segment.
2. Pricing decision that became part of tourism strategic marketing, and consistent with segments premises.

3. Delivering promotion information to media to introduce objects at Konawe District through : postcard printing ; tourism map ; leaflets ; booklet : and making video on profile and potential of Konawe tourism. Various media and printed promotional information is presented in two languages (Indonesia and English) and distributed to various strategic places and visited by tourists, for example in airports : stores ; restaurants; a travel agency ; hotels in region and outside Konawe, Southeast Sulawesi. It can also be distributed to every place both nationally or internationally. Indonesia Representatives abroad can become intermediaries to distribute this information effectively to prospective tourists so they can know Konawe rightly.

### **3. Strategic Human Resource Development**

Strategic effort in Konawe human resources development within tourism development is :

- a. Improving guidance for communities to develop tourism and service function guides for travelers and consistent with society premises character around tourist attractions. Local coaching is needed for additional equipment and home stay facilities ; high quality travel assistance services (such as : drinking, snacks, and meals). Information service of environment around the object : as well as health maintenance and cleanliness.
- b. Developing specific exercises based on character development tours for public power about the object; relevant officials agencies ; as well as the tourist assistance services to manage object. For example, to develop tour track, cross-country sports tourism ; cultural tourism ; as well as the beaches and other tourism.
- c. Developing a package of training for tourism management and tourist services that involving objects with elements of local government (related agencies) and private sector. This engagement involves planning/preparation and implementation of training and education.
- d. Developing tourism manpower resource in sector to provide accommodation ; restaurants ; recreation and public entertainment. Model development of its human resources emphasis on cooperation and coordination of activities between interested parties from relevant agencies ; managing coordination between interested parties from related agency; tourist services management; practical tourism travel experts and also research institutes of tourist areas.
- e. Developing English language ability in order tourism can provide maximum service quality for tourism activities. It also needs to emphasis on other skills than English language, as German; France ; and Mandarin language.
- f. Improving linkages with other tourism sector, employment ; agriculture ; forestry ; cooperative; education and culture ; and NGOs in implementation of HR development at tourism field.
- g. Developing knowledge, attitudes, skills, and management for related department officials on planning, marketing, and administration of various tourism problems in Konawe. Map development can be done by incorporating educational and training in tourism and seminars, workshops, and tourism conference.

### **4. Strategic Investment Development**

Investment plays an important role in tourism development. Generally, investors within and outside Konawe still reluctant to invest in tourism sector. There are several factors that lead to a reluctance, including; accessibility and inadequate infrastructure, and lack of government attention to tourism development that can be measured with limited funds that allocated to tourism sector. Therefore, Konawe District should :

1. Improving conducive climate for investment in tourism business.
2. Providing incentives to small and medium entrepreneurs who will invest in tourism sector.
3. Setting up of adequate infrastructure and create legal certainty and security.
4. Providing convenience for investors who invest at less attractive area but has tourism potential.
5. Strategic Environmental Management

Strategic environmental management very needed in sustainable tourism development policy, where environmental issues become one of tourism paradigm. Strategic environmental management, among others, is : development of environmental friendly tourism businesses and raising awareness on OTA. It can attract sympathy to tourist visitors which in turn provide input or high enough local income.

## **VI. CONCLUSION**

1. Objects and tourist attraction in Konawe is composed natural attraction, culture and special interest tours.
2. Barriers to develop Konawe tourism are not optimal development in tourism product, promotion and marketing in national and international levels, suggestions and infrastructure of main tourist resorts in location still inadequate and human resources (HR) for a movement of Konawe tourism development still not professionals.

3. On other hand, factors that supporting Konawe tourism development are geographically good. In addition, Konawe region also have potential beautiful nature and unique tourist attraction to attract local and foreign tourists, and conducive security and local people around tourist objects also conducive.
4. Efforts or strategy that needs to be done in Konawe tourism development are product development, promotion and strategic marketing development, strategic human resource development (HRD), strategic development and strategic development of environmental investment.
5. Tourism sector in Konawe still not become local revenue mainstay because strategic development still inadequate.

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