BRAIN
Business Research and Administration Innovation
April 2024 , Volume 1 Number 1, 33-44
Homepage: https://brainjournalpublisher.com/index.php/BRAIN

Community Based Tourism Development Strategy

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ABSTRACT

Community Participation-Based Tourism Development Strategy (Study on Hutan Pinus Bulu This research aims to determine the tourism development strategy of the Hutan Punus Bulu Tanah based on community participation in Mattampawalie Village. To achieve this goal, the researchers used data collection techniques through documentation, observation, and interviews. Community participation-based tourism in the Hutan Pinus Bulu Tanah tourism, Bone Regency. The result of this study indicate that the tourism development strategy of the Hutan Pinus Bulu Tanah is based on community participation. The Mattampawalie Village community who are members of the Koperasi Serba Usaha (KSU) Labongke, which is a tourism management institution, have fully participated at every stage of partiscipation. The results of the SWOT analysis carried out can be ascertained that the Hutan Pintus Bulu Tanah tourism needs to implement an aggressive growth strategy for the Growth Oriented Strategy, because it is in an area of strength and opportunity. Aggression must be done as much as possible, in order to increase growth and achieve maximum progress. The need to follow market developments, so that they can continue to survive in the competition and take a participatory approach to the community and government so that a more harmonious relationship can be established, mutual trust in each other and can build good cooperation.

Keywords: Tourism, Community Participation, Tourism Development

INTRODUCTION

Tourism is a tangible form of travel as a promising global business. Tourism activities have involved many components, one of which is the activity of tourists who have been directly involved in social life. This can be seen from the people who become tourists, providers of tourist objects, and recipients of tourists. This social relationship is very influential on the development of tourism.

Tourist objects can be the center of attraction that gives satisfaction especially to tourists. Therefore, it is important to cultivate a tourist attraction by developing and maintaining the culture itself. The development of this tourist attraction is the reference. Nafi'ah et al. (2020), tourism development will have an impact on increasing the country's foreign exchange, creating jobs, increasing community welfare, increasing regional income and making people more co-creation.

Ecotourism development must pay attention to two aspects, namely aspects of tourism destinations and market aspects. Although the development of ecotourism adheres to the concept of product or market mainstreaming, the development of tourism products still ensures the preservation of the natural and cultural resources of the community around tourism. Ecotourism development with conservation aspects, because it already contains sustainability aspects. Conservation of natural resources and community culture will ensure the realization of sustainable development.

One of the most intensive strategies used in the development of sustainable tourism is the development of community-based ecotourism. It is a surefire step if tourism is used as a means to increase the economic independence of the local community. Community participation-based ecotourism is an effort to empower the community because of its inability both from external and internal factors. Empowerment is expected to be able to change the way people live for the better. Therefore, special attention needs to be given to sustainable tourism development in order to achieve the welfare of the surrounding community.

The community as the main component in community participation-based tourism development has an important role in supporting tourism development aimed at developing local potential that comes from nature, socio-culture or the community's economy. Community participation in maintaining the natural and cultural resources owned is a big contribution and has the potential to become a tourist attraction.

The Hutan Pinus Bulu Tanah tourist attraction is located in Bulu Tanah III Hamlet, Mattampawalie Village, Lappariaja District, Bone Regency with GPS coordinates: 4°43'10.2" latitude and 119°54'037" east longitude and is about 70 km from downtown Watampone . This tourist attraction has natural potential in the form of an unspoiled pine forest with a stretch of pine forest that stretches over an area of ± 18 hectares of hills. The community which is the main driving element of the Hutan Pinus Bulu Tanah tourism activity is the main element of the concept of Community Based Tourism.

The high tourism potential in the Hutan Pinus Bulu Tanah area should be optimized as an effort to improve the welfare of local communities. Classified as a new

tourism destination that competes in the tourism business, the lack of an active role for local governments is a factor in the problem of delays in competitiveness in developing tourism potential. In addition, the lack of potential human resources in the tourism sector in the Bulu Tanah Pine Forest certainly has an impact on community participation. There is still a lack of financial ability and quality expertise to manage it or be directly involved in tourism activities.

From the description above, it can be understood that currently the development of tourism in the Hutan Pinus Bulu Tanah has involved the participation of the local community of Mattampawalie Village, but based on pre-research observations, community participation in the development of Hutan Pinus Bulu Tanah tourism is mainly related to the form of community participation, the level of community participation, Local communities in Mattampawalie Village need to be further optimized, with the premise that as an effort to develop tourism in Mattampawalie Village by referring to the concept of community-based tourism development. Therefore, community participation in the tourism development of Hutan Pinus Bulu Tanah is very important to be researched. Referring to the facts above, this paper attempts to describe tourism development with the title: " Community Based Tourism Development Strategy (Study on Hutan Pinus Bulu Tanah Tourism, Bone Regency)".

RESEARCH METHODS

The research location is in Bone Regency with the focus of tourist attractions being the Hutan Pinus Bulu Tanah. This research method uses a descriptive qualitative approach with the type of field research (field research). The data used in this study are primary and secondary data. Primary data collection in this study used interviews and observations. Interviews were conducted on respondents who included supervisors of tourism management institutions, chairman of the management of tourism management institutions, secretary of tourism management institutions, field coordinators, members, and traders. Observations were made by coming directly to the field and observing the condition of the Hutan Pinus Bulu Tanah tourism and the surrounding environment. Secondary data collection is sourced from literature studies and documents from related agencies including books, research results, as well as articles on the internet and mass media.

The analytical technique used in formulating the tourism development strategy of the Pinus Bulu Tanah Forest based on community participation uses SWOT analysis, namely by looking at the tendency of respondents' answers, and then analyzing other data sources. SWOT analysis is the identification of various factors systematically to

formulate a strategy based on logic that can maximize strengths and opportunities, and simultaneously minimize weaknesses and threats.

RESEARCH RESULT

Form of Participation

According to Nasdian (2006), empowerment is a path or means to participation. Community development as one of the objectives of the actualization of the development of the Hutan Pinus Bulu Tanah, there are principles of collaboration of mutual interests between cooperatives and related parties. Before reaching the participation stage, of course, community empowerment efforts are needed. Therefore, community empowerment will not succeed without the participation of all stakeholders involved.

Stakeholders which are plurally translated as stakeholders are parties or groups who have an interest, either directly or indirectly, on the existence or activities of the company, and therefore these groups influence and or are influenced by the company (Saidi, 2004).

Table 3. Stakeholder Involvement in Tourism Management

Implementation Stage	Stakeholders Involved in each Stage of its Implementation and the form of Involvement
Planning Stage	• Cooperative Management: ideas for organizing tourism activities and compiling overall technical and non-technical planning • Village/Districts: providing information and witnessing but not directly involved • Cenrana Forest Management Unit Technical Implementation Unit: conduct an initial feasibility audit and also issue a forest utilization cooperation permit and the establishment of the KSU Labongke • Village Community: only involves representatives including community leaders
Implementation Stage	• Cooperative Management: both the management as well as the members are involved in field activities and conduct trainings • Village Community: not directly involved, only cooperative members are involved in the implementation • Cenrana Forest Management Unit Technical Implementation Unit: supervising and assisting the entire cooperative • Village/District: only controls the activities of the cooperative, without being directly involved in it

Evaluation Stage	• Members and management are involved in the evaluation stage of cooperative activities • Village/Sub-district: only to know, but not involved • Village Community: in this case only the cooperative management is involved in the activity evaluation stage • Cenrana Forest Management Unit Technical Implementation Unit: jointly evaluate how far the cooperative has achieved

Source: Addapted from Arnstein (1969)

Participation Rate

The level of community participation in Mattampawalie Village in implementing tourism development through the establishment of the Labongke Multipurpose Cooperative is based on the level of participation according to Arnstein (1969). In tourism development, there are various kinds of community participation, where all of these levels are determined by how far community participation is in the whole series of process implementation activities.

UPT Cenrana Forest Management Unit is the party authorized to audit KSU Labongke to be subsequently granted a permit to establish a tourism institution as a supporter of the existence of the Pine Bulu Forest so that it must implement the rules of the Cooperative Legal Entity. Therefore, if you like the concept of participation, Uphoff (1979) the type of partnership in the level of stakeholder participation illustrates the level of power they have. Stakeholders have control through their involvement. The community, in this case, who plays the role of cooperative management, also has a partnership type. The idea of establishing this cooperative came from the community category, and in planning the development program, the cooperative management was involved in the design. So in general, the two stakeholders participate in the overall implementation in accordance with the concept of participation according to Uphoff (1979) although with different types of involvement. UPT KPH Cendrana is involved in planning to evaluation but does not control the schedule of events.

UPT Cendana Forest Management Unit is a stakeholder who has the type of participation in power relations that are tokenism. This type of stakeholder participation is at the stage of notification, consultation, to reassurance. Meanwhile, people who are classified as administrators and members of cooperatives have high involvement and participate at every stage.

The last stakeholder is the community outside the management agency and the Mattampawalie Village government. Both of these stakeholders have the same position and degree of involvement with the type of therapy, where at the level these stakeholders are not directly involved in tourism development. People outside of the

management agency do not know about program development activities, but know the benefits and participate in modest activities. Meanwhile, the village government only has a position as a permit provider for the implementation of activities. village officials are only involved when there are certain events as invited guests, but in this case they are not involved in the implementation either at the planning, implementation, evaluation stages.

IFAS and EFAS Matrix

The IFAS and EFAS matrices are as follows:

Table 2. Matrix of External Strategy Factors

Internal Strategy Factor	Weight (a)	Rating (b)	Score (axb)
Strength			
Tourism managers are community leaders who have extensive networks, good relations with the community, and village officials	0,18	3	0,54
Adequate facilities	0,35	4	1,4
Total strength	0,53		1,94
Weakness			
Tourism development is not well known	0,25	2	0,5
Limited working capital (finance)	0,22	2	0,44
Total Weakness	0,47		0,94
Total	1		2,88

Source: Processed Data (2022)

From the total score of 2.88, it can be concluded that the Hutan Pinus Bulu Tanah tourism is currently in an average position. The dominant strength factor of tourism has a score of 1.4. The strength factor is the availability of infrastructure that supports tourism activities such as cafes and restaurants, prayer rooms, gazebos, toilets, outbound, camping ground, homestays, and photo spots.

The main weakness of the Hutan Pinus Bulu Tanah tour with a score of 0.5 is because each of them is relatively new, tourism is not yet well known so it is not widely known in South Sulawesi in particular.

Table 3. Matrix of External Strategy Factors

External Strategy Factors	Weight (a)	Rating (b)	Score (axb)
Opportunity (O)			
The concept of back to nature tourist destinations such as integrated tourist sites, campgrounds, beautiful views as well as	0,18	4	1,72

instagramable locations			
Bulu Tanah III Hamlet, Mattampawalie Village, has developed direct transportation access to the capital city so that it can function as a buffer zone	0,15	3	0,45
Total Opportunity	0,33		2,17
Threat (T)			
The level of education of the population is low. It takes a hard and persistent effort to motivate people to be able to improve their quality of life	0,12	2	0,24
Many indigenous people still live in deprived conditions. This has the potential to cause social inequality and conflict	0,12	2	0,24
Most visitors only on holidays	0,17	1	0,17
The government's attention in management has not been maximized	0,13	2	0,26
Tight competition in the tourism world	0,13	1	0,13
Total Threat	0,67		1,04
Total	1		3,21

Source: Processed Data (2022)

Based on table 4.10 the total score is 3.21, it can be said that the tourism development strategy of the Hutan Pinus Bulu Tanah has been able to manage opportunities well. Even so, the tourism of the Hutan Pinus Bulu Tanah still has to anticipate various kinds of threats from the environment outside of tourism. Based on the above score of 1.72, the main opportunity that can be used is the concept of back to nature tourist destinations which is the current tourism trend.

Development Strategy - Matrix SWOT Analysis

The biggest threat that must be anticipated by the Hutan Pinus Bulu Tanah by looking at the score of 0.26 is that the government's attention in management has not been maximized.

The stage of determining the coordinates to determine the position of the tourism development strategy of the Hutan Pinus Bulu Tanah seen from the results of internal factors and external factors.

1) The horizontal axis (X) as a factor (internal strengths and weaknesses) results in the coordinates of X = 1.94 – 0.94 = 1
2) The vertical axis (Y) as a factor (external opportunities and threats) results in Y = 2.17 - 1.04 = 1.13 coordinates

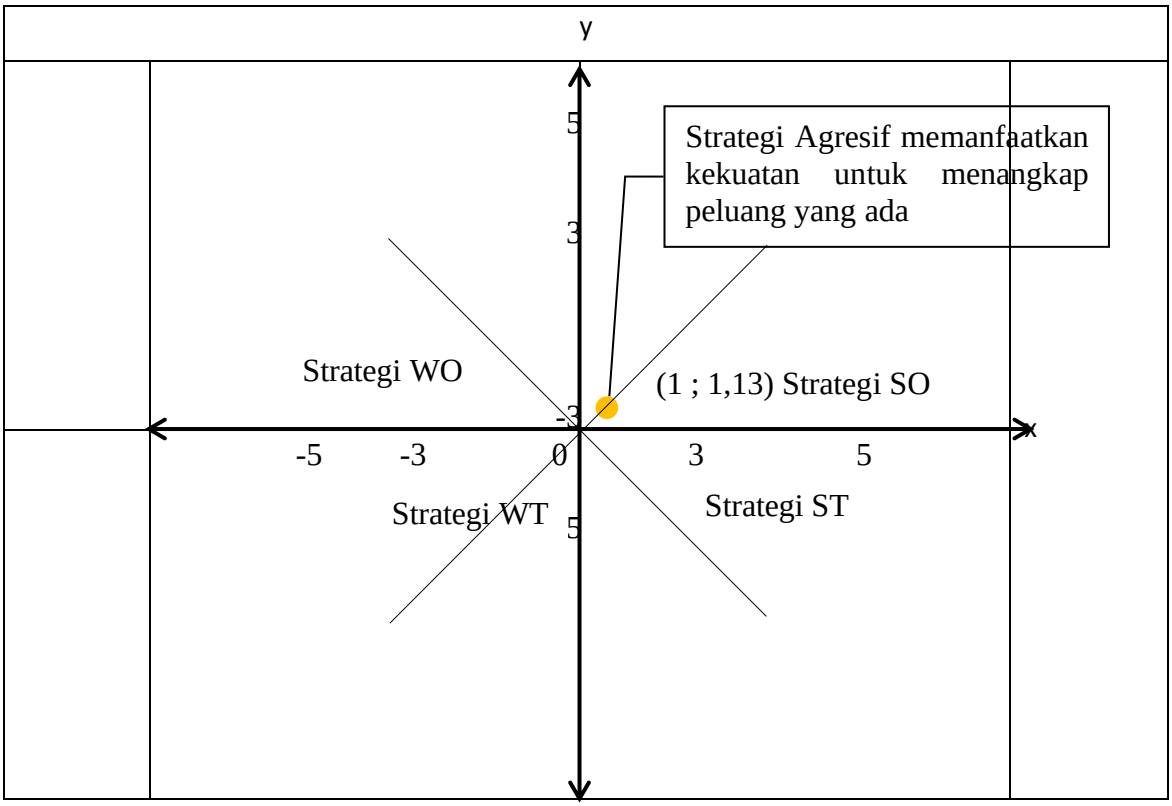


Figure 3. IFAS EFAS Diagram

The values of the difference can form a coordinate point, namely (1 ; 1.13). So that the position of tourism is in quadrant I. Quadrant I is a favorable situation where Hutan Pinus Bulu Tanah tourism has strengths and opportunities that can be exploited so that it is appropriate to use the SO (Strength Opportunities) strategy to develop tourism and is supported by an aggressive growth strategy for Growth Oriented Strategy.

Another step that can be taken to address the results of the IFAS-EFAS quadrant is to develop alternative strategies that are formulated from the results of the previous mapping of each SWOT aspect by combining each SWOT aspect (Goranczewski & Puciato, 2010) as follows:

1) Strategies that link Strength and Opportunity (SO), namely training on tourism-related businesses to local human resources, more funding to provide advice and supporting infrastructure, making new innovations in increasing the number of attractions based on local wisdom
2) The strategy that connects Strength and Threat (ST), namely intensifying marketing strategies, maintaining and improving the quality of service to tourists and always

conducting self-evaluation, as well as establishing more intensive communication with the government in order to make a policy that can arouse and encourage tourists to visit the Hutan Pinus Bulu Tanah area.

3) Strategies that link Weakness and Opportunity (WO), namely Empowerment and counseling to increase public awareness about the importance of tourism awareness and improve the quality and quantity of infrastructure and supporting facilities such as establishing a souvenir center; open a tourist information center; schedule an annual tourism program; and promote the participation of local communities, especially young people, through youth organizations.
4) Strategies that link Weakness and Threat (WT), namely the need for more attention from stakeholders for increasing tourism potential and good relations need to be established between the community and the management so as to create a culture of mutual trust.

CONCLUSION

The conclusions that can be drawn from the results of research regarding the development of tourism in the Hutan Pinus Bulu Tanah based on community participation in Mattampawalie Village, Bone Regency, are as follows:

1. Forms of community involvement Mattampawalie village has different forms of participation in the tourism development of the Hutan Pinus Bulu Tanah. Community participation. It can be seen from:

a. Communities who are members of the Koperasi Serba Usaha Labongke have full control over tourism development and are involved at every stage of the form of participation from planning, implementation to supervision.
b. The form of community support/participation outside of the management agency in the development of community based tourism in Mattampawalie Village is the community jointly maintaining security, cleanliness of the village environment, always being polite and friendly to tourists who visit, and preserving the culture they have.

2. The level of community involvement in Mattampawalie Village has different levels of participation in the tourism development of the Hutan Pinus Bulu Tanah. It can be seen from:

a. The level of participation of the Mattampawalie Village community who are members of the Koperasi Serba Usaha Labongke towards the Hutan Pinus Bulu Tanah tourism is citizen power at this level, multi-stakeholder cooperation has been formed in formulating and implementing programs and policies.

b. The level of community participation outside of the management agency in the development of community based tourism in Mattampawalie Village is a type of therapy at the stage where the community does not know about the development program activities, but knows the benefits. The community, in this case, is not involved in the implementation either at the planning, implementation, or even evaluation stages.

3. The results of the SWOT analysis state that the strategy applied in the development of community based tourism in the Hutan Pinus Bulu Tanah is in quadrant I which indicates that the Hutan Pinus Bulu Tanah tourism is strong and has opportunities. So that the appropriate strategy is the SO strategy, which is to use strategies and take advantage of existing opportunities by utilizing their strengths. The recommended strategy given is Aggressive, meaning that tourism is in prime and steady condition so that it is very possible to continue to expand and enlarge growth and achieve maximum progress.

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