

## Strategy for Developing Super Priority Destinations in Likupang, North Minahasa Regency

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Article History	Abstract
Accepted: 01 November 2024 Revised: 19 November 2024 Published: 05 December 2024	<p><i>Likupang super priority area (DSP) is a tourism development policy mandated in the National Tourism Development Master Plan (Ripparnas) 2010-2025. Various problems encountered in the development of Likupang DSP include: tourism has not provided a significant economic impact on the community, government limitations in building infrastructure and basic tourism support, low human resources to meet international standard service quality, suboptimal management of tourist destinations, the absence of a joint forum consisting of stakeholders initiated by the government in addressing issues faced in the development and management of Likupang tourism destinations. The sample of this study consisted of 5 people from the tourism and travel industry, academics, the provincial tourism office, and tourism observers. By using SWOT analysis, it was obtained: SO strategy is a strategy to use strengths to take advantage of opportunities, consisting of: development of tourist destinations and attractions, utilizing tourist visits from cruise ships, and promoting marine tourism to China. WO strategy is a strategy to improve weaknesses after seeing existing opportunities, consisting of training, development, and community empowerment through technical guidance and certification. promotion through overseas tourism events, addition of tourism amenities such as restaurants, souvenir shops, and other public facilities. ST strategy is a strategy of using strength to anticipate threats, consisting of comprehensive promotion by all stakeholders related to DSP Likupang, partnership development through the establishment of a forum of all stakeholders, management, and development of environmentally based tourism. And the WT strategy is a strategy to anticipate threats by fixing weaknesses, namely training on the environment and waste management.</i></p> <p><b>Keywords:</b> <i>DSP Likupang, Strategy, SWOT, Tourism, Development</i></p>



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### INTRODUCTION

Nature tourism is a tour to a place that has natural attractions that are still original. One type of nature tourism that is in demand by tourists is marine tourism. Some types of activities that can be done on marine tourism include snorkeling, diving, sunbathing, fishing, surfing, playing jet skis and mangrove tracking.

Tourism is one of the source foreign exchange that drives Indonesia's economic growth. Development in the tourism sector has a significant impact on society by increasing people's income. This increase in people's income will have an impact on people's welfare. The development of the tourism sector requires a good strategy so that it can run smoothly. In addition to strategies to increase people's income, strategies to maintain sustainability are also

very important because if nature is damaged due to tourism activities, there will be no more tourist attractions that can be sold. Environmental damage caused by tourism activities can also affect the surrounding ecosystem. The success of a tourist destination is also determined by the available infrastructure.

Through the 2020-2024 National Medium-Term Development Plan (RPJMN), the government has determined 5 super priority destinations (DSP), namely Lake Toba, Mandalika, Labuan Bajo, Borobudur Temple and Likupang. In developing the super priority area of Likupang, the central and regional governments have implemented various policies, including building infrastructure such as roads and bridges. Visa-free policies for tourists from China, building new tourist attractions, building special docks for tourist boats, promoting tourism abroad, holding events and so on. Strategies and policies are needed to encourage the tourism industry (Nugroho dan Riant, 2018).

According to Hardiati *et.al.* (2022) tourism must pay attention to aspects such as what can be seen, done and bought. The importance of fair and balanced growth and increasing consumer awareness has contributed to the increase in tourism (Gunawan *and* Ortis, 2012). In tourism development, the government must also ensure that this development generates profits (Hasibuan *et.al.* 2022) and opens up employment opportunities (Mebri *et.al.* 2022). This development is intended to provide benefits to meet the needs of the community, improve the quality of life and welfare of the community by considering the negative impacts that will occur on the environment (Widiati & Permatasari, 2022; Danarsasi & Meirinawati, 2021; Hilman, 2018; Priyanto *et.al.* 2018). According to Kamagi *et.al.* 2022, community involvement and education can prevent environmental damage. This goal is very noble and positive, but in reality various technical problems often arise even though it seems that the planning made has been considered perfect (Marpaung, 2002). Tourism development that is not planned properly will experience many problems and can even fail (Oka, 1997). Patadjenu *et.al.* 2023, states that Various problems encountered in the development of the Likupang DSP include: tourism has not provided a significant economic impact on the community, government limitations in building infrastructure and basic tourism support, low human resources (Ernawaty, 2019; Persari *et.al.* 2018) to meet international standard service quality, suboptimal management of tourist destinations, and the absence of a joint forum consisting of stakeholders initiated by the government to address issues faced in the development and management of the Likupang tourism destination.

Factors that influence the development of tourism at a destination are limited government budget/funds, lack of facilities and infrastructure such as damaged and potholed roads, lack of availability of accommodation, restaurants and hotels for foreign tourists (Ernawaty, 2019). Hilman (2018) states that promotion strategy using social media is one of the effective strategies in selling and introducing a tourist destination. In addition, empowering local culture and communities, local products (Widiati & Permatasari, 2022; Danarsasi & Meirinawati, 2021; Persari *et.al.* 2018; Magfiroh & Rahmatika, 2021) and creating annual events (Hilman, 2018) will provide a uniqueness in tourist attractions at the destination.

## RESEARCH METHOD

SWOT analysis is the identification of various factors to formulate a strategy to evaluate a project or business (Rangkuti, 2006). SWOT consists of internal and external factors. Internal factors are factors that come from within and consist of strengths and weaknesses. External factors are factors that come from outside, namely Opportunities and Threats.

Sampling in this study was carried out by judgment sampling, namely, taking samples of individuals who have good capacity and knowledge about the Likupang super priority area. The sample consisted of 4 people, namely those who are involved in tourism such as from travel agents, tourism observers, academics and from the provincial tourism office. Interviews and literature studies were conducted to obtain SO (strength-opportunity), ST (strength-threats), WO (weakness-opportunity) and WT (weakness-Threats) strategies.

Table 1. SWOT matrix (IFAS & EFAS) and Strategy.

Internal Factors (IFAS) External Factors (EFAS)	Strengths	Weakness
Opportunity	Strategy SO: Use S to utilize O	Strategy WO: minimize W to utilize O
Threats	Strategy ST: using s to overcome T	Strategy WT: minimize w and avoid T

Source: Rangkuti, 2006.

## RESULT AND DISCUSSION

SWOT Analysis of Likupang Super Priority Destination consists of Internal factors (IFAS) and external factors (EFAS). Internal factors: Strengths: internal attributes and characteristics of Likupang tourist destinations that can be controlled and utilized to improve the progress or development of the destination. Weaknesses: represent limitations, obstacles, or internal deficiencies; these factors are under control and can be overcome by improving performance.

External factors: Opportunities are beyond control, but can benefit Likupang tourism. Threats are beyond control and can potentially be a risk to the destination; they can be overcome by mitigating and preparing strategies to deal with them.

### Strength:

1. Infrastructure: Roads and bridges are good

The road to Likupang is a national road managed by the Ministry of PUPR which is marked with yellow and white markers. Bridges have also been built to connect villages through which the river passes.

2. Natural beauty and the sea (the uniqueness of the hilly savannah landscape)

The East Likupang area, namely Pulisan Village, has become popular because of the beauty of the Savannah Hills (Lumanauw *et al.* 2021)

3. Accessibility (distance from Manado city is only about 1.5 to 2 hours)

By using a private car to Likupang from the city center, following the Sukur village route, covering a distance of 48km in 1 hour 21 minutes

4. Many potential coastal marine tourism objects

According to Thaib *et al.* (2017), North Minahasa has many potential beach tourist attractions such as Pulisan Beach which is located in East Likupang.

### Weakness

1. Low human resources in tourism management

The main livelihoods of the Likupang people are fishermen and farmers, who have not understand that tourism can also provide better jobs, this causes a lack of community motivation in developing competencies and skills in the tourism sector (Patadjenu *et al.* 2023).

2. Lack of public awareness in the environment and waste

The main problem in waste management in North Minahasa Regency is located in 3 sub-districts, namely South Likupang, West Likupang, and East Likupang. Waste management in the 3 sub-districts is not running well (Bogar *et al.*, 2019)

3. Tourism amenities are less supportive (hotels, restaurants, souvenirs)

Data from the North Minahasa tourism office there is only 3 restaurants registered. 2 located at Casabaio Resort, Maen village east Likupang and 1 restaurant located on Gangga Island, namely MM Gangga Beach Resort. The 5-star hotel, Marriot Hotel Likupang, is ready to operate. According to Patadjenu *et al.* (2023) there are still limitations for local governments in building tourism support facilities

4. Lack of tourist visits, especially foreign tourists

There is no specific data on tourist visits to Likupang, the available data is tourist visits to North Minahasa Regency.

Table 2. Foreign Tourist Visit in North Minahasa

Year	Type Of Tourist		Total
	Foreign	Domestic	
2019	93.964	36.719	130.683
2020	11.903	13.457	25.360
2021	1.443	13.452	14.895
2022	3.725	22.138	25.863
2023	20.216	40.773	60.989
2024*	14.414	28.117	42.531

Source: Tourism Office North Minahasa, 2024.

\* Visitation data up to July 2024

From the results of observations and interviews in the field, only tourists from China in significant numbers to visit at certain times.

5. Lack of investment

Likupang KEK business investment until mid-2022 just reached US\$21.04 million, equivalent to IDR 307.8 billion (exchange rate IDR 14,600) or just reached 6.16 percent of the target (Patadjenu *et al.*, 2023).

**Opportunity**

1. Government Support

Apart from being supported by the provincial and district governments, DSP Likupang development is also supported by the central government through the stipulation of Government Regulation Number 84 of 2019 concerning the Likupang KEK (Special Economic Zone) ( Firmansyah, 2021).

2. Support from academics in destination development research

In the development of DSP, Likupang is much assisted by researchers both from North Sulawesi and from outside. Research is conducted to determine tourism potential, destination, and community development strategies and other technical research. In addition, academics also provide community service in the form of training and capacity building to improve human resources.

3. Cruise ship visits to Bitung port

Visitors from cruise ships can reach thousands of people. These cruise ships include: MV Arcadia (2.479 passengers), MV Queen Mary 2 (3.634 passengers), MV Seabourn Sojourn (500 passengers), MV Queen Victoria (2.300 passengers), *etc.*

4. Increasing visits by Chinese tourists

From interviews with travel agents, Chinese tourists really like marine tourism and visiting coastal areas. Currently, the destinations for Chinese tourists are the Bunaken and Likupang areas.

**Threats:**

1. Development of tourism destinations in nearby areas

There are many tourist attractions that are developing in central Minahasa such as Tomohon, Tondano, with mountain nature tourism, and Gorontalo area with whale shark tourism, which can threaten the existence of the DSP Likupang.

2. Lack of cooperation between stakeholders in management

Currently partnership between government and non-government actors only at the cooperation stage, like coordination. Example collaboration between resort owners on Bangka Island and the community regarding waste management and utilization of community plantation land, the proceeds of which are supplied to resorts. This partnership has not yet reached the highest level, namely communication between actors working together to achieve complex goals based on shared interests and responsibilities, together for tasks that are interrelated and cannot be completed alone (Patadjenu *et al.*, 2023).

3. Environmental damage.

The natural environment is feared to be damaged due to the development carried out by several agencies without coordination with the government and village communities

(Lucia *et al.*, 2019). Mining activities in Bangka Island from time to time it causes environmental damage (Patadjenu *et al.*, 2023)

Table 3. SWOT Matrix Result.

<p><b>Internal Factors (IFAS)</b></p> <p><b>External Factors (EFAS)</b></p>	<p><b>Strength:</b></p> <ol style="list-style-type: none"> <li>1. Infrastructure: Roads and bridges are good</li> <li>2. Natural beauty and the sea (the uniqueness of the hilly savanna landscape)</li> <li>3. Accessibility (distance from Manado city is only about 1.5 to 2 hours)</li> <li>4. Many potential coastal marine tourism objects</li> </ol>	<p><b>Weakness:</b></p> <ol style="list-style-type: none"> <li>1. Low human resources in tourism management</li> <li>2. Lack of public awareness in environment and waste</li> <li>3. Tourism amenities are less supportive (hotels, restaurants, souvenirs)</li> <li>4. Lack of tourist visits, especially foreign tourists.</li> <li>5. Lack of investment</li> </ol>
<p><b>Opportunity:</b></p> <ol style="list-style-type: none"> <li>1. Government Support</li> <li>2. Support from academics in destination development research</li> <li>3. Cruise ship visits to Bitung port</li> <li>4. Increasing visits by Chinese tourists</li> </ol>	<p><b>SO Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Development of tourist destinations and attractions. (S201,S402)</li> <li>2. Utilizing tourist visits from cruise ships (S203)</li> <li>3. Promotion of marine tourism to China and tourism events (S201)</li> </ol>	<p><b>WO Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Community development and empowerment training through technical guidance and certification in tourism.(W102,W101)</li> <li>2. Foreign cooperation for tourism investment (W501,W403,W404))</li> <li>3. Addition of tourism amenities such as restaurants, souvenir shops and other public facilities (W401,W402)</li> </ol>
<p><b>Threats:</b></p> <ol style="list-style-type: none"> <li>1. Development of tourism destinations in nearby areas</li> <li>2. Lack of cooperation between stakeholders in management</li> <li>3. Environmental damage</li> </ol>	<p><b>ST Strategy:</b></p> <p>Management and development of environmentally based tourism(S4T3)</p>	<p><b>WT Strategy:</b></p> <ol style="list-style-type: none"> <li>1. Education and training on environmental awareness and waste management(W1T2, W1T3)</li> <li>2. Partnership development through the establishment of a forum of all stakeholders (W4T2,W5T2)</li> </ol>

Source: Processed By Reseachers, 2024.

By combining internal (IFAS) and external factors (EFAS) the author can conclude that the management strategy for the Likupang is:

1. Development of tourist destinations and attractions.(S201,S402)  
The development of tourist destinations and attractions in Likupang is still not optimal, so research is still needed to explore the existing tourism potential, especially marine tourism like dive spot.
2. Utilizing tourist visits from cruise ships. (S203)  
Cruise ship visits in Bitung have not been utilized to visit Likupang. This is because the government has not coordinated with the event organizer that regulates cruise ship visits.



3. Promotion of marine tourism to China and tourism events (S201)  
Based on interviews with tour guide associations, Chinese tourists really like the coastal views, because the views are different from those in China.
4. Community development and empowerment training through technical guidance and certification in tourism.(W102,W101)  
Collaboration with educational institutions and certification is needed to increase knowledge about tourism and improve the quality of services.
5. Foreign cooperation for tourism investment (W501,W403,W404)  
conducting promotions to entrepreneurs in the tourism sector such as hotels and diving resorts at tourism events abroad.
6. Addition of tourism amenities such as restaurants, souvenir shops and other public facilities (W401,W402)  
Restaurants and souvenir shops are still very lacking so they need to be added to support tourism activities. Utilization of homestays to compensate for the lack of hotel accommodation.
7. Partnership development through the establishment of a forum of all stakeholders (W4T2,W5T2)  
A forum is needed that can represent all stakeholders so that all existing problems can be resolved properly and comprehensively. Patadjenu *et al.* (2023) recommends a collaborative model governance in developing Likupang tourism so that there are more tourism destinations quality and have an impact on the community's economy and development region.
8. Management and development of environmentally based tourism (S4T3)  
Environmentally based tourism has become an agenda of the North Minahasa government, but supervision is needed so that this agenda can run well.
9. Education and training on environmental awareness and waste management (W1T2,W1T3)  
Plastic waste is a problem that must be resolved immediately by providing education about the dangers of plastic waste to the environment and providing waste banks that can overcome this problem. Strict supervision is needed on community fishing activities using bombs and poison, because this will have a very bad impact on coral reefs as part of marine tourism.

## CONCLUSION

From the research results above, the author can conclude that the management strategy for the Likupang super priority destination is:

1. Development of tourist destinations and attractions.
2. Utilizing tourist visits from cruise ships.
3. Promotion of marine tourism to China and tourism events.
4. Community development and empowerment training through technical guidance and certification in tourism.
5. Foreign cooperation for tourism investment.
6. Addition of tourism amenities such as restaurants, souvenir shops and other public facilities.

7. Partnership development through the establishment of a forum of all stakeholders.
8. Management and development of environmentally based tourism.
9. Education and training on environmental awareness and waste management.

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