Integrated coastal tourism development strategy in Parigi Moutong, Central Sulawesi

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Abstract. Tourism development in Indonesia is increasingly developing, this can be seen on foreign tourist visit during recent 7 years that has been growing to 35.92\% \cite{1}. Central Sulawesi is one of many provinces known for its coastal beauty, this is represented in Parigi Moutong Spatial Planning document \cite{2}. According the document, there are 7 beaches and island prioritized as tourism destination. Among 11 municipalities and cities in Central Sulawesi, there are 4 municipalities having high rate of poor population. Poverty in Parigi Moutong is contradictory to the fact that the municipality has natural attractions along their coast. Gaps in policies to alleviate poverty exist because the strategy especially in developing coastal tourism doesn’t consider existing and future condition. This condition found during interviews with several Parigi Moutong Government officers. Strategy proposition is formulated using SWOT Analysis to develop contextual strategy by considering internal and external condition. Based on several conditions found from the interview, the strategy could be categorized as a turnaround type since characterized by equal number of weakness and opportunity. Moreover, to leverage the development of coastal tourism improvement in infrastructure and community involvement is the major subject to be considered in near future.

Keywords: strategy, SWOT analysis, tourism, coastal

1. Introduction
Parigi Moutong (Parimo) is one of eleven Regency in Central Sulawesi having poverty rates are high of more 20 percents \cite{3}. Poor people mostly live in rural and work in agriculture sector including as fisherman. The Parigi Moutong’s government trying to alleviate poverty to optimize natural resource. Tourism potential is featured of Parigi Moutong development. Some tourism of Parigi Moutong, among them: (1) Nature Tourism (Waterfall and Cliffs stone Likunggavali in Marantale Village, Siniu, and Maleo bird Rokery in Sausu Piore village, Sausu); (2) Maritim Tourism (Pulau Kelelawar in Tomoli, Toribulu, and also Teluk Tambu Indah in Sausu Tambu village, Sausu, and Tumpampa Beach in Malakosa, Sausu); Tourism Underwater Tomini; (4) Cultural Tourism (Indland society Suku Lauje, House of King Kuti Tombololutu in Tinombo regency, Traditional Music Kakula Nuada,
Dancing Pajoge Maradika, Ceremony Balia society Kaili, Thanksgiving harvest Tribe Lauje in District Tomini, and Equator Monument Agro Tourism) [4].

Unfortunately, the tourism potential is still unoptimal in contributing to local government revenue dan improving welfare of society. An effort to promote it, namely the National Sail Tomini event, and local event hosted by the Government Parigi Moutong. But after this event, still have not been able to boost traffic increase tourism in the Regency of Parigi Moutong. One of the constraints managing tourism in Parigi Moutong is have not a strategic plan yet, so the efforts still partial and unintegration. Because of strategy plans ideally needs to be done in order to develop tourism in the Regency of Parigi Moutong, especially in tourism. Coastal communities, mostly working as fisherman. The number of fishermen's fisheries Parigi district Moutong many as 8,818 people [5].

Some researches about development planning of tourism areas include: Fretes [6] said that strategy should be used is the product development strategy to increase the tourism product development in the district of South Leitimur to exploit all its potential. While Ratih [7] in her research explained that tourism in Tanjung Karang also has weaknesses in research facilities like this research, that give some effort to develop of Tanjung Karang Attraction, In District Banawa, Donggala Regency. Among them, to reform the facilities to improve service to the tourists, equipped with medical facilities around Tanjung Karang, and increase societies and private community participant to decision making for development of Tanjung Karang.

Gaps in policies to reduce proverty, especially to develop coastal tourism does not take into consideration the existing conditions in the future. This condition is discovered during interviews with several government Parigi Moutong. Problems that arise can be resolved with contextual development strategy. Based on this background, the problems highlighted in this research is how the strategy in the development of tourism in coastal areas Parigi Moutong Regency. This research prepare of the development strategy of the coastal tourism areas. Section 2 describes the methodology used in the study. While the results and discussion presented in section 3, as well as conclusions and recommendations are presented in section 4.

2. Method
Based on research aim will be examined by various indicators and theory refers to research, so as to produce the results (output), used as a reference or recommendation in determining policy strategies in the planning and development of coastal tourism industry Parigi Moutong district, South Sulawesi. This study was a descriptive analysis of this type of research. The time of research was started in March 2016.

The process of tourism development strategy in Parigi Moutong district consists of:
- Preparatory activities
- Collect secondary and primary data (In depth Interview and Focus Group Discussion);
- Data analysis makes up the strategy for tourism development. Stages of development strategy formulation analysis of coastal tourism areas shown in Figure 1.
SWOT Analysis (Strengths, Weaknesses, Opportunities and Treats) is a strategic planning method used to evaluate the strengths, weaknesses, opportunities and threats in a project or activity. The SWOT analysis provides information to match resources and the ability to analyze the competitive environment. Such information is based on strategy formulation and selection.

- **Strength** is a situation or condition that is the strength of the conditions in Parigi Moutong.
- **Weakness** become the reference shortage of environmental conditions in Parigi Moutong.
- **Opportunity** is a condition that becomes a chance from outside Parigi Moutong but the effect on the condition of Parigi Moutong.
- **Threat** is a threat to the existence of a situation Moutong Parigi, especially in tourism.

Assessment SWOT analysis, based on the perception of development actors (public and government) involved in the management of a tourist destination. Illustration can be seen in Figure 2.

And then, it is necessary to determine the focus on tourism development strategic program. Focus is formulated based on the results of a SWOT analysis as a strategic program of development of the
region. According to Ferrell and Hartline [8], there are four criteria formulated strategic program has the following characteristics:

- Aggressive (many internal power / external opportunities), characterized by the efforts of expansion and growth with new products and markets.
- Diversification (many internal strengths / many external threats), characterized in that the bias many things to offer, but external factors limit the ability to choose an aggressive strategy.
- Turnaround (many weaknesses internal / external opportunities), characterized in that the internal conditions facing many problems in responding advantage of external opportunities.
- Defensive (many weaknesses internal / external threats lot), characterized by the many internal and external problems that come simultaneously.

After determining SWOT indicators, the first step is determining the weights, rating and score. The steps to calculate scoring method are as follows:

- Determining 21 strategies
- Determining 3 criteria (A, B, C) in each strategy, where A = Ability of certain strategy to be done in short term, B = Human resource availability and C = Infrastructure performance.
- Determining the weights based on the level of importance or treatment urgency with 1 to 5 scale (1 = not important, 5 = very important).
- Calculate the average value for each criteria.
- Sum the mean of expert assessment criteria.
- Sort the strategy score based on the highest value.

3. Result and Discussions

3.1. Overview of Parigi Moutong District
Parigi Moutong Regency is a district in Central Sulawesi Province, Indonesia. The capital of the province is located in Parigi. The district extent is 6,231.85 km², comprising 23 districts and the population is 413,645 inhabitants with distribution 28 people/km. Parigi Moutong is located between 119°22’ - 124°22’ E and 03°48’ - 02°22’ N. The district is crossed by meridian line at 120° East Longitude which is also has role as timing reference for area in Indonesian Central Time (WITA).

Parigi Moutong Regency is adjacent with Buol, Toli-Toli and Gorontalo Regency at north; Poso Regency and South Sulawesi Province at south; City of Palu, Sigi, and Donggala Regency at west; and Teluk Tomini at east.

The Regency is located in a hilly and mountainous area, especially in the west and north. Plain and ramps are found in the middle to the east, bordering the sea. Based on the height of land, Parigi Moutong Regency generally located at an altitude of 0-2900 m above sea level and has shoreline along 472 km in the Gulf of Tomini, stretching from the tip of the Sausu District in the south until the Moutong District bordering Gorontalo Province on the north side. The shape of the ground in the Parigi Moutong Regency varies from plains to mountains. The regency has an extensive plains in district of Bolano Lambunu District and Sausu Tomini Sub-district.

The number of small islands in Parigi Moutong are as much as 17 islands, the sea area extent is 3483.36 km² with 28.208 km² area fishing ground and fishery potential. The potential for sustainable marine fisheries is 68,000/year. Fisherman households are estimated 4,225 with 8,818 people work as fishermen in the district of Parigi Moutong. Fishermen is mostly live in Parigi District with 831 fishermen. 690 people make fisherman as the main job, 95 make fisherman as main sideline job, and 46 as occasional sideline job.

Fisheries in the district of Parigi Moutong in 2013 comprising fish, shells, molluscs, other aquatic animals and seaweed. Fisheries catch in the district of Parigi Moutong in 2014 is up to 23,380,1 tons,
with the largest catch to 20,749.8 tons of pelagic, 2,457.1 tons of demersal, and other production comprising hard skinned shells (5 tons), molluscs (48.2 tons), crustaceans (0.4 tons), and other fish (119.6 tons). Parigi district got fishery catch 4,307.1 tons, Lambunu Bolano District 3,368.7 tons, and South Parigi District 3,140 tons) [9].

3.2. Spatial Plan of Parigi Moutong

Parigi Moutong Spatial Plan 2010-2030 is a spatial planning policy to guide the development of Parigi Moutong Regency in 20 years [2]. Coastal tourism development is integrated in the Parigi Moutong Spatial plan in term of Land Use Plan and Strategic Area.

Regional development guidance based on Parigi Moutong Land Use Plan that is relevant to the formulation of coastal tourism development strategy includes the development of recreation parks and regional tourism designation. On the other hand, the guidance of protected areas in natural park and marine natural park consists:

- The nature in the islands comprising Maloang Island, Parigi Makakata Island, Great Barrier Island Sand Tomini, Moutong Bulangkang Island, Moutong Lolayo Island and Sand Island White Sibatang;
- Natural tourist beaches including White Sand Wood Bura Pelawa, Formosa Beach, Coastal Nadoli Silanga, Posona Bata Beach, White Sand South Tada, Pasir Putih Sidoan, Ongka White Sand Beach and Pasir Putih Moain Palapi Sibatan;
- sea travel including Tomini sailing;

The development guidance of tourism designation area consists:

- Eco-tourism area, covering: Rosita Island - Sausu district, Tumpapa Beach – Balinggi district, Nalera Uwevolo Beach – Siniu district, Nadoli Silanga Beach – Siniu district, Pasir Putih Sidoan, Pasir Putih Ongka - Bolano Lambunu district, and Moian Palapi Beach;
- Artificial tourism region, including: Bambalemo Beach - Parigi district.

3.3. SWOT Analysis

SWOT Analysis is done by doing survey directly into the field and in-depth interview with stakeholders in the Parigi Moutong regency. SWOT Analysis is used as consideration to establish strategic planning and tourism development of Parigi Moutong regency coastal areas. This process involved both internal and external elaboration of the existing coastal area which can be seen in Table 1 and 2.

| No. | Statement                                                                                                      | Supporting Information          | Category | Source                                    |
|-----|-----------------------------------------------------------------------------------------------------------------|---------------------------------|----------|-------------------------------------------|
| 1.  | Parimo has many potential types of attractions (marine, nature, culture, etc.)                                 | Books Attractions               | Strength | Department of Youth, Sport, culture and Tourism (Disporabudar) |
|     |                                                                                                                 | Parigi Moutong Regency, 2015     |          |                                           |
| 2.  | Relationship among community is good (interaction between residents is done by gathering in various activities). | Survey Result, 2015              | Strength | Parigi Moutong society                    |
| 3.  | The main road access is good                                                                                  | Survey Result, 2016              | Strength | Author                                    |
| 4.  | The presence of natives in Parimo                                                                              | Books Attractions                | Strength | Disporabudar                              |
| No. | Statement                                                                 | Supporting Information                  | Category     | Source                                                                 |
|-----|---------------------------------------------------------------------------|-----------------------------------------|--------------|------------------------------------------------------------------------|
| 5.  | Various training for economic development support has been done.           | Survey Result, 2016                     | Strength     | - Cooperatives and SMEs Department - Marine and Fisheries Department   |
| 6.  | Parigi Moutong regency is located at the crossroads of provinces           | BPS 2013                                | Strength     | BPS                                                                    |
| 7.  | There is no fishing port yet                                              | Survey Result, 2016                     | Weakness     | Marine and Fisheries Department                                        |
| 8.  | In one side the society have excellent products, but on the other hand they have limited marketing skill | Survey Result, 2016                     | Weakness     | Cooperatives and SMEs Department                                       |
| 9.  | Handycraft products made by the people is still limited in term of quantity | Survey Result, 2016                     | Weakness     | Cooperatives and SMEs Department                                       |
| 10. | Local Government does not have plans for tourism development strategy.    | Survey Result, 2016                     | Weakness     | Author                                                                 |
| 11. | Access to the tourist places is inadequate                                 | Survey Result, 2016                     | Weakness     | Planning authority                                                     |
| 12. | Lack of information system on tourism                                     | Survey Result, 2016                     | Weakness     | Department of Youth, Sport, culture and Tourism                        |
| 13. | Lack of supporting public facilities or infrastructure                    | Survey Result, 2016                     | Weakness     | Planning authority                                                     |
| 14. | Lack of educational services for the surrounding community                | Parigi Moutong in Figures, 2014         | Weakness     | BPS                                                                    |
| 15. | Lack of availability of tour guides from the local community              | Conduct training for guides, Survey Result, 2016 | Weakness     | Marine and Fisheries Department                                       |
| 16. | No follow-up on the national event                                        | Survey Result, 2016                     | Weakness     | Author                                                                 |
| 17. | Community is not ready for tourism development                            | Survey Result, 2016                     | Weakness     | Author                                                                 |

**Table 2.** Analysis of External Condition of Coastal Tourism Development in Parigi Moutong

| No. | Statement                | Supporting Information | Category | Source        |
|-----|--------------------------|-------------------------|----------|---------------|
| 1.  | Availability of funding in village-owned | Survey Result,    | Opportunity | Community     |
Based on the identification of the strengths, weaknesses, opportunities and threats of Parigi Moutong regency coastal tourism, development strategies are defined by developing strengths and optimizing the opportunities, developing strengths to address threats, minimizing weaknesses to take advantage of opportunities and minimizing weaknesses to avoid threats. The tourism development based on the rules can be done by using the following strategy:

- Using Village-owned enterprise funding to develop coastal tourism destination potency
- Do more promotion to increase visitor number on tourism destination
- Collaborate with investors to develop coastal tourism
- Maximize youth and village facilitators in developing village tourism potency
- Promote the life of indigenous peoples as tourism attraction
- Empower village people to become tourism aware community
- Improve tourism destination management (rest area, other facilities)
- Empower local human resources as tourist guide

| No. | Statement                                                                 | Supporting Information   | Category    | Source                                      |
|-----|---------------------------------------------------------------------------|--------------------------|-------------|---------------------------------------------|
| 1   | enterprises                                                              | 2016                     |             | Empowerment Board and Village Government    |
| 2   | There are developing villages with tourism activities                     | Survey Result, 2016      | Opportunity | Community Empowerment Board and Village Government |
| 3   | Local government initiate a national event for promotional purposes.      | Sail Tomini Event        | Opportunity | Planning authority                          |
| 4   | Provincial road availability to provide access                            | Survey Result, 2016      | Opportunity | Planning authority                          |
| 5   | Parigi Moutong postion in main access path to the provincial capital      | Survey Result, 2016      | Opportunity | Author                                      |
| 6   | Hosting one of the tourism sailing agenda in national level (became one of 29 National destinations) | Ministry of Tourism and Creative Economy in 2012 | Opportunity | Ministry of Tourism and Creative Economy   |
| 7   | The support of provinces and regencies along Tomini bay                   | Sail Tomini event        | Opportunity | Author                                      |
| 8   | There are interested investors for tourism development                     | Survey Result, 2016      | Opportunity | Planning authority                          |
| 9   | Some of the surrounding district have the same travel destinations        | Survey Result, 2016      | Threat      | Department of Youth, Sport, culture and Tourism |
| 10  | Transportation Palu-Parigi Moutong still limited (only 1 flight schedule) | Survey Result, 2016      | Threat      | Planning authority                          |
| 11  | Parimo is considered as a layover regency, not the main goal of tourists trip | Survey Result, 2016      | Threat      | Planning authority                          |
| 12  | Provincial zoning does not yet support coastal tourism optimally          | Survey Result, 2016      | Threat      | Department of Youth, Sport, culture and Tourism |
The strategies identified from SWOT analysis showing turnaround type, characterized by facing many problems in internal conditions in responding advantage of external opportunities. Having the strategies determined, scoring method is performed to know the priority. Based on the result of SWOT analysis, scoring is done in three categories which are (1) possibility to be done in near future, (2) human resources availability, (3) infrastructure availability. 1-4 score is given to each variables in three categories. The average result of total score is as follows.

Table 3. Development Strategies of Coastal Tourism in Parigi Moutong Regency

| STRATEGY                                                                 | Value   |
|-------------------------------------------------------------------------|---------|
| 1. Local government initiate events as national event follow up         | 13,125  |
| 2. Promote the life of indigenous peoples as tourism attraction         | 13,000  |
| 3. Optimize and manage tourism information system                       | 12,625  |
| 4. Optimize local product as souvenir                                   | 12,125  |
| 5. Promote tourism destination to optimize its development              | 12,125  |
| 6. Maximize youth and village facilitators in developing village tourism potency | 11,875  |
| 7. Empower local human resources as tourist guide                       | 11,875  |
| 8. Collaborate with investors to develop coastal tourism                | 11,750  |
| 9. Do more promotion to increase visitor number on tourism destination  | 11,500  |
| 10. Optimize unique destination as tourism promotion                    | 11,500  |
| 11. Promote Parigi Moutong as main tourism destination in regional context | 11,375  |
| 12. Endorse local communities trained by SMEs department to manage handicraft business | 11,250  |
| 13. Add more inter region trasporation fleet and schedule               | 10,750  |
| 14. Develop tourism strategic plan in order to compete with other regencies tourism | 10,625  |
| 15. Using Village-owned enterprise funding to develop coastal tourism destination potency | 10,500  |
| 16. Use funding for improving infrastructure in tourism destination     | 10,500  |
| 17. Develop center of souvenirs that are Parigi Moutong specific/typical | 10,500  |
| 18. Develop education degree in tourism management                       | 10,250  |
| 19. Empower village people to become tourism aware community            | 10,125  |
| 20. Improve tourism destination management (rest area, other facilities) | 10,000  |
| 21. Develop fishery port as fishery economic center and tourism destination | 9,375   |
4. Conclusions
Based on SWOT and scoring analysis, several priority in integrated coastal tourism development strategy could be identified, i.e. (1) initiate local events coordinated by local government as national event follow up, (2) promote the life of indigenous peoples as tourism attraction, (3) optimize and manage tourism information system, (4) optimize local product as souvenir, (5) promote tourism destination to optimize its development

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