TOURISM DEVELOPMENT PLANNING STRATEGY (PERSPECTIVE PLANNING STRATEGIC) IN SINJAI DISTRICT

Abdul Haris[1], Sulaiman Asang[2], Tahir Haning[3], Atta Irene Allorante[4], Umar Congge[5]
[1] Doctoral Program at Department of Public Administration, Hasanuddin University Makassar
[1,2,3,4] Department of Public Administration, Hasanuddin University Makassar
[5] Sekolah Tinggi Ilmu Sosial dan Ilmu Politik Muhammadiyah Sinjai
[1] harisabdul2815@gmail.com

ABSTRACT

Sinjai Regency holds a lot of potential tourism objects that are quite promising to be developed and are a significant capital in the development of tourism in Sinjai Regency. But as long as this potential is not running optimally and has not been separated in an integrated tourism concept. If the tourism potential is well divided, it will provide new strength in the development of tourism in Sinjai Regency. This study was designed to formulate a development planning strategy in Sinjai Regency. The design of this study is qualitative with a case study research strategy. the strategies that can be applied in development planning in Sinjai Regency are to socialize the vision, mission, values and goals of all levels of society, conduct partnerships with the involvement of all groups, establish investor / entrepreneurial partners. Make tourism as a leading sector and make regulations on the distribution of user fees between the local government and the village government, increase the participation of all groups or with the model of Collaborative Governance, Monitoring the development of priority tourist objects, structuring and implementing relationships with stakeholders. (Society, Local Government, academics, and media).

Keywords: Planning Strategy, Development, Tourism.

INTRODUCTION

Sinjai Regency is home to many potential tourism spots, such as Taman Purbakala Batu Pake Gojeng, Karampuang traditional homes, the Twin Waterfalls, the 7-Level Falls, Balanipa Fort, the 9 Islands (Kambuno, Liang-Liang, Burunglo'e, Kodingere, Batanglampe, Katindoang, Kanalo I, Kanalo II, and Lare-rea.), Ujung Kupang Beach, Wisata Boga TPI/PPI Lappa, Mangrove Forests, Baruttung Falls and Hot Bath, Barania Falls and Natural Panorama, Lanta'e Falls, Panggo Hot Spring, and the Tondong Hot Spring (DISBUDPORA Kab. Sinjai, 2018). These places are considerable capital for the development of tourism in Sinjai. The government of Sinjai hopes the tourism sector will become a primary contributor to local revenue. The issue, of course, is how the tourism potential of these locations may be achieved considering the significant funding required. Efforts cannot go forward without the hard work and involvement of all stakeholders, including those from the private sector as well as local communities. Because of the attractiveness and variety of these spots, the government can look to making tourism the primary contributor to Sinjai's future growth so long as their planning and development strategy maximizes all resources available; naturally, this implies a lot of hard work and consistency in developing tourism. Thus far, the less than optimal construction and development of tourism areas and the lack of community involvement have proven to be two major issues faced by the local government. Aside from such issues that relate to local communities, bureaucratic resistance has added to the conflict of tourism development, further worsened by the "change the leader, change the policy"

mindset that decorates bureacratic politics in Sinjai and directly affects the execution of development plans.

Planning, in essence, is a continuous and cyclical process in the making of correct and accurate decisions. Toward the purpose of achieving the "best" decision, a rational logic must be reflected in a sequence of activities grouped into different stages that are connected, systematic, and organized (Conyers & Hills, 1984). Due to the influence of multiple phenomena affecting tourism development in Sinjai, it is necessary to analyze the current tourism development strategies. An in-depth analysis of the tourism industry in Sinjai is the foundation upon which the researcher conducts this critical, in-depth, and comprehensive study on Tourism Planning and Construction Strategy in Sinjai Regency.

LITERATURE REVIEW
Strategy
According to Webster's New World Dictionary (in Udaya, 2013), strategy is (1) the planning and directing of large-scale military activiites and the maneuvering of powers into the most advantageous positions before a battle; (2) the skill of managing and planning a satrategi or a clever means of achieving a goal. Strategi here is defined as a trick or scheme toward achieving a specific goal. From this definition, according to the definitions of the experts above, it can be conluded that strategy is an effort or means used by an individual or group to achieve a goal effectively and efficiently.

Strategy Management
According to Wheelan and Hunger (2003), strategic management is a sequence of actions and decisions that determines the long-term productivity of an organization. This includes identifying and analyzing the environment, formulating strategies, implementing strategies, and conducting evaluations. According to Wheelan and Hunger (2003) Strategy management is an integrated set of decisions and actions that determine the company's performance in the long run. This includes recognizing and analyzing the environment, formulating strategies, implementing strategies and evaluating and controlling. 1. Strategic management is realized in the form of large-scale planning covering all components within an organization as outlined in the form of a strategic plan *(Renstra)* which is translated into operational planning, which is then elaborated in the form of work programs and annual projects. 2. Strategic Plan oriented towards the reach of the future 3. Vision, mission, selection of strategies that produce a master strategy, and organizational strategy goals for the long term is a reference in formulating a strategic plan, but in the placement technique as top management decisions in writing all the references are contained in depth 4. The Strategic Plan is translated into operational plans which include operational programs including projects, with the target being medium respectively as well as top management decisions 5. Determination of strategic plans and operational plans must involve top management because they are very basic / principle in carrying out the entire mission of the organization, to realize, maintain and develop medium-term existence including its length 6. Implementing strategies in programs including projects to achieve their respective goals is carried out through other management functions that include organizing sasian, implementation, budgeting and control.

According to Efendi, (2010) The stages in the strategic management process include developing vision and mission, SWOT analysis, finding alternative strategies, and selecting strategies. SWOT analysis of how to identify systematically to formulate corporate strategies, including marketing strategies. This analysis is based on logic that can maximize strengths (opportunities), opportunities (opportunities), weaknesses (weaknesses), and threats (threats).

The strategic decision making process is always related to the development of the company's mission, goals, strategies and policies.

Strategic Planning

According to Bryson, (1988) strategic planning has recently been considered a new mode of planning. Planning was initially believed to be the knowledge of the military, then applied to business organizations or companies.
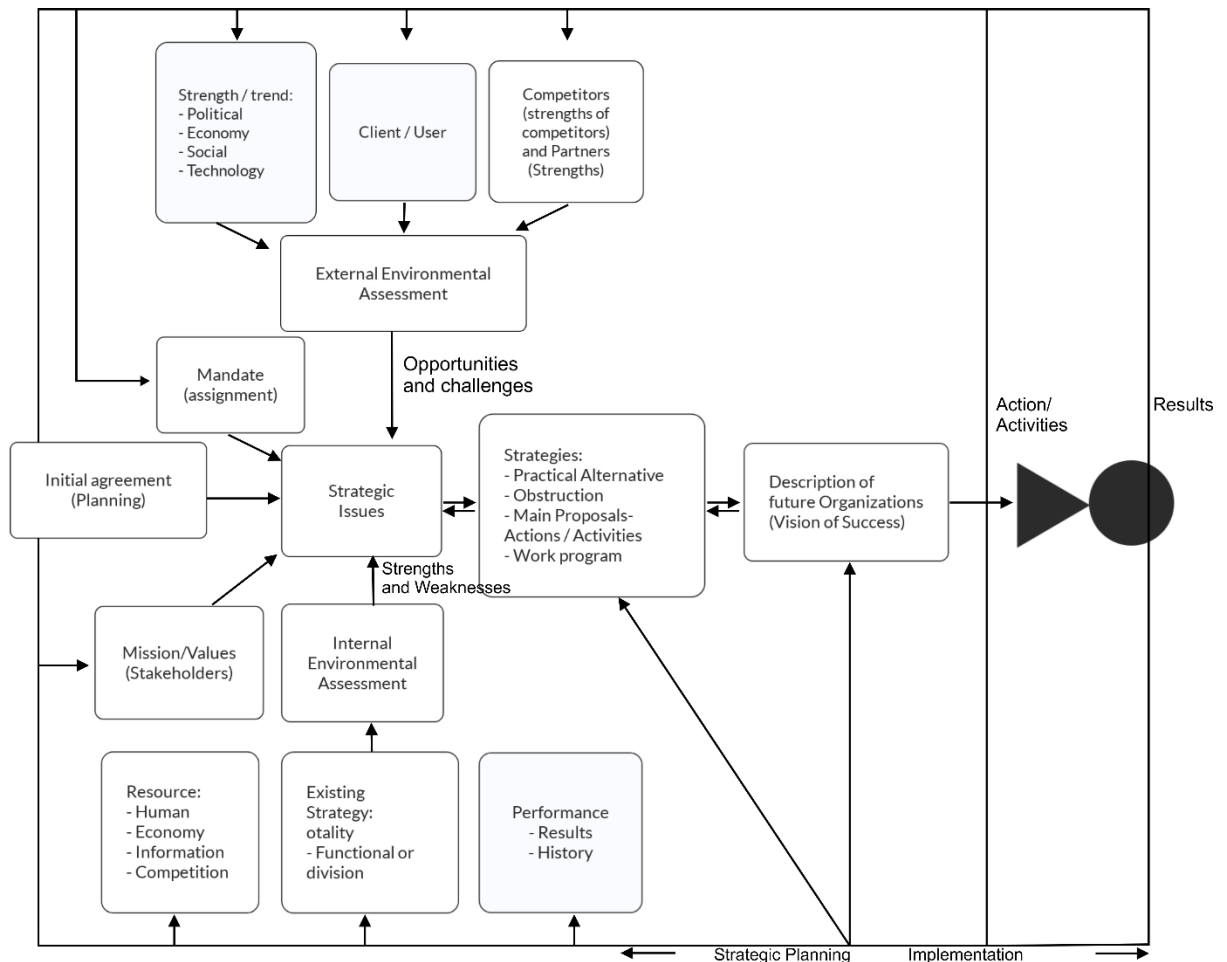

Figure 1. Strategic Planning Process
Source: Bryson (1988: 50-51)

The eight-step strategic planning process is explored in more detail. This process is presented in an orderly, cautious, and participatory manner. The steps are as follows:
a. Initiating and agreeing on a strategic planning process.
b. Identify organizational credentials
c. Clarify the mission and values of the organization
d. Assessing the external environment: opportunities and threats
e. Assess the internal environment: strengths and weaknesses
f. Identify strategic issues facing the organization
g. Formulate strategies to manage issues
h. Creating an effective organizational vision for the future

The eight steps it must lead to action, results, and evaluation. It also emphasizes that evaluative actions, results and evaluations must appear at each step in the process. In other

words, implementation and evaluation do not have to wait until the end, but must be an integrated part of the process and continuous.

Tourism Concept

According to Suwantoro (2004) in essence tourism is a process of temporary departure from someone or more to another place outside of their residence, with the encouragement of his departure is because of various interests, both because of economic, social, cultural, political, religious, health, and other interests such as just curious, add experience or to learn. Meanwhile, according to the WTO or the World Tourism organization in Muljadi (2010) tourism is an activity carried out by people who travel for and stay outside their environmental habits and not more than one year in a row for pleasure, business and other needs.

The Concept of Sustainable Tourism

The concept of sustainability is officially recognized by the 1987 World Commission on Environment and Development (WCED), which defines sustainable practices as practices that "meet present goals without compromising the ability of future generations to meet their own needs" (WCED, 1987). According to Bramwell and Lane (1993) argue that the concept of sustainable tourism is generally regarded as a 'positive approach intended to reduce tensions and friction created by complex interactions between the tourism industry, visitors, the environment and the community that hosts host for holiday makers. In identifying key factors for the sustainable tourism planning approach, there are many stakeholders' participation in the planning process and the need for a more strategic and long-term orientation in tourism planning (Simpson, 2001).

RESEARCH METHODS

This study uses qualitative data analysis with a case study research strategy. The data collection method used was an interview. Sources of data in this study include humans (informants), and documents. Determination of informants in the study determined purposively, those who are considered to have information on the Tourism Development Planning Strategy in Sinjai Regency. The location of the research is focused in Sinjai Regency where the potential for tourism development has not yet run maximally and has not been patterned. Data analysis methods used in this study are descriptive analysis and SWOT to determine and make a direction for tourism planning strategies.

RESULTS AND DISCUSSION

1. Implications of Supporting Policies vs Supporters (S-O)

Utilize the internal supporting factors (strengths) of the organization by empowering the supporting factors (opportunities). This implication consists of the formula or scenario: a). To socialize the vision, mission, values and tourism objectives to all levels of society; b). In partnership with the involvement of all interest groups; c). Establish cooperation with national and foreign investors; d). Making Tahura as a center for research and ecotourism; e). Making a cultural tag line in Sinjai Regency.

2. Implications of Supporting Policies vs Inhibitors (W-O)

Reduce the internal inhibiting factors (weaknesses) of the organization by empowering external strengths (opportunities). This implication consists of formulation or scenario: a). Establish tourism as a leading sector realized in budgeting; b). Make regulations on the distribution of user fees between local and village governments; c). Institutional

strengthening; d). Providing and improving infrastructure; e). Developing tourism supporting attractions.

3. Implications of Policy Inhibitors vs Supporters (S-T)

Utilize the supporting factors (strengths) of the organization's internal factors by reducing the external factors (threats) of the organization. This implication consists of: a). Disseminating the vision, mission, values and tourism destinations to all SKPD; b). Conducting socialization regarding the establishment of local protected areas and involving the community in the management of attractions; c). Increasing the participation of interest groups with a collaborative governance model; d). Mapping the development of priority tourism objects.

4. Implications of The Policy Inhibitors vs Inhibitors (W-T)

Reducing the internal organizational constraints (weaknesses) to minimize the organizational external factors (threats), policy implications can be formulated, consisting of: a). Institutional structuring and coordination by involving the community, the private sector, regional government, academics and the media; b). Collaborating with Bulukumba and Bantaeng areas, in the preparation of tour packages.

Regarding the map of supporting factors, obstacles and policy implications in planning for sustainable tourism development in Sinjai Regency, for more details, see the following table:

Table 1. Map of supporting factors, inhibiting factors and policy implications in sustainable tourism development planning in Sinjai District.

	Supporting factors / opportunities:	Inhibiting / Challenging Factors:
EKSTERNAL → **INTERNAL** ↓	1. The high enthusiasm of the community towards tourism 2. Tourism business investment which is very likely in various sectors 3. The formation of tourism awareness groups 4. Conducive region 5. The potential of marine tourism, historical and cultural tourism, as well as special interest and agro tourism 6. Sinjai Regency still has several cultural figures	1. Lack of Public Awareness to maintain the cleanliness of attractions 2. There is a conflict of interest between the local government and the community around the tourist attraction 3. The lack of involvement of the public, private sector and the media in planning and managing tourist attractions. 4. Environmental and cultural degradation 5. Competition with other regions that have the same potential in DTW
Supporting factors / strengths: 1. Vision, mission of regional heads includes priority in	Supporting policy implications vs Supporters (S-O):	Implications of Retardant vs. Policy. Supporters (S-T):

tourism development 2. The existence of partnerships with universities in the development of human resources and tourism development 3. Sinjai was once famous as the Earth Panritta Kitta (Land of Al-Qur'an Memorizers) 4. Sinjai Regency is included in KSPD	1. To socialize the vision, mission, values and tourism objectives of all levels of society 2. In partnership with the involvement of all interest groups 3. Establish cooperation with national and foreign investors 4. Making TAHURA as a research and ecotourism center 5. Making Sinjai Regency cultural tag line	1. Disseminating the vision, mission, values and tourism objectives to all SKPD 2. Conducting socialization regarding the determination of local protected areas and involving the community in the management of attractions 3. Increasing the participation of interest groups with a collaborative governance model 4. Mapping the development of priority tourism objects
Inhibiting / Weakness Factors: 1. Lack of available budget 2. Lack of tourism human resource competencies 3. Counter-productive regulations 4. Involvement of tourism institutional components is not optimal 5. Minimal tourism infrastructure 6. 6. The area is currently not a tourist destination	Supporting Policy Implications vs. Inhibitors (W-O): 1. Establish tourism as a leading sector realized in budgeting 2. Make regulations on the distribution of user fees between local and village governments 3. Institutional strengthening 4. Provide and improve infrastructure 5. Develop tourism supporting attractions	Implications of Inhibitors vs Inhibitors (W-T): 1. Institutional arrangement and coordination by involving the community, the private sector, regional government, academics and the media 2. Collaborating with Bulukumba and Bantaeng KSPD areas in the preparation of tour packages

Through the SWOT matrix, there are 4 (four) variations of strategy, namely 1) utilizing and increasing strengths to exploit existing opportunities (maxi-maxi), 2) utilizing strengths to minimize threats faced (maxi-mini), 3) reducing or minimizing weaknesses to take advantage of existing opportunities (mini-maxi), and 4) reduce weaknesses to minimize threats (mini-mini). The preparation of strategy in the organization starts from handling the most strategic issues. The most strategic issue is an issue that must be immediately addressed by the Sinjai Regency Government, if this issue is not directly managed properly then it is likely that the tourism development of the Sinjai Regency Government will not experience a significant increase.

After going through in-depth interviews (indepth interviews) with stakeholders, the sequence of strategies includes: a). socialization strategy of vision, mission, values and tourism

objectives; b). strategy to enhance cooperation; c). institutional strengthening strategy; d). the strategy of determining tourism as a leading sector; e). strategies to enhance the role of HR as supporting tourism; f). strategies for increasing community participation; g). strategy to improve the provision of infrastructure, facilities and attractions to support tourism.

The strategy explanation can be seen as follows:
1. The strategy of disseminating the vision, mission, values and tourism objectives

Efforts to disseminate the vision, mission, values and objectives of the organization by utilizing the support (strength) of the provincial and central government as well as tourism into a national strategic issue are expected to respond to external opportunities that are currently taking place, among others, the high enthusiasm of the community towards tourism; The formation of tourism awareness groups; The potential of marine tourism, historical and cultural tourism, as well as nature and agro special interest tours; Sinjai Regency still has several cultural figures.

Some strategies that can be done include: a). fostering and utilizing tourism awareness groups and cultural figures as the spearhead of socialization; b). Identifying the market share of tourist visitors; c). Conduct a marketing survey; d). make a sinjai tourism tagline

2. Collaboration Improvement Strategy

Efforts to enhance cooperation with various parties by utilizing the strength of a strong commitment from the District Government for tourism development. It is expected to be able to respond to external opportunities that are currently taking place, among others, by the existence of decentralization and regional autonomy, investment in tourism businesses still has opportunities in various fields, and opportunities for SMEs and the people's economy in tourism. Some strategies that can be formulated include: a). Compiling a tourist profile that attracts investors along with the feasibility of each ODTW; b). Make a memorandum of understanding (MOU) with investors, other tourism actors and various regencies / the KSPD; c). Creating a cooperation forum between the relevant Regencies / Cities, including Bantaeng and Bulukumba Regencies; d). Increasing partnerships with all tourism stakeholders with a collaborative governance approach that involves the Government, Private Sector, Communities, Academics and Media in planning, implementing and evaluating tourism planning.

3. Tourism Institutional Strengthening Strategies

This can be done by minimizing weaknesses in the form of non-optimal tourism institutions; which is expected to capture the opportunity in the form of an influx of investors to invest their capital in tourism and potential tourism potential. Strategic steps that can be taken include; a. Establish a tourism authority and coordination institution; b. Empowerment of tourism support institutions such as tourism awareness groups (POKDARWIS); c. Make local regulations regarding the distribution of user fees between local government and village government.

4. Strategy to enhance the role of HR as a supporter of Tourism

Tourism human resources are an important element in tourism development planning. Therefore both of them should get serious attention in the development and planning of tourism development in Sinjai Regency. Institutional issues must be clearly defined and constructed, because they are strategic pillars for achieving the objectives set. The strategies to increase the capabilities of tourism human resources are as follows: a. Tourism planning supporting human resources that is accurate and in accordance with needs; b. Recruitment of

tourism supporters in accordance with their abilities; c. HR development through training and workshops; d. The possibility of opening a tourism department in Sinjai Regency.

5. Strategies to improve the provision of infrastructure, facilities and attractions to support tourism.

The formulation of the strategy is carried out by minimizing the weaknesses in the form of lack of infrastructure, tourism amenities as well as a number of pathways experiencing damage and minimal tourism support attractions by reducing these weaknesses are expected to increase tourism activities. The implementation of the strategy is carried out with the following strategic steps: a) Provision of adequate infrastructure, b) Tourism security must be improved and addressed, c) Provision of facilities around ODTW; d) Provision of transportation facilities between ODTW; e. The preparation of a clear tourist map to facilitate tourists entering Sinjai and surrounding areas.

6. Strategy for Increasing Community Participation

The formulation of this strategy is based on efforts to minimize weaknesses in the form of a lack of public awareness of tourism and a lack of community empathy in maintaining ODTW in the vicinity, which is expected to tackle environmental damage around ODTW and eliminate unhealthy competition with other regions with potential ODTW. Some strategies that can be carried out include: a) Developing dialogue with stakeholder groups; b) Involve the community in the decision making process; c) Implement a stock system for the community in tourism management; d. Conduct training and training in improving tourism products.

CONCLUSION

The implementation of tourism development in Sinjai Regency is very much determined by the planning strategy and planning approach chosen. Through a strategic planning approach, the Sinjai District Government can be more responsive to understanding the existence of organizations and environments that are always changing dynamically. Assessing Environments to Identify Strengths, Weaknesses, Opportunities, and Challenges.

First, utilize the internal supporting factors (strengths) of the organization by empowering the supporting factors (opportunities). The implication consists of the formula or scenario: (a). To socialize the vision, mission, values and tourism objectives to all levels of society; (b). In partnership with the involvement of all interest groups; (c). Establish cooperation with national and foreign investors; (d). Making TAHURA a center for research and ecotourism; (e). Making a cultural tagline in Sinjai Regency.

Second, reduce the internal inhibiting factors (weaknesses) of the organization by empowering external strengths (opportunities). The implication consists of the formula or scenario: (a). Establish tourism as a leading sector realized in budgeting; (b). Make regulations on the distribution of user fees between local and village governments; (c). Institutional strengthening; (d). Providing and improving infrastructure; (e). Developing tourism supporting attractions

Third, utilize the supporting factors (strengths) of the organization's internal factors by reducing the external factors (threats) of the organization. This implication consists of: (a). To socialize the vision, mission, values and tourism objectives to all SKPDs; (b). Conducting socialization regarding the establishment of local protected areas and involving the

community in the management of attractions; (c). Increasing the participation of interest groups with a collaborative governance model; (d). Mapping the development of priority tourism objects.

Fourth, reducing the internal organizational constraints (weaknesses) to minimize the organizational external factors (threats), policy implications can be formulated, consisting of: (a). Institutional arrangement and coordination by involving the public, private sector, government, academics and the media; (b). Collaborating with Bulukumba and Bantaeng KSPD areas in the preparation of tour packages.

REFERENCE

Bramwell, B. dan Lane, B. 1993 Sustainable tourism: an evolving global approach. Journal of Sustainable Tourism, 1(1): 2

Conyers and Hill. 1984. *Konsep Perencanaan Pembangunan.* Management Review, Winter.

Effendi, Ridwan. 2010. *Pendidikan Lingkungan, Sosial, Budaya, dan Teknologi.* Bandung. CV. Maulana Media Grafika.

Gabbe S.G., Niebyl J.R., *Simpson J.L. 2001. Obstetrics: Normal and Problem Pregnancies*. 4 th ed. UK : Churchill Livingstone.

Hunger, J. David dan Wheelen, Thomas L. 2003. Manajemen Strategis. Yogyakarta: Penerbit Andi.

Bryson, J.M. 1988. Strategic Planning for Public And Non Profit : A Guide to Strengthening And Sustaining Organizational Achievement . San Fransisco, CA : Jossey- Bass, Inc

Suwantoro, Gamal. 2004. *Dasar-dasar Pariwisata.* Yogyakarta: Penerbit Andi.

Udaya, Jusuf, dkk. 2013. *Manajemen Stratejik*. Yogyakarta: Graha Ilmu.