



## **Tourism Development Strategy for Increasing Regional Origin Income (PAD) At the Tourism Service, Buton Selatan District**

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*Received: 23-08-2023*

*Reviewed: 25-08-2023*

*Accepted: 30-08-2023*

### **Abstract**

South Buton Regency has great potential to optimize the tourism sector. Apart from presenting stunning natural scenery, tourism also positively impacts various aspects of life, including increasing the economy through the income sector, increasing employment opportunities, promoting regional culture, and developing infrastructure. This study aims to identify strategic factors, which are strengths and weaknesses as well as opportunities and threats, and then formulate priority tourism development strategies to increase local revenue (PAD) at the South Buton Regency Tourism Office. Primary data is used through field observations and interviews, while secondary data is obtained from previous research, books, and related agencies. The results of the study indicate alternative strategies that can be considered, including increasing cultural ecotourism programs as well as improving infrastructure and marketing, promotion and awareness campaign strategies to promote South Buton Regency as an attractive tourist destination, attractions diversification strategies to attract more tourists and increase repeat visits and increase promotion through social media with an emphasis on the uniqueness of local appeal.

**Keywords:** SWOT Analysis, Tourist, Locally-Generated Revenue, Strategy

### **Introduction**

Tourism has been transformed into one of the economic sectors with extraordinary potential to support the economic growth of a region. According to (Pradikta, 2013), the tourism industry has a significant role in the context of a country. In addition, (Ahmar et al., 2012) also argued that the tourism business sector has enormous potential. Hence, several basic reasons drive tourism development in an area, mainly to realize economic benefits and foreign exchange flows into regions and countries. The existence of the tourism sector contributes to the state's income or, more specifically, the local government that hosts the tourist attraction. The existence of tourism brings potential income from every existing tourist destination. In this

era of globalization, the tourism sector is not just a travel destination or tourist attraction but also an engine that drives the economy. This is reflected in its contribution to Regional Original Revenue (PAD), which is central to regional development. According to (Sihombing & Hutagalung, 2021), the development of the tourism sector is directed to be a step that can promote an increase in Regional Original Income. Regencies and cities are competing to develop their tourism potential to increase PAD and people's welfare amid increasingly fierce global competition.

One of the districts with great potential to optimize the tourism sector is South Buton Regency, located in the southeast of Sulawesi Island. This region holds a million natural charms, cultural wealth, and priceless historical heritage. The enchanting beauty of white sand beaches, challenging green mountains, and enchanting underwater biodiversity are all attractive portraits that can attract the attention of tourists. Tourism is a sector that attracts the attention of the government and local economic actors. Apart from presenting stunning natural scenery, tourism also positively impacts various aspects of life, including increasing the economy through the income sector, increasing employment opportunities, promoting regional culture, and developing infrastructure. One indicator of the successful development of the tourism sector is an increase in Local Revenue (PAD), which directly impacts the financing of various regional development programs. However, this potential must be polished and developed with the right strategy to provide maximum economic impact. According to (Badrudin, 2012), the main problem in regional economic development lies in the emphasis on development policies based on the characteristics of the region concerned by using the potential of local human, institutional, and physical resources. In addition, (Achmad, 2016) also argued that the importance of the tourism industry in the development and development of an area is inseparable from the fact that (1) Tourism is a service sector inherent in modern society's life. The higher the education and economy of a person or society, the greater the need for tourism; (2) Tourism has synergistic strength because of its very close linkages with various other fields and sectors. Tourism can develop along with developments in transportation, telecommunications, human resources, the environment, and (3) The focus of tourism as a competitive power lies in well-managed resources.

Increasing PAD is the main goal in the tourism object development strategy at the South Buton Regency Tourism Office. It is undeniable that conventional sources of income, such as agriculture and fisheries, are increasingly limited and require diversification. Tourism as an economic alternative has great potential to significantly contribute to increasing PAD. According to (Eman et al., 2018), tourism has the potential to drive significant changes in the lives of local people in various aspects, which include social, economic, cultural, environmental, scientific, and job creation. In addition, (Roslin et al., 2023) also emphasized that tourism has a central role in efforts to increase regional income. However, this step must be accompanied by careful planning, close cooperation, and the support of all related parties. The tourism development process is not a simple matter involving various interrelated aspects and requires synergy between the government, the community, and the private sector. City Regional Governments must realize the importance of strategic planning in developing the tourism sector to be managed professionally so that it can make a major contribution not only to Regional Original Income (PAD) but especially to improve the welfare of its citizens. In this

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regard, one of the efforts to increase regional revenue is to increase Regional Original Income (PAD), one of which is from the tourism sector. Therefore, there is a need for a comprehensive strategy to bridge the interests of all parties. This strategy includes the development of sustainable tourist objects, wise management of natural and cultural resources, improving the quality of infrastructure, and improving the quality of services for tourists. Seeing the obstacles in tourism to increase Local Original Income (PAD), it is necessary to develop a tourism strategy by identifying strategic factors, which are strengths and weaknesses as well as opportunities and threats, then formulating and setting priorities for tourism development strategies to increase Regional Original Income (PAD) at the Tourism Office of South Buton Regency.

### **Literature Review**

Tourism is part of the creative economy sector, where added value is generated through creative processes. It involves phenomena and relationships arising from interactions between tourists, businessmen, governments, and local communities. The word "tourism" itself comes from Old Javanese, where "pari" means all, everything, around, and around, while "wisata" refers to traveling together to broaden knowledge, have fun, and other activities (Ningsih, 2014).

Local own-source revenue (PAD) is the main source of revenue for local governments, which is used to support the implementation of decentralization, balancing funds, regional loans, and other additional sources of income to support local government spending needs. One way to increase PAD is through income from the tourism sector, which is a source of regional income (Yasin, 2020).

The government must take strategic steps to improve infrastructure and supporting factors for creative economic growth. This includes coaching, formulating regulations/policies that are more implementable, budget allocations in APBN and APBD, strengthening business capacity, mentoring, and monitoring and evaluation with the development of a strong system and database. This action will support the creation of a conducive and productive creative economic climate that the community has driven. The tourism office is important in promoting tourism potential, especially in marketing to attract local and foreign tourists. Tourism facilities are everything that supports the smooth process of tourism activities (Saksono, 2012).

### **Research Method**

This research was conducted in the South Buton Regency. This study uses primary data and secondary data. Primary data were obtained from field observations and interviews based on questionnaires that had been made. In contrast, secondary data were obtained from previous research, books, data from related agencies, and others. Secondary data collection is intended to find out information about the research location. The determination of respondents in this study was carried out using a purposive sampling technique, considering that the people selected had knowledge, experience, and understood the problems regarding the object to be studied (Sugiyono, 2015). The data analysis technique used is to analyze the internal and external environment for a SWOT analysis. The stages of SWOT analysis are through the IFAS

matrix to describe the internal state of tourism areas in increasing PAD consisting of strengths and weaknesses, and the EFAS matrix describing the external conditions of tourism areas in increasing PAD consisting of opportunities and threats, which are then processed based on weights and ratings. Then, it will be analyzed with a SWOT analysis diagram to determine the strategic position of developing tourism areas in increasing PAD. Then, it was analyzed using the SWOT matrix and determining alternative strategies.

## **Result and Discussion**

The Development of Tourism Objects in the Context of Increasing Regional Original Income (PAD) at the South Buton Regency Tourism Office is an initiative that aims to design and implement a comprehensive strategy to optimize the tourism potential of South Buton Regency. The main objective of this development is to increase Regional Original Income (PAD) through increasing tourist visits, increasing tourist spending during visits, and increasing the tourism sector's contribution to the local economy and government. SWOT analysis is used to develop tourism to increase Local Original Income (PAD) at the Tourism Office of South Buton Regency by first analyzing internal and external factors to identify strategic factors that become strengths and weaknesses as well as opportunities and threats in development. After the results of the analysis of internal factors (strengths and weaknesses) and analysis of external factors are known, the next step is to make a matrix of internal strategic factors (IFE) and external strategic factors (EFE) as follows:

**Table 1. Matrix of Internal Strategy Factors (IFE) and External Strategy Factors (EFE)**

<b>Internal Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Strength</b>			
1. Tourism Potential Wealth	0.28	4	1.12
2. Local Government Commitment	0.24	4	0.96
3. Stakeholder Cooperation	0.23	3	0.69
4. Infrastructure Improvement Potential	0.25	4	1.00
Sub Total	1		3.77
<b>Weakness</b>			
1. Infrastructure Limitations	0.24	4	0.96
2. Lack of Promotion	0.23	3	0.69
3. Limited Human Resources	0.27	4	1.08
4. Management of the environment	0.26	3	0.78
Sub Total	1		3.51
<b>Total Difference Strengths And Weaknesses</b>			<b>0.26</b>
<b>External Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
<b>Opportunity</b>			
1. Sustainable Tourism Improvement	0.25	4	1.00
2. Development of Special Tour Packages	0.21	3	0.63
3. Infrastructure Development	0.26	4	1.04
4. Technology Utilization	0.28	4	1.12
Sub Total	1		3.79
<b>Threat</b>			
1. Competition with Other Destinations	0.25	2	0.50

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2. Global Economic Uncertainty	0.25	3	0.75
3. Political Instability	0.24	3	0.72
4. Climate Change and Environment	0.26	3	0.78
Sub Total	1		2.75
<b>Total Difference of Opportunities and Threats</b>			<b>1.04</b>

Source: Primary Data After Processing (2023).

Based on Table 1, internal key factor matrix analysis (IFE) on strengths is selected with the highest score, and the weakness factor is selected with the lowest score. The main strength in the internal environmental analysis of the tourism development strategy for increasing Regional Original Income (PAD) at the South Buton Regency Tourism Office is the wealth of tourism potential of 1.12 with an average weight of 0.28 and a rating of 4, indicating that the natural, cultural and historical potential possessed by South Buton Regency is considered as one of the main forces that can attract the attention of tourists from various directions. This regency is known as a destination rich in stunning natural charm, unique cultural heritage, and valuable history, thus creating a strong attraction for tourists looking for a different and immersive experience. According to (Devy & Soemanto, 2017), the attractiveness of tourist objects is one of the main assets that must be owned to increase and develop the potential of tourist objects and attractions. The existence of tourist objects and attractions is considered the most important part of a series of tourism activities; this is because the main factors that make visitors or tourists visit tourist destinations are the potential and attractiveness of these tourist objects. The main weakness is the lack of promotion of 0.69 with an average weight of 0.23, and a rating of 3 indicates that promotion that is less effective or minimal regarding the tourist attraction of South Buton Regency can hurt the number of interested tourist visits. Promotion is one of the key elements in the tourism industry, and its success greatly influences how many tourists come to a destination. According to (Listyawati, 2016) promotion is one of the variables in the marketing mix that is very important to be carried out by marketing their products or services. In addition, (Puspitarini & Nuraeni, 2019) also argues that promotion is an important element in a marketing strategy that creates effective persuasive messages to attract consumers' attention.

External key factor matrix analysis (EFE) on opportunities is selected with the highest score, and threat factors are selected with the lowest score. The main opportunity in the tourism development strategy to increase Regional Original Income (PAD) at the South Buton Regency Tourism Office is the use of technology of 1.12 with an average weight of 0.28 and a rating of 4, which shows that the use of technology and digital marketing has a very important role in increasing visibility attractions in cyberspace. This is the opinion (Mursalat, Nining Triani Thamrin, et al., 2022), which states that information technology can be used to promote, communicate, and deliver information to increase sales. Meanwhile, the main threat is indicated by the threat factor with the lowest score, namely competition with other destinations of 0.50 with an average weight of 0.25 and a rating of 2, which indicates that competition with other tourist destinations is a factor that can influence the number of tourists who choose South Buton Regency as a tourist destination. According to (Suhartapa, 2021), in increasingly fierce

competition to attract tourists, providing satisfaction to visitors is the key to maintaining and increasing the number of visits.

After knowing the position of combining internal and external key factors, several alternative tourism development strategies can be formulated to increase local revenue (PAD) at the South Buton Regency Tourism Office. These strategies are grouped into four cells: S-O strategy, S-T strategy, W-O strategy, and W-T strategy. The results of the SWOT matrix analysis can be seen in Table 2.

**Table 2. SWOT Matrix Analysis**

		Strengths (S)	Weakness (W)
	Internal Analysis	1. Tourism Potential Wealth 2. Local Government Commitment 3. Stakeholder Cooperation 4. Infrastructure Improvement Potential	1. Infrastructure Limitations 2. Lack of Promotion 3. Limited Human Resources 4. Management of the environment
External Analysis	Opportunities (O)	Strategy SO	Strategy WO
	1. Sustainable Tourism Improvement 2. Development of Special Tour Packages 3. Infrastructure Development 4. Technology Utilization	Increasing cultural ecotourism programs as well as improving infrastructure and marketing	Promotion and awareness campaign strategy in promoting South Buton Regency as an attractive tourist destination
	Threats (T)	Strategy ST	Strategy WT
	1. Competition with Other Destinations 2. Global Economic Uncertainty 3. Political Instability 4. Climate Change and Environment	Attraction diversification strategy to attract more tourists and increase repeat visits	Increase promotion through social media with an emphasis on unique local appeal

Source: Primary Data After Processing (2023)

From the results of the SWOT matrix, several alternative strategies can be obtained in tourism development to increase local revenue (PAD) at the South Buton Regency Tourism Office. The SO strategy is to increase cultural ecotourism programs and improve infrastructure and marketing. improvement of cultural ecotourism programs and infrastructure and marketing improvements are two key components in the tourism development strategy of Buton Selatan Regency to increase local revenue (PAD) through the tourism sector. These steps have an important role in developing educational programs for tourists and local communities about the natural and cultural wealth of South Buton Regency, improving facilities around tourist objects such as road access, toilets, parking lots, and rest areas for the convenience of visitors

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as well as using digital marketing and social media to increase the visibility of South Buton Regency in cyberspace as online advertising campaigns and engaging social media content. According to (Risandewi, 2017), the importance of comprehensive infrastructure development in tourist areas is a very relevant concept in tourism development, which can provide major benefits in increasing the accessibility and attractiveness of tourist destinations.

The WO strategy is a promotion and awareness campaign strategy to promote South Buton Regency as an attractive tourist destination. Addressing the lack of promotion by implementing targeted marketing campaigns through various digital platforms is a strategic move that can assist South Buton Regency in increasing its visibility as a tourism destination. According to (Mursalat, 2021), information technology can be an alternative media for promotion, communication, and information. Information technology has had a major impact on the tourism industry, especially in facilitating tourist access to information, promoting destinations, and enhancing the tourist experience.

The ST strategy is an attraction diversification strategy to attract more tourists and increase repeat visits. Developing a variety of attractions to suit various interests and preferences is a smart way to overcome the threat of competition from other tourist destinations by providing a variety of unique experiences in the South Buton Regency to attract different types of tourists. According to (Sukmaratri & Damayanti, 2016), tourism product diversification is a powerful strategy to increase the competitiveness of tourist destinations by presenting various experiences to tourists, and destinations can become more attractive and fulfill various interests and desires.

WT's strategy is to increase promotion through social media, emphasizing the uniqueness of local appeal. Promotion through social media with an emphasis on unique local appeal is a strategy that can be very effective in increasing the visibility and appeal of South Buton Regency. This is in line with the opinion (Mursalat & Razak, 2021) of the benefits of social media, namely facilitating communication and promotion to expand the reach of a broad consumer. In addition, (Mursalat, Irwan, et al., 2022) also argued that the importance of social media as a tool to improve service and image is good. Social media has become a very effective tool for expanding the reach of communication and promotion of tourist destinations.

### **Conclusion**

Based on the results and discussion above, it can be concluded that the internal and external factors, which are the strengths and weaknesses as well as opportunities and threats in tourism development to increase local revenue (PAD) at the South Buton Regency Tourism Office, several alternative strategies are obtained that can be considered, including increasing cultural ecotourism programs as well as infrastructure and marketing improvements, promotion and awareness campaign strategies in promoting South Buton Regency as an attractive tourist destination, attractions diversification strategies in attracting more tourists and increasing repeat visits and increasing promotions through social media with an emphasis on unique local appeal. The related government to make a comprehensive and integrated tourism strategic plan for South Buton Regency. This roadmap should cover all aspects of tourism development,

including cultural ecotourism programs, infrastructure, promotion, diversification of attractions, and use of social media.

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