

Local Potential Based Tourism Development Management Strategy in the Island Cluster in the Spermonde Region in Pangkajene and Islands Regency in South Sulawesi

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ABSTRACT

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The island cluster area in the Spermonde Islands, Pangkajene and Kepulauan Regency, South Sulawesi, holds a wealth of unique and diverse local potential, ranging from the beauty of marine nature to the culture of coastal communities. However, this potential has not been fully managed optimally in supporting sustainable tourism development. This study aims to formulate a tourism development management strategy based on local potential in the island cluster in the Spermonde Region, Pangkajene and Kepulauan Regency, South Sulawesi. This study uses a qualitative - quantitative approach. The research location was conducted in Liukang Tupabiring District, Liukang Tupabiring Utara District, Liukang Kalmas District and Liukang Tangaya District. The selection of locations was based on tourism potential and community involvement in tourism activities. The population in this study were all parties involved or had a role in developing tourism based on local potential in the island cluster of the Spermonde region, Pangkajene and Kepulauan Regency. This population includes local governments, tourism destination managers, community leaders, local tourism business actors, and local communities living in the island cluster. The sample was taken purposively consisting of government officials who handle tourism, community leaders or village heads in the island cluster area, tourism business actors, representatives of the community who live and depend on local potential. Data collection techniques through field observation, in-depth interviews, questionnaires, and documentation. The analysis was carried out qualitatively interactively and SWOT analysis to formulate a development strategy that is in accordance with the strengths, weaknesses, opportunities, and threats faced by the research area. To ensure data validity, source and method triangulation techniques were used, namely comparing data from various sources and different data collection techniques. The findings show that the strategy that can be used by the local government as management is an aggressive strategy (SO Strategy) which includes: (1). Develop ecotourism packages based on local culture and unique nature, supported by local human resources, to reach domestic and international tourist markets. (2) Use proximity to Makassar as a selling point for easily accessible and environmentally friendly one-day trips. (3) Collaborate with NGOs and universities to develop local human resource training programs and digital-based tourism promotions. (4) Build a digital platform for tourism promotion and booking, showcasing the uniqueness of nature, culture, and community involvement. With this strategy, the Spermonde Island Cluster can become a model for tourism development that is not only economically attractive but also preserves the environment and strengthens local cultural identity. The urgency of this research lies in the importance of developing contextual and participatory strategies, so that tourism development not only increases tourist visits, but also has a real impact on the welfare of local communities and the sustainability of natural potential.

Keywords: Management strategy, Local Potential-Based Tourism, Spermonde Islands Region.

INTRODUCTION

Local potential-based tourism development is becoming a trend and an urgent need, especially post-pandemic, when local and sustainable tourism is in the spotlight. Tourists who tend to travel based on special interests usually do so for several reasons, namely appreciating nature, finding out about culture, history, environment, customs and

traditions that are developing (Rahmatillah, Insyan, Nurafifah, & Hirsan, 2019). The Spermonde Island Cluster is a beautiful but still underexplored area. The islands have marine, cultural, and historical wealth that has the potential to be developed. Pangkajene and Kepulauan (Pangkep) Regency is a strategic area in South Sulawesi which has a cluster of small islands in the Spermonde Islands area.

Pangkajene and Kepulauan (Pangkep) Regency has a tourism area. The potential for developing tourism areas in Pangkajene and Kepulauan Regency is focused on the development of natural tourism supported by cultural tourism and artificial tourism. This tourism area has great potential in the marine tourism sector, especially with the presence of exotic islands. The natural beauty, richness of marine life, and local wisdom of coastal communities make this area very potential to be developed as a leading tourist destination based on local potential. However, this potential has not been fully utilized optimally. There are still various obstacles such as minimal tourism infrastructure, limited access to transportation, low participation of local communities in tourism management, and weak coordination between stakeholders.

Likewise, the Spermonde Area of Pangkep Regency, which is an archipelago area, has challenges in increasing the growth of tourism areas that are the same as island cluster areas in general. Identification of challenges in increasing the growth of tourism areas is grouped into geographical, administrative, economic, socio-cultural, environmental challenges as well as the quantity and quality of production factors found in the archipelago area. As a result, the large potential for marine tourism has not been able to make a significant contribution to the welfare of the local community and the increase in Regional Original Income (PAD). The development of tourism based on local potential does not only emphasize the exoticism of nature, but also the active involvement of the community in the process of planning, managing, and evaluating tourism. The right management strategy is needed to create inclusive, sustainable, and adaptive tourism to social and environmental dynamics.

A tourism development management strategy based on local potential is the key to optimizing this potential. This approach involves the local community in every stage of planning and implementation, ensuring that economic benefits can be felt directly by them, while preserving the environment. A tourism development management strategy based on local potential is the key to optimizing this potential. The development of tourism based on local potential not only emphasizes the exoticism of nature, but also the active involvement of the community in the process of planning, managing, evaluating tourism (Isnaini et al., n.d.) (Purnama, 2021), (Rahman & Putriana, 2024), (Salim & Ery, 2024), and identifying the center of each zone as a driver of tourism (Sarira et al., 2023), (Sun, 2019). The right management strategy is needed to create inclusive, sustainable, and adaptive tourism to social and environmental dynamics. This approach is in line with the Community-Based Tourism (CBT) paradigm which prioritizes community empowerment and preservation of the local environment and culture.

Research from (Osman et al., 2023), (Tui et al., 2023), (WAHYUNI, 2022), (Prakasa & Mu'tashin, n.d.) shows that collaboration between the government and the community in developing tourism products, facilities, and infrastructure is very important to increase tourism appeal in the Pangkep Islands. In addition, there is a need for mature planning of facilities and infrastructure. Tourism management structure (Abdullah et al., 2023), knowledge of marine biota cultivation management (Hidayat, 2021), infrastructure development (Rifqi et al., 2023). Research from (Utami, 2023) found that the involvement of village communities in the development of tourist attractions provides significant benefits with the development of these tourist attractions. Improving the quality of service facilities and infrastructure, maintaining and preserving tourism potential, increasing tourism promotion, and packaging all tourism potential into a single tour package (Rahmatillah et al., 2019). The results of the study (Samudra et al., 2010) show that the Kapoposang area has the potential to be developed as a marine tourism area based on conservation. Management strategies in developing tourism destinations include market segmentation, value creation, promotion, and service, taking into account local characteristics. The strategy must consider the geographical characteristics, transportation, culture of the island community, and unique natural attractions (Kotler et al., 2017).

The management strategy required must include regional SWOT analysis, local potential mapping, community empowerment and participation, strengthening infrastructure and accessibility, destination promotion and branding, and impact evaluation and management (David, 2011). Effective management strategies in developing tourism areas based on local potential can be implemented through community empowerment through local

potential (Isnaini et al., n.d.), (Litaay et al., 2023), tourism development through local wisdom (Kanom, 2023), sustainable tourism development (Sintia, 2025). The tool used by management to formulate the right strategy through SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The application of SWOT analysis in the development of Local Potential-Based Tourism in the Island Cluster in the Spermonde Region in Pangkep and Islands Regency is very relevant because it can help management to formulate the right strategy and identify existing challenges and opportunities. Based on this background, this study aims to formulate a management strategy for developing local potential-based tourism in the Island Cluster in the Spermonde Region in Pangkep and Islands Regency, South Sulawesi Province. This research is expected to provide theoretical and practical contributions to the development of inclusive and sustainable tourism in the island region.

METHODS

This study uses a qualitative-quantitative approach. The research location was conducted in Liukang Tuppabiring District, Liukang Tuppabiring Utara District, Liukang Kalmas District and Liukang Tangaya District. The location selection was based on tourism potential and community involvement in tourism activities. The population in this study were all parties involved or had a role in developing tourism based on local potential in the Spermonde island cluster, Pangkajene and Kepulauan Regency. This population includes local governments, tourism destination managers, community leaders, local tourism business actors, and local communities living in the island cluster. Samples were taken purposively consisting of government officials who handle tourism, community leaders or village heads in the island cluster area, tourism business actors, representatives of the community who live and depend on local potential. Data collection techniques through field observation, in-depth interviews, questionnaires, and documentation. The analysis was carried out qualitatively interactively and SWOT analysis to formulate a development strategy that is in accordance with the strengths, weaknesses, opportunities, and threats faced by the research area. To ensure data validity, source and method triangulation techniques were used, namely comparing data from various sources and different data collection techniques.

RESULTS

Tourism Area

Pangkajene and Islands Regency has various tourist attractions spread across several sub-districts, namely: Nature Tourism, such as: Marine Landscape Tourism (Tekolabua Beach, Labakkang Beach); Coastal Tourism and Small Islands (Camba-Cambang Island, Saugi Island, Samatellu Pedda Island, Bana-Banawang Island, Reang-Reang Island, Salemo Island, Sabutung Island, Kapoposang Island, Saranti Island, Pamanggung Island, Langkadea Island, Badi Island, Pajenekang Island, Cangke Island, Tambakulu Island, Podang-Podang Island, Kulambing Island, Pannambungan Island, Bonto Sua, Balang Lompo Island, Pala Island, Kalukalukuang Island, and Banyaktauang Island); Underwater Nature Tourism (Panambungan Island, Pajenekang Island, Badi Island, Marasende Island, Mantantauang Island, and Kalukalukuang Island). Natural Land and Mountain Tourism (Pangkajene River, Kalibone River, Kalibong Aloa, Dewi Lamsang, Leang Lonrong, Goa/Leang Bulu Sipong, Berkasi Tourism Village, Ciddokang Tourism Park, Mattampa Nature Tourism, Tana Rajae Tourism Village, Pungkalawaki Pitu Sunggu, Teletubbies Hill Bulu Pao, Bulu Sorongan, Amputtang, Baruttunga, Ere Tallasa, Golae Waterfall, Padang Pa'bo, Tompobulu Tourism Village, Bulusaraung, Tombolo Waterfall, Sumpang Bitu, Stone Park, Suangga, Salo Mettie (Cambang Cui), and Galaggara). Cultural Tourism, Such as: Arajang Bissu, Labakkang Traditional House, Somba Labakkang Tomb Site, Andi Mauraga Tomb Site, Arung Sabila Tomb, Andi Maruddani Tomb, Puang Awalli & Meriam Tomb, and Lipang Marasende Tomb. Artificial Tourism, Such as: Palampang Culinary Area, Bambu Runcing Culinary Area, Gasebo Culinary Area, Padang Lampe Orange Agrotourism, Tana Rajae Ecotourism, Limbangan Tourism Rest Area, and Tagari Dam. The image below shows the development area of resource tourism areas in several sub-districts that are the research locations.

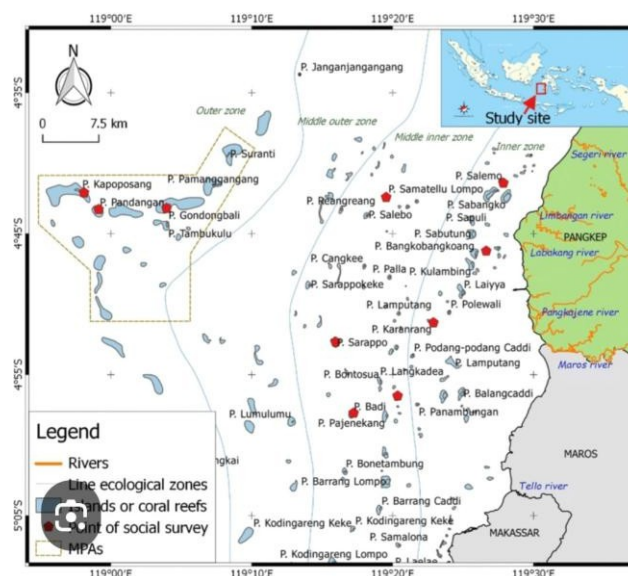


Figure 1 Map of Tourism area

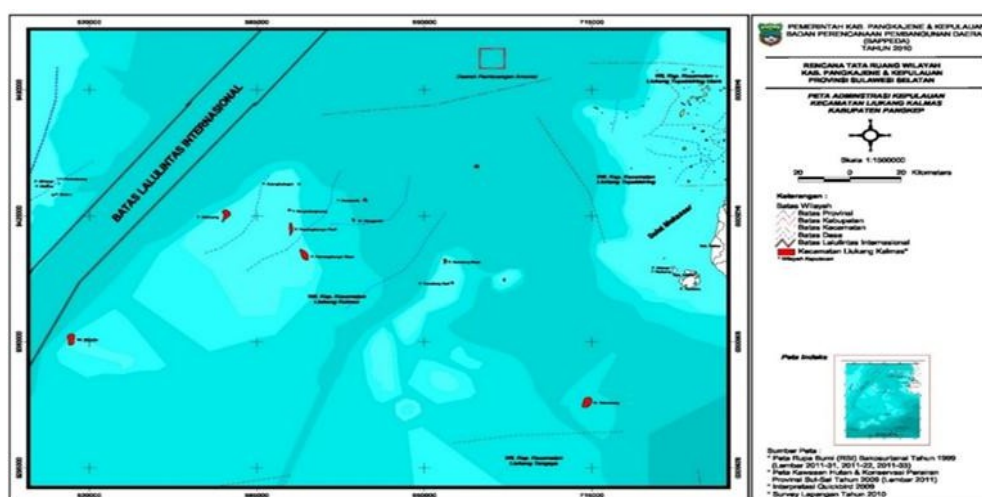


Figure 2 Map of the Liukang Kalmas District Archipelago Area, Pangkep Regency

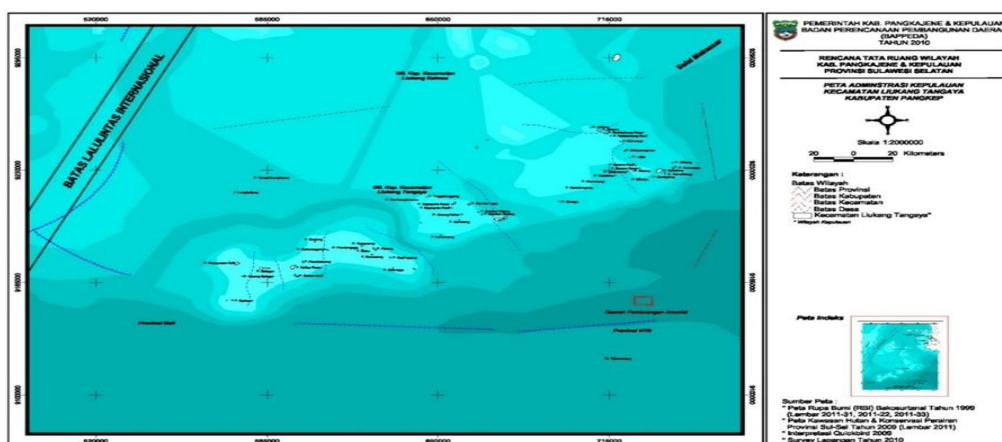


Figure 3 Map of the Liukang Tangayya District Archipelago Area, Pangkep Regency

Pangkajene Sub-district (20,524 Ha); Bungoro Sub-district (32,620 Ha); Labakkang Sub-district (46,186 Ha); Liukang Kalmas Sub-district (894,169 Ha); Liukang Tangaya Sub-district (1,868,597 Ha); Tupabbiring Utara Sub-district (42,700 Ha); Mandalle Sub-district (29,638 Ha); Ma'rang Sub-district (32,616 Ha); and Segeri Sub-district (17,186 Ha).

SWOT Analysis

SWOT analysis as an evaluation of the overall strengths, weaknesses, opportunities, and threats that exist in an individual or organization (Kotler & Keller, 2021). The application of SWOT analysis in the development of Local Potential-Based Tourism in the Spermonde Island Cluster in Pangkep Regency is very relevant because it can help formulate the right strategy and identify existing challenges and opportunities (Gurl, 2017). SWOT analysis for the development of local potential-based tourism in the region:

Strengths:

1. Unique and beautiful natural potential: The Spermonde Island Cluster is famous for its beautiful sea, coral reefs, and exotic beaches.
2. Distinctive local culture: The existence of local wisdom of coastal communities that can be an attraction for cultural tourism.
3. The existence of local human resources: Local people who have traditional skills (fishermen, craftsmen, etc.) can be directly involved in tourism activities.
4. Environmental authenticity: There are still many islands that are natural and untouched by massive development, suitable for special interest tourism (ecotourism, marine tourism, etc.).
5. Close to the city center of Makassar: Access from big cities makes tourism development more potential in terms of the market.

Weaknesses:

1. Limited transportation access: Not all islands have regular transportation and adequate port infrastructure.
2. Lack of basic infrastructure: Such as clean water, electricity, and decent accommodation for tourists.
3. Limited tourism promotion: Tourism potential has not been optimally promoted both domestically and abroad.
4. Limited human resource capacity: Lack of formal training and education in tourism for local communities.
5. Lack of regulation and supervision: There are no strong regulations to manage sustainable tourism and protect the environment.

Opportunities:

1. Sustainable tourism and ecotourism trends: Tourists are now increasingly interested in natural destinations and authentic local experiences.
2. Government support for tourism: Including central and regional government programs to develop tourism areas.
3. Cooperation with universities and NGOs: Many institutions can be invited to collaborate in terms of research, training, and promotion.
4. Large domestic and foreign tourist markets: Especially from Southeast Asia and Europe who like marine tourism.
5. Utilization of digital technology: For online promotions, reservations, and community training.

Threats:

1. Environmental damage: Due to mining, illegal fishing, or unsustainable development.
2. Climate change: Rising sea levels, extreme weather, and coral reef damage can reduce tourist appeal.
3. Competition with other destinations: For example, with destinations in Bali, Raja Ampat, or Labuan Bajo which are already better known.

4. Dependence on one type of tourism: If you only focus on marine tourism, you can be vulnerable to market fluctuations.

5. Limited regional budget: Tourism development requires large investments, while district budgets can be limited.

IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary)

IFAS (Internal Factor Analysis Summary) is used to identify and evaluate internal factors in an organization, such as strengths and weaknesses. The goal is to determine the internal capacity of an archipelago in supporting the strategy to be implemented. EFAS (External Factor Analysis Summary) is used to analyze external factors, such as opportunities and threats. The goal is to understand the impact of the external environment on the success of a local government strategy as management. By using IFAS and EFAS, local governments as management can develop more appropriate and realistic strategies, optimize strengths and opportunities, anticipate weaknesses and threats, and make decisions based on data and objective analysis.

Table 1. Internal Strategic Factors Matrix (IFAS)

Strategy Factors	Weight	Rating	Weight Weight x Rating
Strength			
Unique and beautiful natural potential	0.1364	3	0.4092
Local cultural wealth	0.2273	5	1.1365
Existence of local human resources	0.2278	5	1.1390
Environmental authenticity	0.2365	5	1.1825
Close to Makassar city center	0.1729	4	0.6916
Amount	1.000		4.5588

Based on Table 1, the results of the IFAS calculation for the strength factor score (S) are 4.5588.

Table 2. External Strategic Factors Matrix (EFAS)

Strategy Factors	Weight	Rating	Weight Weight x Rating
Weakness			
Limited transportation access	0.0750	5	0.3750
Lack of basic infrastructure	0.0426	3	0.1278
Limited tourism promotion	0.0319	3	0.0957
Limited human resource capacity	0.0532	4	0.2128
Lack of regulation and supervision	0.7973	3	2.3919
Amount	1.000		3.2032

Table 2 shows the results of the IFAS calculation for the weakness factor score (W) is 3.2032.

Table 3. External Strategic Factors Matrix (EFAS)

Strategy Factors	Weight	Rating	Weight Weight x Rating
Opportunity			
Sustainable tourism and ecotourism trends	0.2237	5	1.1185
Government support for tourism	0.1563	4	0.6252
Collaboration with universities and NGOs	0.1980	4	0.7920
Large domestic and international tourist markets	0.2048	5	1.0240
Utilization of digital technology	0.2172	5	1.086
Amount	1.000		4.6457

Table 3 shows the results of the EFAS calculation for the opportunity factor score (O) which is 4.6457.

Table 4. External Strategic Factors Matrix (EFAS)

Strategy Factors	Weight	Rating	Weight Weight x Rating
Threat			
Environmental damage	0.2111	5	1.0555
Climate change	0.2109	4	0.8436
Competition with other destinations	0.2183	4	0.8732
Dependence on one type of tourism	0.1439	3	0.4317
Local budget constraints	0.2158	4	0.8632
Amount	1.000		4.0672

Table 4 shows the results of the EFAS calculation for the threat factor score (T) is 4.0672. Based on the results of the IFAS calculation, the strength factor score (S) is 4.5588 and the weakness factor (W) is 3.2032, thus obtaining an X-axis value of 1.35566. The results of the EFAS calculation show that the opportunity factor score (O) is 4.6522 and the threat factor (T) is 4.0672, thus obtaining a Y-axis value of 0.585.

SWOT Matrix

After making a SWOT analysis, the next step is to formulate a strategy based on the results. This is an important step so that SWOT can truly be the basis for strategic decision making. Types of strategies include SO Strategy (Strengths-Opportunities), ST Strategy (Strengths-Threats), WO Strategy (Weaknesses-Opportunities), and WT Strategy (Weaknesses-Threats).

Determining Strategic Priorities

SO (Strengths - Opportunities) Strategy

Leveraging strengths to seize opportunities

1. Develop ecotourism packages based on local culture and unique nature, supported by local human resources, to reach domestic and international tourist markets.
2. Use proximity to Makassar as a selling point for easily accessible and environmentally friendly one-day trips.

3. Collaborate with NGOs and universities to develop local human resource training programs and digital-based tourism promotions.

4. Build a digital platform for tourism promotion and booking, showcasing the uniqueness of nature, culture, and community involvement.

ST (Strengths - Threats) Strategy

Leveraging strengths to overcome threats

1. Apply community-based conservation principles to maintain the authenticity of the environment from the impacts of tourism and climate change.

2. Diversify types of tourism (culture, nature, education, culinary) so as not to rely on just one type of tourism.

3. Use local narratives and cultural identities to differentiate from other destinations in South Sulawesi.

4. Gather government and stakeholder support to strengthen environmental protection through local regulations and conservation incentives.

WO (Weaknesses - Opportunities) Strategy

Overcoming weaknesses by utilizing opportunities

1. Take advantage of government support and cooperation with NGOs to improve basic infrastructure and environmentally friendly transportation.

2. Use digital technology (social media, websites, booking platforms) to overcome the limitations of tourism promotion cheaply and effectively.

3. Cooperate with universities for local human resource training in hospitality, tourism management, and digital marketing.

4. Submit a destination development program proposal to the relevant ministries/institutions to obtain funding and technical assistance.

WT (Weaknesses - Threats) Strategy

Reducing weaknesses and facing threats

1. Create local community-based regulations to protect the environment and culture from damage and exploitation.

2. Develop a community-based tourism management system to reduce dependence on regional budgets.

3. Zoning tourism and conservation areas, accompanied by integrated cross-sectoral supervision.

4. Encourage the involvement of small and medium investors (MSMEs) in the development of tourism facilities to reduce the burden on government infrastructure.

The results of IFAS and EFAS, the strategy that can be used by the local government as management in developing tourism based on local potential in the island cluster in the Spermonde Region in Pangkajene and Kepulauan Regency in South Sulawesi is an aggressive strategy (SO Strategy). An aggressive strategy is used when internal (strength) and external (opportunity) conditions are equally supportive. The goal is to maximize strength to take advantage of existing opportunities. In the context of the Spermonde Island Cluster, this approach is very relevant because this region has strong natural and cultural attractions, as well as external support such as ecotourism trends and encouragement from the central government. With this strategy, the Spermonde Island Cluster can become a model for tourism development that can improve the local economy, preserve culture & the environment, and the independence of island communities.

CONCLUSION

The strategy that can be used by the local government as management in developing tourism based on local potential in the island cluster in the Spermonde Region in Pangkajene and Kepulauan Regency in South Sulawesi is an aggressive strategy (SO Strategy) which includes:

- a. Develop ecotourism packages based on local culture and unique nature, supported by local human resources, to reach domestic and international tourist markets.
- b. Use proximity to Makassar as a selling point for one-day trips that are easily accessible and environmentally friendly.
- c. Collaborate with NGOs and universities to develop local human resource training programs and digital-based tourism promotion.

- d. Build a digital platform for tourism promotion and booking, showcasing the uniqueness of nature, culture, and community involvement.

With this strategy, the Spermonde Island Cluster can be a model for tourism development that can improve the local economy, cultural & environmental preservation, and the independence of island communities.

Recommendation

1. The local government of Pankajene and Kepulauan Regency needs to plan the development of accommodation facilities, development of docks and sea transportation modes.
2. The local government of Pankajene and Kepulauan Regency needs to increase community empowerment in tourism management.
3. The local government of Pankajene and Kepulauan Regency needs to develop thematic tourism packages that combine ecotourism, marine tourism, and local culture to attract various tourist segments.
4. The local government of Pankajene and Kepulauan Regency needs to increase partnerships with universities and NGOs for research, environmental conservation, and development of community-based tourism products.
5. The local government of Pankajene and Kepulauan Regency needs to collaborate with the private sector in infrastructure development and provision of tourism facilities to accelerate destination development.

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