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# Tourism Sector Development Strategy in Buol Regency, Central Sulawesi

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**Abstract:** The target of tourism development is the result that will be achieved in real terms with the tourism development carried out. The formulation of goals must be stated more specifically and measurably. Tourism Destination Development Strategy. The tourism destination development strategy is an elaboration of policies related to tourism destinations in the form of formulating steps to realize the district as a tourism destination in the spatial dimension. The data collection and classification stage is carried out by collecting literature studies related to the study and by conducting a field survey. The data collected are primary data and secondary data. Primary data collection is divided into two ways, namely by interview techniques and observation techniques.

**Keywords:** Tourism Development, Strategy, Buol Regency.

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## Introduction

Tourism development is developed with an approach to economic growth and equity for people's welfare and development that is oriented towards regional development, relies on the community, and empowers the community which includes various aspects, such as human resources, marketing, destinations, science and technology, cross-sector linkages, cooperation between countries, empowerment of small businesses, and responsibility in the utilization of resources.

The tourism sector, as one of the strategic sectors in national development over the past decade has continued to show a significant contribution in supporting the national economy, both macro and micro. On a macro level, the tourism sector contributes a lot to the country's foreign exchange, contribution to Gross Regional Income (GDP) and contribution to employment opportunities.

In 2015 foreign exchange earnings reached US\$ 10,761 billion and until 2018 foreign exchange earnings reached US\$ 16,426 billion or Rp. 160.4 trillion. Micro data from the Ministry of Tourism shows that the arrival of foreign tourists in 2014 has reached 9 million tourists while the target achievement achieved in 2019 was 16,106,954 people. Meanwhile, for domestic tourism trips, there have been 250 million tourists in 2014 with the target achieved in 2019 as many as 282,925,854 tourists. From year to year the Indonesian tourism ecosystem is getting more and more promising.

Efforts to improve the position and contribution of the Tourism sector continue to be carried out by the Government with various strategic steps, both in the context of preparing the National Tourism Development Master Plan (RIPPARNAS) and its implementation steps in the context of developing tourism destinations, tourism marketing, tourism institutions and the tourism industry. One of the concrete steps to accelerate the development of tourism destinations in this case is the preparation and pioneering of the development of Strategic

Tourism Areas that have both local and national appeal.

The Regency Tourism Development Master Plan (RIPPARKAB) is the main guideline for planning, managing and controlling tourism development at the Regency level which contains the vision, mission, strategic policy objectives, plans and programs that need to be carried out by stakeholders in tourism development. The enactment of the Regional Autonomy Law is a strategic starting point to be able to optimize by exploring, developing and managing assets and resources owned so that they are productive and can help support regional development, provide value for benefits and produce high productivity for regional development and improvement. well-being.

Buol Regency is one of the regencies in Central Sulawesi Province with a population of 145,234 people occupying an area of 4,043.57 km<sup>2</sup> which consists of 11 districts. The topography of Buol Regency is generally in the form of a surface mountainous land, undulating hills with an altitude of 0-2000 meters above sea level. The condition of tourism in Buol Regency has the potential to be developed as a tourist destination. Apart from having culture and historical sites, natural scenery and beautiful beaches are also potential for tourism development in Buol Regency. The work of preparing the Buol Regency Tourism Development Master Plan (RIPPARKAB) is: Mapping and analyzing the conditions and development of tourism in Buol Regency from the aspects of tourism destination development, tourism marketing, tourism industry and tourism institutions, analyzing the potential and problems of tourism development in Buol Regency, and developing policies ,

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### **Methods**

The data collection and classification stage is carried out by collecting literature studies related to the study and by conducting a field survey. The data collected are primary data and secondary data. Primary data collection is divided into two ways, namely by interview techniques and observation techniques.

Observations can be done freely and structured. Tools that can be used in observations are observation sheets, checklists, event records and others. Some of the information obtained from observations is space (place), actors, activities, objects, actions, events or events, time, feelings. The reason researchers conduct observations is to present a realistic picture of behavior or events, to answer questions, to help understand human behavior, and for evaluation, namely to measure certain aspects and provide feedback on these measurements. Is a technique in formulating strategies that consider internal factors and external factors. The steps in the SWOT analysis

### **Results**

The tourism industry is experiencing a post-pandemic shift, the shift includes major changes in the fields of technology, politics, regulation, social, economic and environmental. The post-pandemic shift is divided into mega, macro and micro scales, including the following:

1. Mega (changes), in general the changes at the mega level include:

- 1) *Covid-19 propagation and vaccine availability;*
- 2) *Accelerated digitization;*

- 3) *Social anxiety*;
- 4) *Global supply-chain disruption*;
- 5) *The rise of nationalism*;
- 6) *Government (MIS) leadership*.

2. Macro (competition), in general, changes at the macro level include:

The shift at the macro level includes major changes that produce a new competitive map in the pandemic era. The profound changes driven by the cataclysmic COVID-19 catastrophe have resulted in a new industrial landscape characterized by four characteristics:

- 1) *Hygiene*;
- 2) *Low-Touches*;
- 3) *Less-Crowd*;
- 4) *Low-Mobility*;

Companies that are successful in the pandemic era are companies that can adapt to these 4 characteristics. That's why companies in the digital industry sector, for example, are more sustainable in the pandemic era because they are low-touch.

3. Micro (customers), in general the proportion of new values at the micro level includes:

- 1) *Empathic Society*: The large number of deaths due to COVID-19 has given birth to a new society that is full of empathy, compassion, and full of social solidarity;
- 2) *Back to the Bottom of the Pyramid*: Referring to Maslow's Pyramid, consumers are now shifting their needs from the "top of the pyramid", namely self-actualization, to the "bottom of the pyramid", namely food, health, and mental and physical safety;
- 3) *Go Virtual*: With COVID-19, consumers avoid physical human contact, they switch to using virtual/digital media;
- 4) *Stay at Home Lifestyle*: A new lifestyle of staying at home with working-living-playing activities, due to social restrictions.

During the Covid-19 pandemic, global tourist arrivals experienced a drastic decline, by 58% to 78% or 847 million to 1,139 million. The development of foreign tourist arrivals in Indonesia (July 2019 - July 2020 period):

- 1) 4,040 thousand - 99.59% rate of foreign tourists visiting through air entrances;
- 2) 49,859 thousand - 83.99% rate of foreign tourists visiting through sea entrances;
- 3) 105,864 thousand - 41.47% rate of foreign tourists visiting through land entrances;
- 4) 159.76 thousand - 89.12% rate of foreign tourists visiting in Indonesia.

Based on the development of hotel occupancy rates in Indonesia, it can be described as follows:



**Figure 5.1** Graph of Hotel Occupancy Rates in Indonesia

*Source: Kemenparekraf, 2021*

The COVID-19 pandemic has caused countries around the world to impose lockdowns. Especially in the current situation, cases of COVID-19 are still increasing. Access between countries was closed and as a result international airlines were forced to close routes. This condition creates a formidable challenge for the tourism industry, including the hotel business. As a result of the reduction in international tourists, the hotel occupancy rate in Indonesia decreased significantly from 56.73% to 28.07% during the period July 2019 – July 2020 or decreased by 28.66 points. The highest decline was in Bali tourist destinations by 59.15 points, North Sulawesi (Manado) by 41.13 points and Yogyakarta Special Region (DIY) by 40.03 points.

Buol Regency because tourism destinations have not yet become a regional income line, the impact of the pandemic on tourism is not very visible. However, this is an opportunity to be able to formulate a tourism development strategy for Buol Regency from the beginning, with the initial conditions being during the pandemic period.

### **Tourism Business**

Business in the world of tourism can cover various things, including the following:

1. Tourist attraction business: a business whose activities are managing natural tourist attractions, cultural tourist attractions, and man-made/man-made tourist attractions;
2. Tourism area business: a business whose activities are to build and/or manage a certain area to meet tourism needs;
3. Servicetourist transportation: a special business that provides transportation for tourism needs and activities, not regular/public transportation;
4. Tour travel services: travel agency business and travel agent business;
5. The business of a travel agency includes the business of providing travel planning services and/or services and organizing tourism, including the organization of religious trips;
6. The travel agent business includes the business of booking facilities, such as booking tickets and booking accommodation as well as managing travel documents;
7. Food and beverage service business: food and beverage supply service business equipped with equipment and supplies for the manufacturing process, which can be in the form of restaurants, cafes, catering services, and bars/drinks;
8. Provision of accommodation: businesses that provide lodging services that can be complemented by other tourism services. The business of providing accommodation can

be in the form of hotels, villas, tourist lodges, campgrounds, caravan stops, and other accommodations used for tourism purposes;

9. Business of organizing entertainment and recreation activities: businesses whose scope of activity is in the form of performing arts businesses, game arenas, karaoke, cinemas, as well as other entertainment and recreational activities aimed at tourism;
10. Business of organizing meetings, incentive trips, conferences, and exhibitions: businesses that provide services for a meeting of a group of people, organize trips for employees and business partners in return for their achievements, and organize exhibitions in order to disseminate information and promote goods and services on a national scale, regional and international;
11. Tourism information service business: a business that provides data, news, features, photos, videos, and research results on tourism which are distributed in the form of printed and/or electronic materials;
12. Tourism consulting services business: businesses that provide advice and recommendations regarding feasibility studies, planning, business management, research, and marketing in the tourism sector;
13. Water tourism business: a business that organizes international tourism and sports, including the provision of facilities and infrastructure and other services that are managed commercially in sea waters, beaches, rivers, lakes and reservoirs;
14. Spa business: a treatment business that provides services using a combination method of water therapy, aroma therapy, massage, spices, healthy food/beverage services, and physical activity with the aim of balancing body and soul while still paying attention to the traditions and culture of the Indonesian nation.

As the MICE industry declined during the pandemic, the event organizer (EO) business was also affected. Indonesia's EO industry has the potential to experience big loss with an estimated potential loss of 1,218 EO in Indonesia ranging from Rp. 2.69 trillion to Rp. 6.94 trillion.

According to the Indonesian Event Industry Council (Ivendo) currently at least 50 thousand creative workers in the event industry are threatened with losing their jobs, there have been 96.43% of cases of postponement and 84.86% of event cancellations in 17 provinces after the official announcement of the Covid-19 outbreak by the government on March 2, 2020. This also happened at the cultural parade in Buol Regency, where in 2020 the cultural parade was canceled due to the pandemic. Seeing the current conditions, the idea of a cultural parade needs to be held annually in Buol Regency, but still prioritizes health protocols.

In Indonesia, due to this pandemic factor, organizers have also experienced losses on funds that have already been paid or have already been produced. Another challenge is the penalties for delays and cancellations applied by business partners such as from airlines, hotels, venues, artist management, and others. The high number of positive confirmed cases of COVID-19 in Indonesia has an impact on the tourism industry in Indonesia. The existence of large-scale social restrictions and closing of access to and from the state resulted in a decrease in state revenue in the tourism sector by 20.7 billion.

This situation is in stark contrast to the end of 2019 where the Indonesian tourism industry was very victorious and successful because at that time the tourism industry was very supportive of the leisure economy. However, with the pandemic, the tourism sector has been the worst hit and it will take a long time to recover. At least until the news that the Indonesian people have been vaccinated and will fully recover when the vaccine has been mass distributed both on a national and global scale. The COVID-19 pandemic has created a global

economic crisis with the most serious impact compared to previous crises. Economic contraction occurs on all developed and developing countries. Only China is predicted to be able to create 1% growth in 2020. Indonesia's GDP growth in 2021 is predicted at 6.1% (IMF) and 4.8% (World Bank) after slumping in 2020 by -0.3%.

The IMF and World Bank predictions agree that Indonesia's economic growth until the end of 2020 will be minus. Plus the possibility of a recession in the third quarter is getting more real. The good news is that in 2021 the IMF and World Bank predictions for Indonesia's economic growth are quite encouraging, namely at 6.1% (IMF) and 4.8% (World Bank). The year 2020 is the year of survival, all business owners are trying their best to survive in the midst of a duo storm of health and economic crises caused by COVID-19. However, behind this struggle, there is optimism that must be built immediately rather than dragging on in minus figures. The year 2021 is the year of revival, predictions of a vaccine that will begin production in January next year will be a turning point for the economy to revive.

It should be realized, the situation will never return to normal considering the pandemic has changed consumer behavior to the extreme. Therefore, business owners must really prepare themselves for the new era, namely the next normal era. An era that turns the threat of the COVID-19 crisis into an opportunity. To be able to run a tourism business, tourism entrepreneurs are required to fulfill a Business Permit from the Central Government or Regional Government in accordance with their authority based on the norms, standards, procedures, and criteria set by the Central Government. However, due to the pandemic factor, it is necessary to have additional criteria that carry health protocols in each type of tourism business. Every tourism entrepreneur must:

1. Maintain and respect religious norms, customs, culture, and values that live in the local community;
2. Provide accurate and responsible information;
3. Provide non-discriminatory services;
4. Provide comfort, friendliness, protection of security, and safety of tourists;
5. Provide insurance protection for tourism businesses with high-risk activities;
6. Develop partnerships with local micro, small and cooperative enterprises that need, strengthen and benefit each other;
7. Prioritizing the use of local community products, domestic products, and providing opportunities for local workers;
8. Improving the competence of the workforce through training and education;
9. Take an active role in efforts to develop infrastructure and community empowerment programs;
10. Participate in preventing all forms of actions that violate decency and activities that violate the law in the environment where the business is located;
11. Maintain a healthy, clean and beautiful environment;
12. Maintaining the preservation of the natural and cultural environment;
13. Maintain the image of the Indonesian state and nation through responsible tourism business activities; and fulfill the Business Licensing from the Central Government.

### **Small and Medium Enterprises Supporting Tourism**

The Buol Regency Government in supporting tourism supporting small and medium

enterprises, has the authority to:

1. Prepare and stipulate the tourism development master plan (RIPPARDA) of Buol Regency,
2. Establishing tourism destinations for Buol Regency,
3. Determine the tourist attraction of Buol Regency,
4. Issuing Business Licensing in Buol Regency.

Based on data from the Ministry of Tourism and Creative Economy (2021) related to the category of tourism businesses in Central Sulawesi Province:

**Table 5.1** Certified Tourism Business Category in Central Sulawesi Province

No.	Tourism Business Category	Certified Quantity (pieces)	Information
1	Tourist attraction	-	There is no Central Sulawesi Province yet
2	Homestay/ Pondok Wisata	8	Buol Regency doesn't exist yet
3	Hotel	17	Buol Regency doesn't exist yet
4	Tourism Information Center	-	There is no Central Sulawesi Province yet
5	Restaurant/ Restaurant	9	Buol Regency doesn't exist yet
6	MICE place	-	There is no Central Sulawesi Province yet
7	Souvenir Shop	-	There is no Central Sulawesi Province yet
8	Rafting Business	-	There is no Central Sulawesi Province yet
9	Golf Business	-	There is no Central Sulawesi Province yet
10	Travel Transportation Service Business	2	Buol Regency doesn't exist yet
11	Paragliding Travel Business	-	There is no Central Sulawesi Province yet
12	Diving Business	1	Buol Regency doesn't exist yet

Source: Kemenparekraf, 2021

Based on data from the Ministry of Tourism and Creative Economy regarding the development of medium and large-scale restaurants/restaurants by province in 2007-2012, the number of businesses/companies in Central Sulawesi Province is 3-4, while the average workforce has increased from 27 people in 2007. 2007 to 33 people in 2012. Going forward, consumers in Buol Regency in particular will be more responsible. Adherence to standard health protocols is no longer seen as an instruction/appeal but self-awareness. Awareness of following health protocols is a form of protecting yourself, your family and others from contamination with the COVID-19 virus. In Indonesia itself, the number of cases has not slowed down, the more confirmed cases indicate that the spread of the virus has attacked those closest to us.

That way, awareness to comply with and even improve health protocol standards will be even stronger. This is then internalized in daily patterns and becomes a new habit that prioritizes CHSE (Cleanliness, Healthiness, Safety, Environment). The implementation of CHSE will be an integral part of every strategy formulated for tourism development in Buol Regency. This

habit will not disappear even though the vaccine already exists, this awareness has become a common consciousness. Based on data from BPS (2021) the percentage of companies that implement health protocols are as follows:

1. 81.91% implement physical distancing;
2. 81.87% provide hand washing facilities (soap water and hand sanitizer);
3. 85.88% required the use of masks or face shields.

Based on this data, there are still almost 20% of companies that have not implemented health protocols, this is very unfortunate. For Buol Regency, the tourism development strategy will be strictly enforced with health protocols, this needs to be done early so that it can become a shared habit.

The COVID-19 pandemic encourages digital acceleration, when consumers are encouraged to stay at home, digital becomes a bridge so they can stay connected. Almost all physical interactions are carried out online as an effort to suppress the spread of the virus. Digital technology is a catalyst that helps consumers move in the midst of social restrictions. Work, study and shopping is done with the help of digital. Not only encouraging digital penetration to expand, such as carrying out various activities through applications such as Zoom, telemedicine and e-commerce, but also encouraging digital maturity, namely how mature people's digital abilities are. The COVID-19 pandemic has made consumers more mature or able to accept the presence of digital technology. Plunging into the digital ecosystem in the era of the pandemic and next normal becomes a non-negotiable necessity. Changes in the industry map during the COVID-19 pandemic in the tourism industry based on 3C changes (Changes, Competitors, and Customers). COVID-19 creates a new era that has such a big impact on mankind, namely: "The Virtual Century". Offices are one of the clusters of high transmission of COVID-19. This has made the tourism industry, especially the MICE sector, hit quite hard. The business and government segments that contribute a lot to hotel occupancy rates and airplane seats must temporarily lie down to avoid the risk of transmitting the COVID-19 virus. The event industry, as part of tourist attractions, has also fallen in the midst of the COVID-19 pandemic. The exhibition industry has also screamed as a result of the pandemic that has been going on for almost a year. Various exhibition events in the country must be canceled or postponed until the pandemic conditions are under control.

Likewise, many tourism events in various regions which are the calendar of events have also been canceled, and some have turned into virtual events. The COVID-19 pandemic has changed many things, including trends in tourism. The COVID-19 outbreak has made health and safety a top priority. The selfie trend in in stagramable places will be one that will be displaced by this pandemic. Nature tourism will become a popular trend that is favored by the public in the new normal conditions later. In the early stages of recovery after the pandemic, the boredom caused by staying at home will encourage tourists to go out of the house to simply enjoy the fresh air and natural beauty. The reason is because nature provides great benefits for health, but low risk.

Adventure-based nature tourism also has a great opportunity to be popular during the new normal, especially activities in small groups with dynamic activities, such as trekking, snorkeling, and diving. In the last 10 years, the term "green" seems to be a magic spell for marketing communications. In the tourism industry, this trend is increasing with tourists becoming more aware of their participation in maintaining a sustainable environment at tourist sites. Coupled with the pandemic, the green concept has added to the element of CHSE (cleanliness-health-safety-environment) which is a priority for consumers today. The COVID-19 pandemic has raised tourists' awareness of the CHSE (cleanliness-health-safety-



environment) concept. In the next normal era, CHSE will be the main consideration for tourists in choosing tourist destinations.

Governments and tourist destination managers need to quickly respond to this issue by taking health measures. It is not impossible, standardization such as ISO, for example, will be applied in the management of tourist attractions. The COVID-19 pandemic has pushed consumers to quickly adapt to digital. Consumers are increasingly mature in responding to digital developments. Likewise in terms of planning vacation activities. There is no longer a gap between the development of digital technology and consumer skills. The convenience offered by digital for the tourism context, for example, is summarized in the look-book-pay concept. The COVID-19 pandemic has made consumers better prepared for digital transformation. For tourism business entrepreneurs, it is a must to enter the digital ecosystem. The tourism industry and other supporting sectors must not lose their minds innovating during the COVID-19 pandemic. This aims to boost the economy and keep consumers willing to spend money during a pandemic. This situation moves hotel owners to issue innovations such as lodging packages starting from the "Staycation At Hotel" holiday package, the best offer *price* for 4-star hotels and above and the ease of payment "Book Now, Pay Later". In addition, hotel owners can also maximize other businesses when room booking demand drops through offering buffet & restaurant menu packages that can create additional income for hotel owners.

The COVID-19 pandemic has hit the MICE industry which is full of physical activity and crowds. Adaptation to the pandemic has led to innovations that provide a hybrid experience in organizing events such as seminars, conferences and exhibitions. The COVID-19 pandemic has changed the process of tourists and travel providers. Experiences in high-touch tourist attractions will be less and less desirable. That way, this situation forces players in this industry to present touch points that move from offline experience to online experience (move touchpoint online). As the name suggests, this process relies on digitization to support processes and transactions between tourists and tourism service providers. The tourism service providers must integrate one touchpoint with other touchpoints online so as to minimize the occurrence of physical contact. For example, in the airline business, there are no more check-in counters and are replaced by e-boarding or self-check-in using a QR-Code at the machines available at the airport. On the other hand, tourism supporting sectors such as restaurants & bars must replace all their physical transactions (conventional money) with digital payments, e-wallet, QR-Code transactions and other digital-based transactions.

One of the contactless and digital innovations is with the help of robots. This will create a new chapter in the tourism industry where in the future we will not be surprised anymore if we visit tourist sites and are only served by robots and specially programmed machines. Responding to the current situation, the tourism industry must be very techy and start transforming digital at every point of consumer touch. The pandemic is forcing to reduce consumer touch points that are high-touch. Therefore, a new trend was born, namely contactless technology adoption. This contactless adoption occurs from the beginning to the end of the customer journey. If it is illustrated a traveler who is planning a vacation, starting from ordering travel tickets, choosing an airline to checking in using digital technology that can be accessed via gadgets.

## Conclusion

This trend is a big leap in the tourism industry. Consumers who are increasingly aware of the development of digital technology must be supported by players in this sector who are also adapting. The tourism sector has been hit hard by the COVID-19 outbreak. All tourist destinations were forced to close and empty of visitors due to social distancing. The role of

technological innovation really helps tourism to survive in times of crisis, one of which is virtual tourism. Based on the foregoing, it is possible that tourism development in Buol Regency will also begin to enter the direction of digital and virtual tourism following the current developing trend.

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3. Law Number 26 of 2007 concerning Spatial Planning;
4. Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan 2010-2025;
5. Government Regulation Number 58 of 2005 concerning Regional Financial Management;
6. Presidential Regulation of the Republic of Indonesia Number 16 of 2018 concerning Government Procurement of Goods/Services;
7. Minister of Tourism Regulation No. 10 of 2016 concerning Guidelines for Preparation of Provincial and Regency/City Tourism Development Master Plans;
8. Regional Regulation of Central Sulawesi Province on Regional Spatial Planning of Central Sulawesi Province.
9. Buol District Regulation concerning Buol District Spatial Planning;
10. Regional Regulation Number 02 of 2018 concerning the Buol Regency Medium-Term Development Plan.
11. Regional Regulation Number 01 of 2013 concerning the 2005-2025 Regional Long-Term Development Plan of Buol Regency.
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