

## Development Strategy of Lahendong Pine Forest Tourism Attraction in Tomohon City, North Sulawesi Province

Reyka Irlia Pollah<sup>1</sup>, Yayu Indrawati<sup>2</sup> I Gusti Ngurah Widyatmaja<sup>3</sup>

<sup>1,2,3</sup>) Master Program in Tourism, Faculty of Tourism, Udayana University, Indonesia

Corresponding Author: [pollah.2281011047@student.unud.ac.id](mailto:pollah.2281011047@student.unud.ac.id)<sup>1</sup>, [yayuindrawati@unud.ac.id](mailto:yayuindrawati@unud.ac.id)<sup>2</sup>,  
[widyatmaja@unud.ac.id](mailto:widyatmaja@unud.ac.id)<sup>3</sup>

### Abstract

*This study aims to identify the existing conditions of tourism in the tourist attraction of the Hutan Pinus Lahendong and suggest an effective development strategy in the development of the tourist attraction of the Hutan Pinus Lahendong. The research approach used is qualitative descriptive and supported by quantitative data. Data collection through observation, in-depth interviews, questionnaires, documentation and literature studies. The data analysis used includes the IFE, EFE, IE, and SWOT matrix. The results of the study show that the tourist attraction of the Hutan Pinus Lahendong has the potential to be developed based on the 6A components (Attraction, Accessibility, Amenities, Ancillary Service, Accommodation, and Activities). In addition, there are ten key factors, both internal and external factors. The IE matrix shows that the position of the Hutan Pinus Lahendong tourist attraction is in quadrant five. The SWOT analysis shows that there are 5 alternative strategies that can be proposed in the development of the Hutan Pinus Lahendong tourist attraction, The strategies include: (SO) Optimizing Sustainable Development and Increasing the Promotion of Tourist Attractions, (ST) Improving Environmental Quality, (WO) Improving Tourism Support Facilities, and (WT) Optimizing Cooperation with Stakeholders. Based on the results of the research, it can be suggested that the stakeholder components involved in the development of the Hutan Pinus Lahendong tourist attraction can strengthen cooperation in carrying out tourism attraction development programs appropriately and efficiently.*

**Keywords:** Development Strategy, Tourist Attraction, SWOT, 6A



## INTRODUCTION

Tourism development directly or indirectly involves local communities as accelerators. Tourism development is expected to change social, economic, cultural, environmental, lifestyle, and create new jobs (Ridla, et al., 2021). The use of natural resources for tourist attractions is important for the economic growth of many countries, because it can increase a country's foreign exchange and reduce unemployment and fight poverty in a region (Rahma, 2020). Tourism development must be carried out by maintaining personality and cultural values, as well as managing the existing natural potential to attract domestic and foreign tourists.

Tomohon City, located in the province of North Sulawesi, has a lot of great potential in the tourism sector. Tomohon City is located at an altitude of 900-1000 meters above sea level and is flanked by two active volcanoes. The tourism conditions in Tomohon City offer many tourist attractions in the form of natural, historical, and cultural tourism. The tourism sector in Tomohon City has begun to develop since 2008 until now, in its development Tomohon City tourism continues to show an increase in the number of tourists every year (Central Statistics Agency, 2023).

One of the leading destinations in Tomohon is the Lahendong Pine Forest, which offers an attraction in the form of a unique natural landscape with a panorama of natural pine forests and surrounded by sulfur lakes (Barambae, et al., 2019). The destination of the Lahendong Pine Forest has attracted many tourists where activities that tourists can do include a place for camping, hot springs, and learning about geothermal heat. Even though it is included in the 2021-2026 National Medium-Term Development Plan (RPJMD) of Tomohon City as a leading attraction, its development still faces obstacles in terms of lack of tourism support facilities for tourists, ineffective promotion of tourist attractions, and limited quality of human resources are the main challenges in the development of the Lahendong Pine Forest tourist attraction (Menajang, et al., 2019). Thus, strategic development is needed to optimize the potential and collaboration between stakeholders needed to increase the development of the Lahendong Pine Forest tourist attraction. This research is expected to provide suggestions and solutions both theoretically and practically to be proposed in the development of the Lahendong Pine Forest tourist attraction, in accordance with the Tomohon City RPJMD.

## LITERATURE REVIEW

### Development Strategy

Strategy is a method used by organizations to move from one position to another (Sanjaya, 2018). In building a tourist attraction, a strategy is very necessary, so that the vision





and mission can be achieved properly. An effective strategy is related to three organizational issues, namely competence, scope, and allocation. Strategy is essentially planning and management to achieve a goal. However, to achieve this goal, the strategy does not function as a roadmap that only shows the direction, but must be able to show how the operational tactics are (Effendy, 2013).

## **Tourist Attractions**

Damanik and Weber (2006) good tourist attraction is closely related to four things, namely, having uniqueness, originality, authenticity, and diversity. Uniqueness is defined as a combination of rarity and distinctiveness inherent in a tourist attraction. Originality reflects authenticity or purity, i.e. how far a product is not contaminated or does not adopt a value different from its original value. Yoeti (Utama, 2014), stated that tourist attractions are everything that attracts tourists to visit a certain area.

## **Tourism Potential**

Pendit (2002) potential is a variety of resources available in a certain area that can be developed into tourist attractions. Based on this understanding, tourism potential is a variety of resources owned by a place and can be developed into a tourist attraction that can be used in economic and infrastructure development while still paying attention to other aspects (Ridla, et al., 2024). Tourism potential is the ability in an area that may be used for development, including nature and humans as well as the work of humans themselves. Tourism potential can then be divided into three, namely: natural potential, cultural potential and man-made potential.

## **METHOD**

The location of the research was carried out in the Lahendong Pine Forest, Jalan Lahendong, South Tomohon, Tomohon City, North Sulawesi. The Lahendong Pine Forest has an area of  $\pm 4$  hectares and an altitude above sea level  $\pm 700$  meters. It is about 27 Km from the capital city of North Sulawesi, with a distance of about 1 hour. Meanwhile, from Tomohon City, the Lahendong Pine Forest is about 5 Km, with a distance of about 14 minutes. This study uses a qualitative descriptive approach to data collection carried out by direct observation, in-depth interviews using questionnaires involving seven resource persons including the Secretary of the Tomohon City Tourism Office, Head of the Tourism Destination Division of Tomohon City, Head of the Government Section of Lahendong Village, Rainbow restaurant entrepreneurs, Community Leaders, Sam Ratulangi University Lecturers and Journalists. The data analysis used



includes IFE (Internal Factor Evaluation), EFE (External Factor Evaluation), IE (Internal-External) matrix, and SWOT Analysis to develop alternative strategies in developing the tourist attraction of the Lahendong Pine Forest in Tomohon City.

## RESULTS AND DISCUSSION

### Existing Tourism Conditions of Lahendong Pine Forest

The tourist attraction of the Lahendong Pine Forest is one of the tourist attractions in Tomohon City by carrying the concept of natural tourism where the natural sulfur hot springs in the Lahendong Pine Forest are the most attractive attractions for tourists to visit the Lahendong Pine Forest. The current tourism condition in the Lahendong Pine Forest tourist attraction is still in the development stage developed by the Tomohon City government. Tourism activities in the Lahendong Pine Forest tourist attraction are running well by utilizing all the tourism potential and facilities provided, which can be seen from the number of visits from foreign and Indonesian tourists who visit the Lahendong Pine Forest tourist attraction for tourism. The tourist attractions in the Lahendong Pine Forest are presented in Table 1 as follows

**Table 1 Lahendong Pine Forest Tourist Attractions**

| Type            | Attractions                                                                                                                   |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>Nature</b>   | <ul style="list-style-type: none"> <li>• Sulfur hot spring</li> <li>• Pine forest scenery</li> </ul>                          |
| <b>Man Made</b> | <ul style="list-style-type: none"> <li>• Photo spot</li> <li>• <i>Camping ground</i></li> <li>• <i>Venue Event</i></li> </ul> |
| <b>Culture</b>  | <ul style="list-style-type: none"> <li>• Maengket dance</li> </ul>                                                            |

Source: Data Results, 2024

Based on the above, it can be explained that the tourist attractions in the Lahendong Pine Forest have a diversity such as two natural tourist attractions, three artificial tourist attractions, and 1 cultural tourist attraction. Thus, these tourist attractions can enrich tourist attractions in the Lahendong Pine Forest.



## Accessibility

The tourist attraction of the Lahendong Pine Forest is an easy tourist attraction to visit because it has a paved and wide main highway, so that tourists who go to the Lahendong Pine Forest can feel safe and comfortable. The time taken to get to the Lahendong Pine Forest from Tomohon City is approximately 13 minutes with a distance of 5.1 Km, and the time taken from Sam Ratulangi International Airport is approximately 1 hour 17 minutes with a distance of 41 Km. Transportation options to the Lahendong Pine Forest are very diverse, both using private vehicles and public transportation. Tourists who choose to use public transportation can take advantage of the available buses or public transportation (angkot), ensuring flexibility and comfort in traveling.

## Amenities

In the Lahendong Pine Forest, the available amenities are still limited because they are still in the process of being developed. Accommodation facilities around the Lahendong Pine Forest are only available in limited numbers, so the choice of places to stay is not too diverse. Local restaurants and cafes offer several food and drink options, but the variety still needs to be improved. Public facilities such as clean toilets and parking areas are already in place, but the capacity is not enough to accommodate the growing number of visitors. The current road path is adequate, but it still needs further repairs and maintenance to ensure more convenient access to various points in the Lahendong Pine Forest. However, the existing facilities have begun to contribute to the comfort of visitors, and the development efforts that continue to be carried out are expected to improve a more satisfying tourist experience in the Lahendong Pine Forest.

## Ancillary Service

Ancillary Services refer to various institutions, organizations, or parties that support and manage a tourism destination or attraction. They play a role in organizing various activities that support the operation, development, and promotion of tourist attractions. Ancillary can include local government agencies, non-governmental organizations, educational institutions, and the private sector involved in various aspects of tourism, such as management, environmental conservation, workforce training, tourism promotion, and infrastructure development. Lahendong Pine Forest Tourism is known to have several institutions involved in the management and development of these tourist attractions, including: The Local Tourism Office holds a key role in the management and development of the Lahendong Pine Forest tourist attractions, Business Actors in the Tourism Sector also have an important role in the tourism



ecosystem of the Lahendong Pine Forest, and Local Community Groups also have a significant role in the management and preservation Lahendong Pine Forest.

## Accommodation

Accommodation at Lahendong Pine Forest Tourism offers attractive lodging options for visitors. Accommodation near the pool allows visitors to easily enjoy a relaxing experience amidst the beautiful and soothing nature. Lodging around the Lahendong Pine Forest Tourism neighborhood generally offers a direct view of the beautiful pine forest. With a backdrop of green trees and a cool atmosphere, visitors can experience a serenity and peace that is difficult to find anywhere else. Some of the lodging options available include traditional wooden huts that provide a natural feel, as well as modern hotels that provide complete facilities for the convenience of visitors. *Activities*

Tourist activities in the Lahendong Pine Forest include soaking in the natural sulphur hot springs, which offer health benefits and relaxation in a private setting; Nature photography, with stunning spots such as sulphur lakes surrounded by pine forests, ideal for pre-wedding photos and capturing the changing scenery as well as camping or camping in the provided areas, allows tourists to enjoy a night in the outdoors with a view of the white fog in the morning and cool temperatures, perfect for families and friends looking for an authentic nature experience.

## Identification of Internal Factors and External Factors of Lahendong Pine Forest Tourism

### Attraction in Tomohon City, North Sulawesi Province

#### Internal Factor Analysis

The IFE (Internal Factor Evaluation) matrix is used by researchers to analyze internal factors that aim to identify the strengths and weaknesses of the Lahendong Pine Forest tourist attraction. The IFE matrix will show how much potential the Lahendong Pine Forest tourist attraction is to be developed. There are three factors of strength and two factors of weakness in the tourist attraction of the Lahendong Pine Forest.

**Table 2 Internal Factors of Lahendong Pine Forest Tourism Attraction**

| Internal Factor                              | Weight | Rating | Score |
|----------------------------------------------|--------|--------|-------|
| <b>Strengths</b>                             |        |        |       |
| 1. Have a Sulfur Hot Spring Pool             | 0.26   | 4      | 1.03  |
| 2. There are various interesting photo spots | 0.21   | 3      | 0.63  |
| 3. Presenting Traditional Dance              | 0.20   | 3      | 0.60  |

|                            |             |   |             |
|----------------------------|-------------|---|-------------|
| <b>Total Strength</b>      |             |   | <b>2.26</b> |
| <b>Weaknesses</b>          |             |   |             |
| 1. Limited Facilities      | 0.18        | 2 | 0.35        |
| 2. Lack of Collaboration   | 0.15        | 1 | 0.15        |
| <b>Total Weaknesses</b>    |             |   | <b>0.51</b> |
| <b>Total Amount of IFE</b> | <b>1.00</b> |   | <b>2.77</b> |

Source: Researcher Analysis Results, 2024

Based on the results of the IFE matrix, it shows that the attraction of sulfur water pools is a great strength with a weighted score of 1.03 so that it also has great potential to develop Lahendong Pine Forest tourism. Meanwhile, the main weakness factor is the lack of collaboration with a weighted score of 0.15. Then, for the results of the overall calculation, a total of 2.77 was obtained, which shows that the tourist attraction of the Lahendong Pine Forest internally in responding to the factors can be said to be average.

### External Factor Analysis

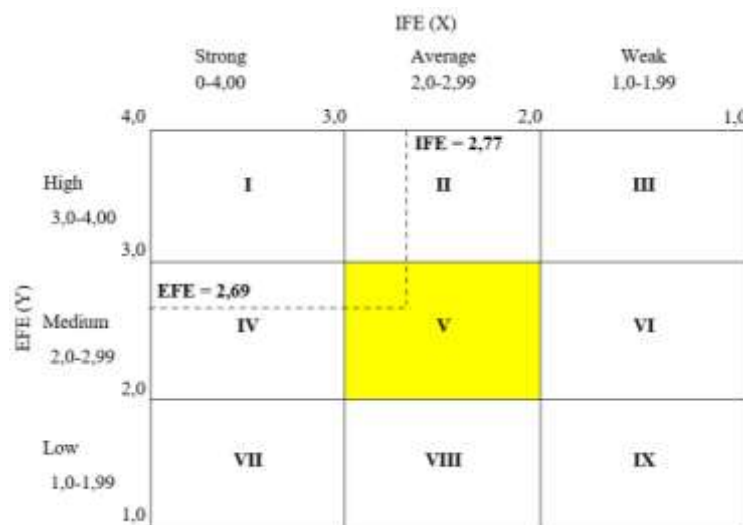
The EFE (External Factor Evaluation) matrix is used by researchers to analyze external factors aimed at identifying opportunities and threats owned by Lahendong Pine Forest tourism. Thus the EFE matrix will show how much external tourism potential of the Lahendong Pine Forest is to be developed.

**Table 3 External Factors of Lahendong Pine Forest Tourism Attraction**

| <b>Eksternal Factor</b>               | <b>Weight</b> | <b>Rating</b> | <b>Score</b> |
|---------------------------------------|---------------|---------------|--------------|
| <b>Opportunities</b>                  |               |               |              |
| 1. Have a strategic location          | 0.13          | 3             | 0.39         |
| 2. Advances in Information Technology | 0.26          | 4             | 1.04         |
| 3. Creating Jobs for the Community    | 0.23          | 3             | 0.69         |
| <b>Total Opportunities</b>            |               |               | <b>2.12</b>  |
| <b>Threat</b>                         |               |               |              |
| 1. Similar Tourist Attractions        | 0.17          | 1             | 0.17         |
| 2. Potential for Natural Disasters    | 0.20          | 2             | 0.40         |
| <b>Total Threats</b>                  |               |               | <b>0.57</b>  |
| <b>Total Amount of EFE</b>            | <b>1.00</b>   |               | <b>2.69</b>  |

Source: Researcher Analysis Results, 2024

Based on the results of the EFE matrix, it shows that the advancement of information technology is a great opportunity with a weighted score of 1.04 so that it also has great potential to develop Lahendong Pine Forest tourism. Meanwhile, the main threat factor is similar tourist attractions with a weighted score of 0.17. Then, for the results of the overall calculation, a total of 2.69 was obtained, which shows that the tourist attraction of the Lahendong Pine Forest externally in responding to the factors can be said to be moderate.



**Figure 1 Internal-External Matrix (IE) of Lahendong Pine Forest Tourism Attraction**

Source: Researcher Analysis Results, 2024

Based on the score on the IE matrix, with IFE=2.77 and EFE=2.69 values, the position of Lahendong Pine Forest tourism attraction is in quadrant V, namely hold and maintain, which shows that this tourism has a tendency to maintain current conditions without the need to make drastic changes. Based on the score on the IE matrix, with IFE=2.77 and EFE=2.69 values, the position of Lahendong Pine Forest tourism attraction is in quadrant V, namely Hold and maintain. The strategy that can be carried out is explained by Rangkuti (2016), for those in cells III, V, VII can be managed best with the strategy of being held and maintained (market penetration and product development) is a commonly used strategy. Conceptually, the IE matrix is used as a reference basis in determining strategies in the SWOT matrix so that at the stage of strategy formulation the SWOT matrix does not expand widely and remains dependent on the Internal-External (IE) matrix.



## Strategy for the Development of Lahendong Pine Forest Tourism Attraction

Based on the results of the SWOT analysis, five strategies that can be proposed to develop the tourist attraction of the Lahendong Pine Forest are obtained. The description of the five strategies is as follows.

### 1. Strengths-Opportunities (SO) Strategy

#### a) Optimizing Sustainable Development (S1, S2, S3 VS O1, O3)

By maximizing natural and socio-cultural potential, the Lahendong Pine Forest has great potential to be developed as a sustainable tourist attraction. The natural beauty, the uniqueness of the sulfur water pool, and the cleanliness and environmental sustainability are the main attractions. Several strategic programs can support this development, such as the implementation of the concept of environmentally friendly tourism through education on planting pine trees, as well as improving the safety and comfort of tourists by installing CCTV, lighting, and health facilities. Cooperation with related parties and tourism actors is also needed. In addition, water conservation and waste management programs are designed to maintain aquatic ecosystems and reduce negative environmental impacts with advanced technology and green infrastructure. With these measures, the Lahendong Pine Forest is expected to enhance a safe, comfortable, and environmentally friendly tourism experience, thereby supporting sustainability and attracting more tourists.

#### b) Increasing the Promotion of Tourist Attractions (S1, S2 VS O1, O2, O3)

Promotion of the tourist attraction of the Lahendong Pine Forest can be done by updating creative photos and videos on social media using interesting captions and hashtags to attract users' interest. The Digital Promotion Campaign Program aims to increase the visibility and attractiveness of tourism through creative content, multimedia, and website optimization, as well as social media management with high-quality content. In addition, the Collaboration with Influencers and Tourism Festival program involves influencers to promote the Lahendong Pine Forest and the organization of an annual festival that displays local culture. These two programs are expected to increase the number of visitors, engage on social media, and strengthen the relationship between visitors and the local community, thereby supporting the sustainability of the local economy and culture.

### 2. Strengths-Threats (ST) Strategy

#### c) Improving Environmental Quality (S1, S2 VS T2)





The development of the Lahendong Pine Forest tourist attraction needs to involve community participation in maintaining cleanliness and environmental sustainability. The main obstacle is the lack of awareness of tourists in maintaining cleanliness, which can threaten environmental sustainability. To realize sustainable tourism, continuous education is needed to the community and managers about the importance of protecting the environment. The Environmental Awareness Campaign program focuses on education and training on waste management and environmentally friendly practices, including campaigns through social media, cleanliness competitions, and collaboration with schools and communities. In addition, the Waste Management and Nature Conservation Program includes the provision of recycling facilities, efficient water management, and reforestation activities to maintain the pine forest ecosystem. These two programs aim to increase awareness, participation, and quality of tourism experiences, as well as support environmental and local economic sustainability.

### 3. Weaknesses-Opportunities (WO) Strategy

#### d) Improving Tourism Support Facilities (W1, W2 VS O1, O3)

Improving tourist facilities in the Lahendong Pine Forest requires improving infrastructure, such as roads, parking areas, and basic facilities (toilets, garbage cans). The development of commercial facilities (cafes, restaurants, souvenir shops) and accommodation (camping grounds, eco-friendly villas) is also important to increase visitor satisfaction and the local economy. This development program aims to enrich the tourist experience, strengthen local cultural identity, and ensure the sustainable growth of the Lahendong Pine Forest as a tourist destination.

### 4. Weaknesses-Threats (WT) Strategy

#### e) Optimizing Cooperation with Stakeholders (W2 VS T1, T2)

Public relations in the development of Lahendong Pine Forest tourism involves cooperation with the Tomohon City government and the private sector. Collaboration with government agencies, such as the National Disaster Management Agency of Tomohon City, aims to improve preparedness and response to potential disasters, strengthen security, and support sustainable tourism development through training, early warning systems, and security infrastructure (Larasati & Nugroho, 2021). In addition, cooperation with travel agents within and outside Tomohon City allows for wider promotion and marketing, by developing attractive travel packages, utilizing social media and digital platforms to increase the visibility of the Lahendong Pine





Forest, and expanding the reach of the tourist market. This initiative not only increases the number of tourist visits but also contributes significantly to the growth of the local economy and the promotion of sustainable tourism (Larasati, et al., 2024).

## CONCLUSION

Based on the results of this study, the Lahendong Pine Forest offers attractive tourism potential with sulfur hot springs, photo spots, camping areas, and traditional dance art venues. The location is easily accessible from Tomohon City, only 13 minutes by public transportation. Facilities include accommodation, stalls, toilets, and parking, although still limited. Management is supported by the Tomohon City Tourism Office, local communities, and local business people. The inn in the vicinity is connected to the hot springs. Tourists can enjoy swimming, nature photography, and camping.

Based on the results of the analysis of internal and external factors, it is known that the total IFE score is 2.77 and the total EFE score is 2.69. The results of the IE matrix analysis of the tourist attraction of the Lahendong Pine Forest are in the V quadrant position (five) with the formulation of a grand strategy that focuses on market penetration and product development.

The results of the SWOT analysis obtained five strategies that can be suggested as an effort to develop the tourist attraction of the Lahendong Pine Forest. The five strategies include; (SO) optimizing sustainable development and increasing the promotion of tourist attractions, (ST) improving environmental quality, (WO) improving tourism support facilities, (WT) optimizing cooperation with stakeholders.

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