

Tourism Management Strategies: Towards Sustainable Development Of The Tourism Component

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Abstract

The aim of this research is to examine the management strategy of natural tourism destinations in Palopo City through strengthening the tourism component as a sustainable environment. The research's distinctive advantage lies in its systems approach that integrates tourism components with environmental conservation imperatives, using qualitative methods, multi-stakeholder perspectives, and the development of integrated sustainability indicators. The objective of this research is to identify natural tourism destination management strategies in Palopo City through strengthening tourism components oriented toward environmental conservation, analyzing ecological characteristics and potential, evaluating existing conditions of tourism components, and formulating adaptive management strategy models. This research employs a qualitative approach with case study design, data collection techniques through in-depth interviews with 8 informants, observation, literature review, and focus group discussions to explore three tourism destinations: Labombo Beach, Kambo Hill, and Batu Papan Springs. Research findings reveal inhibiting factors including limited publication, overlapping authorities, low conservation awareness, and inadequate infrastructure.

Keywords: Tourism Components; Management; Sustainable Environment



INTRODUCTION

The global ecological crisis that is accelerating species extinction and ecosystem degradation compels us to reassess the paradigm of nature tourism destination management with unprecedented urgency, where indicates that 35% of the world's nature tourism destinations are under threat of permanent damage due to excessive exploitation. Post-pandemic tourism dynamics have created a paradox in nature tourism management worldwide—with visitor surges of up to 78% in remote natural destinations unprepared to manage their ecological impacts, resulting in "overtourism" phenomena that threaten the sustainability of the very ecosystems that serve as their main attractions (Higgins-Desbiolles, 2024). Recent ethnographic studies reveal that conventional nature tourism management models fail to accommodate the complexity of human-environment interactions, requiring deeper qualitative approaches to understand the connections between socio-cultural, ecological, and economic aspects within tourism ecosystems (Dowling, 2020). The tension between short-term economic imperatives and long-term ecological sustainability has produced narrative conflicts in nature tourism management—according to a global survey of 1,250 nature tourism destination managers, 67% acknowledge pressure to sacrifice environmental considerations for immediate economic gains, creating urgency for a fundamental reorientation in management paradigms (Dhir et al., 2025). In-depth qualitative exploration of the interrelationships between strengthening tourism components and environmental conservation becomes crucial to address the disconnection between sustainability theory and management practices in the field, which has resulted in systemic failures in nature-based tourism conservation efforts in many developing countries (Putera et al., 2025)

South Sulawesi, as one of Indonesia's provinces, possesses extraordinarily diverse natural tourism potential with 290 recorded destinations, yet only 35% are professionally managed with sustainability principles applied). Palopo City, located on the coast of Bone Bay, represents the wealth of natural tourism destinations that have not been fully optimized despite having a unique combination of beaches, hills, and water sources that serve as distinctive attractions (Suharto et al., 2022). Nature tourism management in Palopo City still faces challenges in integrating tourism components such as attractions, accessibility, amenities, and ancillary services, preventing the maximization of existing potential (Tuomi et al., 2025). Labombo Beach, Kambo Hill, and Batu Papan Springs, as representations of the varied natural tourism ecosystems in Palopo City, have different characteristics and management challenges that require adaptive approaches tailored to the uniqueness of each destination (Torsney & Buckley, 2025). Strengthening tourism components at these three destinations has the potential to become a model for natural tourism



destination management that is oriented not only toward economic growth but also toward environmental conservation and ecosystem sustainability (Rosalina et al., 2023)

Previous research has identified that nature tourism destinations managed with sustainability principles have experienced a 45% increase in tourist visits over the past five years, significantly higher than conventionally managed destinations (Chun et al., 2024). The integration of local ecological knowledge with modern approaches in natural resource management has proven to increase ecosystem resilience and reduce environmental degradation by up to 30% in nature tourism destinations that implement them (Syamjaya et al., 2024). Strengthening tourism components that align with conservation values produces higher quality visitation patterns with longer lengths of stay and higher expenditure per tourist (Ferdian et al., 2022). Nature tourism management strategies that involve active participation of local communities enhance ownership and accountability for environmental conservation, creating positive multiplier effects on socio-economic sustainability (Jiao et al., 2025). Research across various destinations in Southeast Asia shows that adaptation to post-pandemic tourist preferences, which demand more authentic and environmentally friendly experiences, requires reformulation of management strategies responsive to market changes (Schweinsberg, 2024).

Labombo Beach, with its unique coastal ecosystem characteristics, faces challenges in balancing recreational activities with the conservation of surrounding mangrove and coral reef ecosystems. Kambo Hill, which offers spectacular views of Bone Bay, confronts issues of vegetation management and erosion prevention due to increased visitation and poorly planned infrastructure development. Batu Papan Springs, with abundant water resources, requires water resource conservation strategies and appropriate zoning planning to minimize the impact of tourist activities on water quality and surrounding ecosystems. Integrated management of these three destinations has the potential to create synergies that enhance Palopo City's competitiveness as a sustainable nature tourism destination in eastern Indonesia. Comprehensive carrying capacity analysis and environmental impact assessment become crucial initial steps in formulating management strategies appropriate to the characteristics of each destination (Liu et al., 2024)

Several previous studies on nature tourism destination management tend to focus on a single aspect such as tourism product development, visitor management or the role of local communities without integrating these aspects into a comprehensive management framework (Yang et al., 2024). Sectoral approaches in previous research often overlook the interconnectivity between tourism components that influence each other and form complex destination



ecosystems (Natalia et al., 2019). Research analyzing nature tourism destination management strategies from an environmental conservation perspective remains limited to the context of formal conservation areas such as national parks or nature reserves, while nature tourism destinations outside these areas receive minimal attention (Feng & Xu, 2025). Focus on economic sustainability often dominates research on nature tourism destination management, while balance with ecological and socio-cultural sustainability is not explored in depth. Existing evaluation methods for the effectiveness of nature tourism destination management strategies tend to use generic indicators that are less adaptive to the uniqueness of local contexts, thus unable to capture the nuanced complexities of management faced by destinations with specific characteristics .

This research has distinctive advantages compared to similar studies because it adopts a systems approach that integrates analysis of tourism components with environmental conservation imperatives in the specific context of nature tourism destinations in Palopo City. The multi-stakeholder perspective adopted in this research, involving destination managers, local government, surrounding communities, and tourists, provides a more holistic picture of the challenges and opportunities in nature tourism destination management strategies (Sengoz et al., 2025). This research utilizes an adaptive analytical framework tailored to the unique characteristics of each destination, enabling identification of management strategies that are contextual and responsive to the specific needs of Labombo Beach, Kambo Hill, and Batu Papan Springs. The development of integrated sustainability indicators in this research offers evaluation tools that are more sensitive to the balance between economic utilization and environmental conservation, providing significant methodological contributions to studies of nature tourism destination management (Holden & Fennell, 2012).

The objective of this research is to identify nature tourism destination management strategies in Palopo City through strengthening tourism components oriented toward environmental conservation. This research aims to analyze the ecological characteristics and potential of Labombo Beach, Kambo Hill, and Batu Papan Springs as representations of varied nature tourism destinations in Palopo City. This research also aims to evaluate the existing conditions of tourism components at the three destinations in relation to environmental conservation efforts. This study intends to identify challenges and barriers in implementing sustainable nature tourism destination management strategies in Palopo City. This research further aims to formulate a model of nature tourism destination management strategies that integrate strengthening tourism components with environmental conservation principles



adaptive to the unique characteristics of each destination.

METHODS

This research employs a qualitative approach with a case study design. The qualitative approach was selected to gain an in-depth understanding of social phenomena from participants' perspectives, focusing on meaning, experience, and context. The case study design is used to explore complex issues in real-life contexts through in-depth and holistic analysis. The study utilizes a qualitative data analysis approach focused on building understanding gradually through in-depth exploration of data (exploratory building). Data collection techniques include in-depth interviews, observation, literature review, and Focus Group Discussions (FGD). Interviews were conducted with 8 informants; for more details about the informants, see **Table 1**.

Table.1. Characteristic informan

Informant Code	Gender	Age	Education	Occupation/Position	Length of Involvement
I-1	Male	45	Master's	Head of Promotion Division, Tourism Department	10 years
I-2	Male	25	Bachelor's	Chair of Kambo Tourism Awareness Group	7 years
I-3	Male	42	Master's	Chair of Batu Papan Tourism Awareness Group	8 years
I-4	Male	50	Bachelor's	Director of PT Vista	20 years
I-5	Male	30	High School	Batu Papan Site Manager	4 years
I-6	Female	50	Junior High	Small Business Owner	10 years
I-7	Male	30	Bachelor's	Tourist	1 years
I-8	Male	25	Bachelor's	Tourist	1 years

DISCUSSION

Tourism Management Components and Strategies

According to Goeldner & Ritchie (2011), tourism components emphasize the importance of various aspects in tourism development, including attractions, amenities, accessibility, and accommodation. Tourism regulations define tourist destinations as specific geographic areas



within one or more administrative regions utilized for tourism that possess tourist attractions, public facilities, tourism facilities, accessibility, and interconnected communities. provide guidance on important components in tourism, aimed at creating sustainable tourism, improving community welfare, and preserving culture and environment (Rosalina et al., 2023).

This study examines tourist attractions in Palopo City, specifically Labombo Beach, Kambo Hill, and Batupapan Springs. It analyzes policies adopted by tourism managers to maintain environmental and local cultural sustainability in the context of adaptive governance in tourism resource management, including attractions, amenities, accessibility, and accommodation. Therefore, to identify inhibiting and supporting factors in tourism management, researchers use the theory from (Goeldner & Ritchie, 2011)

Attractions

The forms of tourist attractions offered by Labombo Beach, Kambo Hill, and Batupapan Springs destinations differ, following the environmental and natural conditions of each tourism destination as well as current visitor trends. Nature tourism becomes attractive when the form of attraction offered by managers and government follows trends and serves as a reference for visitors. Each tourism destination has its own attractions, influenced by destination management approaches. These nature tourism destinations are managed through different arrangements: Labombo Beach through Private-Public Partnership (PPP) by PT Vista, Kambo Hill and Highland Kambo managed privately by local communities, and Batupapan Springs managed by the Palopo City Tourism Department. These three tourism destinations have different management systems. For Labombo Beach managed by PT Vista, initial management was very good, but as time passed and with the contract nearing expiration, management has deteriorated despite continued visitation based on observation. Labombo Beach itself has excellent white sand that provides a good play area, and the waves are not too strong as it is located within the Bone Bay area. It has good infrastructure, restaurants, and free gazebos for visitors.

Amenities

According to Goeldner & Ritchie (2011), amenities include various services and facilities that support tourist comfort. They mention that amenities play an important role in "extending" tourists' length of stay at a destination. When looking more closely at Labombo Beach, Kambo Hill, and Batupapan Springs, the facilities provided differ because the management systems of these three tourism destinations also differ, resulting in varying facility improvements. The facilities



provided by Labombo Beach, Batupapan Springs, and Kambo Hill destinations all differ. Labombo Beach itself has reasonably good facilities including several restaurants, gazebos, toilets, and accommodations still within the Labombo Beach area. However, PT Vista has not made repairs, so facilities at Labombo Beach are poorly maintained. This differs from the first 5 years of management by PT Vista when the facilities provided were very good. Nevertheless, for tourists, the facilities provided are still in good category for a medium-sized city.

The facilities offered in the Kambo Hill area are in good category, based on the assessment by the Ministry of Tourism in 2022 for the medium tourism destination category in the Tourism Village Award (ADWI). What supports the Kambo Hill area is the Highland Kambo, which offers complete facilities along with beautiful scenery and cool air. The problematic area is Batupapan Springs managed by the government. The facilities prepared by the Palopo City Government are quite concerning because all facilities built were initially good but there is no maintenance whatsoever. Moreover, in the Batupapan area, mobile signal is quite difficult to obtain. There are no restaurants or eateries, only small business stands initiated by local communities to supplement their income. Facilities at each nature tourism destination exist but their maintenance is not well preserved, especially at Batupapan Springs where several gazebos and small business stands have deteriorated and collapsed. Observations even found a hanging bridge that has collapsed, caused by the wooden materials used that deteriorate due to sun and rain exposure. According to residents, the construction of this hanging bridge coincided with the construction of gazebos in 2018. Additionally, there are several facilities that should exist to support tourism destinations, especially at Kambo Hill, such as street lighting and road boundary markers. Information on the quantity of facilities provided can be seen in Table 2 regarding facilities and infrastructure at Labombo Beach, Kambo Hill, and Batupapan Springs tourism destinations.

Table 2. Facilities and Infrastructure

Tourism Destination	Restaurant	Small Business Stands	Homestay	Toilets	Gazebos	Trash Bins
Kambo Hill	1	15	3	2	-	3
Batupapan Springs	-	20	-	2	15	-
Labombo Beach	1	2	1	3	10	3



Accessibility

Goeldner & Ritchie (2011) describe accessibility as the ease for tourists to reach destinations and move within them. They emphasize that accessibility is not just about physical infrastructure, but also transportation systems to and from the destination, transportation systems within the destination, legal requirements (visas, permits), ease of obtaining information about the destination, and accessibility for everyone including people with disabilities. Tourism development aims to improve community welfare and quality of life. Good accessibility will support this goal by making it easier for tourists to visit destinations.

Local governments are expected to plan and build infrastructure that supports accessibility to tourism destinations. Access to tourism destination locations varies in travel time from the city center because each tourism destination is in different geographical conditions. Labombo Beach is in a coastal area, so access to the location is very good. Access to these three tourism destinations differs because each tourism destination is in different villages, sub-districts, and coordinates. For more details, see Table 3 below:

Table 3. Location of Tourism Destinations

Tourism Destination	Location
	Administrative
Labombo Beach	Salekkoe Village, East Wara District
Kambo Hill	Kambo Village, Mungkajang District
Batupapan Springs	Batu Papan Village, West Wara District

Accessibility relates to ease for tourists to reach destinations. Availability of good transportation, both public transportation and adequate road access, is very important to facilitate tourists reaching tourism locations. Distance from the city center or other locations frequently visited by tourists also influences their decision to visit. Research shows that the closer and more accessible a destination, the greater the likelihood of tourists to come. Good internet access and digital connectivity can make it easier for tourists to search for information and plan their trips. Research shows that providing free Wi-Fi in public areas can be a significant added value for tourists.



Accommodation

Goeldner & Ritchie (2011) define accommodation as places where tourists stay during their visits. They explain that accommodation not only provides a place to sleep but also becomes an operational base for tourists, providing additional services and facilities, offering a certain social environment, and contributing significantly to the destination's image. Accommodation at Kambo Hill managed by the community shows a unique development pattern. Lodging in this area tends to adopt the concept of homestays and simple accommodations built with local architectural touches. Although limited in number, these accommodations offer an authentic experience for tourists who want to interact directly with local communities. However, several challenges are still found, such as limited supporting facilities, manual booking systems, and inconsistent service standards.

Based on observations, Kambo Hill has become a recommended attraction for tourists, known not only in the Greater Luwu area but also having received a nomination as top 50 in ADWI for the medium tourism category. Additionally, Kambo Hill is supported by Highland Kambo, which has good accommodation. Meanwhile, tourism accommodation for Labombo Beach managed by PT Vista also provides several conveniences for tourists; in this area there are restaurants and halls that can be used for activities. As for lodging, it is in the outermost area of Labombo Beach but still in one location. Although the management of this lodging is different from Labombo Beach, the location access remains the same. Accommodations owned by Labombo Beach, Kambo Hill, and Batupapan Springs tourism destinations differ due to their different management approaches. Therefore, good management or third-party involvement is needed, especially for Batupapan Springs. To see a comparison of the three tourism destinations regarding facilities and accommodation, see **Table 4 below**.

Table 4. Facilities and Accommodation of Natural Tourism Destinations in Palopo City

Tourism Destination	Facilities	Accommodation
Labombo Beach	Toilets, changing rooms, prayer room, parking lot, gazebos, food stalls, mosque, toilets	Lodging, Restaurant
Kambo Hill	Parking lot, gazebos, place of worship, and toilets	Lodging and restaurant
Batupapan Springs	Food stalls, parking lot, gazebos, toilets	None



Accommodation is a vital component in the tourism ecosystem that directly affects tourist experiences and length of stay at a destination. Based on field findings, there are significant differences in accommodation provision at the three tourism destinations studied. Labombo Beach and Highland Kambo have developed well, offering various accommodation options such as villas, homestays, and restaurants that support tourist comfort during visits. The availability of adequate accommodation adds value that allows tourists to enjoy destinations longer, ultimately positively impacting the local economy through increased tourist expenditure and job creation for local communities.

Meanwhile, a different condition is found at Batupapan Springs, which only provides gazebos without adequate accommodation support for overnight stays. This limitation becomes a serious challenge in developing the tourism potential of Batupapan Springs, as tourists tend to only visit briefly without providing optimal economic contribution. This gap in accommodation provision underscores the importance of integrated and balanced tourism development planning. Investment in accommodation infrastructure at Batupapan Springs needs to be prioritized to increase its competitiveness as a tourism destination and maximize economic benefits for local communities, while maintaining the sustainability of natural resources that are its main attraction.

Inhibiting factors in tourism management in Palopo City include: limited publication and documentation of unique tourist attractions, lack of real-time information about access conditions to destinations, unavailability of supporting facility information through official websites, overlapping authority in access management, lack of coordination among stakeholders, low visitor awareness of environmental conservation, weak enforcement of tourism facility quality standards, inadequate infrastructure conditions especially at Batupapan Springs, and slow adaptation to changing tourist needs.

Supporting factors include: diversity of natural tourist attractions that can be promoted through digital platforms, availability of transportation information to destinations, discussion forums in the form of "tudang sipulung" (sitting together) between local communities, managers, and government, strong customary norms for environmental conservation, basic infrastructure in the form of paved roads to all three destinations, and development of community participation-based tourist attractions especially at Kambo Hill. The development of local wisdom-based accommodation such as at Highland Kambo is also a significant supporting factor in tourism management as disaster mitigation. Based on the inhibiting and supporting factors above, effective strategies are needed to resolve tourism component issues by prioritizing disaster



mitigation to anticipate problems caused by social-ecological factors. Therefore, researchers formulate effective strategies based on tourism components: attractions, accessibility, amenities, and accommodation. These strategies aim to overcome inhibiting factors and enhance supporting factors. These factors can form the basis for formulating sustainable tourism management strategies that are adaptive to environmental and social changes in the tourism sector. The tourism management strategies as disaster mitigation at natural tourism destinations are outlined

Table 5. Tourism Management Strategies as Sustainable Environment

Strategies to Overcome Inhibiting Factors	Strategies to Enhance Supporting Factors
Development of an integrated digital information system that integrates data from all three tourism destinations	Establishment of tourism information centers at each destination
Improving the quality and quantity of digital content about unique tourist attractions	Developing a dedicated mobile application for Palopo City tourism with real-time information features
Establishing partnerships with national and international tourism platforms	Training local communities as information providers
Forming a multi-stakeholder forum for conflict resolution in tourism destination management	Strengthening existing discussion forum institutions
Clarifying the division of authority and responsibilities among relevant agencies	Capacity building for conflict mediators from community elements
Developing transparent and participatory mediation mechanisms	Implementation of an integrated application-based complaint system
Increasing socialization of environmental conservation regulations to visitors	Strengthening participatory community involvement in monitoring
Strengthening monitoring and evaluation systems for tourism standard compliance	Certification for sustainable tourism managers who comply with standards
Improving road access quality to Batupapan Springs and Kambo Hill	Development of integrated public transportation to all three destinations
Enhancing amenity standards to meet international standards	Investment in green infrastructure that supports environmental conservation



Diversification of accommodation options for various tourist segments	Development of iconic landmarks at each destination
Involving local communities in planning tourism attraction innovations	Education and training programs on sustainable practices for local communities and small business owners
Development of technology-based tourism innovation incubators	Reward programs for adaptive innovations in tourism management

CONCLUSION

Through in-depth analysis of Labombo Beach, Kambo Hill, and Batu Papan Springs, it was found that natural tourism destination management needs to integrate attractions, amenities, accessibility, and accommodation with environmental sustainability. Major issues include limited publication of tourist attractions, lack of real-time information, overlapping authorities, low environmental conservation awareness, and inadequate infrastructure, especially at Batu Papan Springs. However, the diversity of natural tourist attractions, availability of transportation, "tudang sipulung" discussion forums between stakeholders, strong customary norms for environmental conservation, and development of local wisdom-based accommodation such as at Highland Kambo have become significant supporting factors. Based on these findings, several tourism management strategies that can strengthen disaster mitigation are recommended: development of an integrated digital information system that integrates data from all three tourism destinations; formation of multi-stakeholder forums for management conflict resolution; increased socialization of environmental conservation regulations; improvement of access infrastructure, especially to Batu Papan Springs and Kambo Hill; and involvement of local communities in planning tourism attraction innovations. On the other hand, developing mobile applications with real-time information, strengthening existing discussion forums, implementing incentive systems for regulation-compliant managers, investing in green infrastructure, and building climate change adaptation pilot projects at each destination will further optimize sustainable tourism potential in Palopo City.



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