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## Tourism Strategy Development in North Sulawesi, Indonesia

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### **Abstract:**

*The potential and natural resources of North Sulawesi province has become the hallmark of much beauty which are the main attraction, especially following events such as the World Ocean Conference (WOC), Coral Triangle Interactive (CTI), the ministerial meeting of ASEAN economic ministers, and this has become a transit point and center economic growth in eastern Indonesia. In addition, North Sulawesi hosted the ASEAN Economic Ministers (AEM), 2011, Pacific Partnership 2012, ASEAN TEORISM Forum (ATF) 2012, the 3rd Asia Pacific Choir Games 2013, World Coral Conference (WCC) in 2014 and various national and international sporting events subsequently leading to the development of North Sulawesi. This leads to an increase in economic value and in the number of foreign tourists. The implementation of regional autonomy has been imposed in the law No. 32 and 33 of 2004 on local governance and financial balance between central and local government, is a tremendous opportunity for local governments to manage and develop the potential economic of the region. Illegal fishing and the use of chemicals that are harmful are the biggest threats to the development of tourism in North Sulawesi. Natural wealth in North Sulawesi is very attractive compared with the main tourist destinations in Indonesia such as Bali.*

*The main obstacle is the communication skills (soft skills). SWOT analysis shows the variables of internal factors are the strengths are: natural resources, the condition of the area, tourist sites, labor, and cultures, as well as various culinary. While the weaknesses are: infrastructure, communication skills, community participation, information systems and development of the area. Furthermore, from the SWOT analysis it is also found that the external variables that factor is the opportunity is an extension OTDA, information technology, and North Sulawesi's designation as host of various national also other international events. While threats are: illegal fishing and the unstable political situation. Local governments need to create an investment climate to attract investors into tourism sector along with the preparation of quality human resources that are reliable to be able to compete in the globalization era. Communities also need to be motivated to improve itself in order to communicate in foreign languages, especially English, to attract foreign tourists. In addition, information technology becomes an absolutely necessary as a media campaign.*

**Keywords:** Strategy Development, SWOT Analysis, Tourism, North Sulawesi

## 1. Introduction

### 1.1. Background

Entering the globalization era, the role of the tourism sector becomes very important as a global interactive media world community and believed to be the driving sector of the economy of the 21st century. In addition, the tourism sector is considered to have a multiplier effect, which can absorb employment, increase incomes by empowering local economic, bring in foreign exchange for the country, and can encourage unique and rare resource conservation efforts, and does not require a long lead time. The tourism industry is also one of the new style, which is able to boost economic growth and positive impact on the development of the production sectors related (forward and backward Linkage), these include the handicraft industry (souvenirs), restaurant, hospitality, transportation, and travel bureau. All of this leads to an increase in economic activity of the community.

The tourism industry in the region is frequently associated with the private sector as investors, and government regulators (Milne and Ateljevic, 2001; Murphy, 1985). In this regard, both the provincial and local government districts make some policies in the field of tourism, with a view to increasing tourism activities in the area. From the beginning, North Sulawesi province declared this area as a tourist attraction, which is environmentally sound. The local government has made sustainable tourism development program or Sustainable Tourism Development. Intentionally government offers this concept with a view to maintaining continuity and foster self-reliance of social, economic, ecological environment, culture and technology.

Furthermore, the concept of tourism development has also touched the education sector which leads to a community of learning about sustainable tourism development, in the hope the local community will participate in tourism now and the future. During this time North Sulawesi tourism seem to rely more on natural and sea view. Besides, the government also made a policy that is a crash program in the field of MICE both national and international levels, increasing North Sulawesi publicity. The potential and natural

resources of North Sulawesi province has become the hallmark of much beauty which are the main attraction, especially following events such as the World Ocean Conference (WOC), Coral Triangle Interactive (CTI), the ministerial meeting of ASEAN economic ministers, and this has become a transit point and center economic growth in eastern Indonesia. In addition, North Sulawesi hosted the ASEAN Economic Ministers (AEM), 2011, Pacific Partnership 2012, ASEAN TEORISM Forum (ATF) 2012, the 3rd Asia Pacific Choir Games 2013, World Coral Conference (WCC) in 2014 and various national and international sporting events subsequently leading to the development of North Sulawesi. This leads to an increase in economic value and in the number of foreign tourists. However, with the rise of North Sulawesi as host and hostess MICE, it is thus the tourism sector is expected to be a leading sector. Here it needs to be treated with the right strategy in the development of the tourism sector.

### *1.2. Tourism Management Potency in North Sulawesi*

At first, North Sulawesi tourism relies on natural mountains, lakes, and local culture as a major tourist attraction. Tourism in North Sulawesi started to squirm underwater natural view and unique flora, fauna of this region has to offer to the tourists. At the time of interest when the tourist starts coming to North Sulawesi, the majority of local people are still not involved in tourism activities. They were engaged after the tourists began to appear such as backpackers. Tourism policies often conflict between the government and the society around tourism. For example, the government conservation policies would make strict rules and the government do not see the other side as partners but as competitors. Conflict later developed between the public and the government or between communities and investors, as well as between the provincial government and the government district / city. The implication of government almost never designed a budget allocation to improve infrastructure in the tourist area or budget allocation for capacity building communities around the sights. Tourism develops itself in the midst of poor government policy. Fortunately, there Organization (NGO) which is concerned with the preservation of the environment, indirectly developed tourism. The tourism development effort is multi-sectoral and has a multiplier effect wide. Therefore, the development of tourism as an industry becomes important (Meyer, 2006). As industrial enterprises, there are demands for the implementation of tourism activities which must go through the process of planning, organizing, managing and developing a good and sustainable.

As for some of the attractions that exist in North Sulawesi are:

#### 1.2.1. Bunaken Island

It must be recognized as a must-see tourist destination when they come to North Sulawesi. It does not seem to be complete coming to Manado - North Sulawesi if tourists do not visit the island of Bunaken. Bunaken Island itself has an area of 8.08 km<sup>2</sup> and is located in Manado bay. The beauty of the Bunaken marine park could not be doubted. Many travelers are struck by the beauty of the park during their visit to the island of Bunaken. The Bunaken marine park itself has about 20 diving points with varying depths up to 1344 meters.

#### 1.2.2. Siladen

The island is located in the northeast of Bunaken Island and has an area of 31.25 ha. Siladen is surrounded by white sandy beaches and the sea are coral reefs with diverse marine life forms and colors that form a sea plant that is quite beautiful. The tourists can enjoy the beauty of the sea in this island while traveling, ride a boat filled (catamarans), snorkeling, diving, and underwater photography and of course sunbathing on the beach with white sand.

#### 1.2.3. Bukit Kasih Kanonang

Bukit Kasih is located in the Kawangkoan Minahasa District, it is the place that symbolizes the symbol of harmony among religious adherents in North Sulawesi. There are all places of worship religious adherents. It takes about 90 minutes to drive from Manado.

#### 1.2.4. Bukit Doa Tomohon

Besides Bukit Kasih Kanonang, North Sulawesi also has Bukit Doa which offer views of nature that is very pleasing to the eye for those who come to visit this place. Expanse of natural scenery is so green as a feast for the eyes for anyone who visits this place.

#### 1.2.5. Linow

Still little is known of the existence of this place, but Linow Lake is one of the interesting sights in North Sulawesi. To go to the lake Linow requires approximately 50 minutes' travel time from Manado. Linow and Bukit Doa Tomohon is the place that is managed by the private sector (the same person). The interesting thing of this lake is the color of the water of this lake is often discolored.

#### 1.2.6. Lihaga Island

Lihaga is a small uninhabited island located in North Minahasa Regency of Likupang. This is one of the very beautiful islands with a view of very fine white sand and crystal clear waters. From Manado it takes a 2-hour drive to the nearest port then continues by a boat-ride that can be reached by approximately about 45 minutes.

#### 1.2.7. Waruga

In Minahasa there is Waruga, but there another one that is recommended is Waruga village Airmadidi Sawangan subdistrict of North Minahasa regency. Waruga is the tomb in the ancient times which were made of stone. Interestingly, the position of the bodies buried in Waruga is like a fetus in the womb.

### 1.2.8. Lakban Beach

Lakban beach is located in District Ratatotok Southeast Minahasa regency. To see the beauty of the Lakban beach it requires a long drive approximately 3 hours from Manado. However, the long journey to this place will be paid upon arrival at the beach. This place is equipped with several facilities such as a playground for children, volleyball, and beach football field.

### 1.2.9. Underwater Volcano Mahangetang

The Mahangetang volcano is located off the coast of the island Mahangetang district in Tatoareng Sangihe. The underwater volcano is still active and there are shallow waters so to see it people only need to dive. Local communities often refer to this place as "Banua Wuhu."

### 1.2.10. Tangkoko National Park

Tangkoko National Park is located in White Rock North Bitung. Tangkoko national park is a conservation area for endangered animals such as the tarsier (the world's smallest primate), black monkey (*Macaca niagra*) and hornbill. This location is about 60 km from the city of Manado and 20 Km from Bitung city.

<b>Bulan</b>	<b>Number of Foreign Tourist</b>
January	1.108 person
February	1.552 person
March	1.695 person
April	1.763 person
May	1.693 person
June	1.740 person
July	1.803 person
<b>Total</b>	<b>11.354 person</b>

*Table 1: Data Foreign Tourist From Sam Ratulangi Airport During January – July 2013*

*Source: Sam Ratulangi Airport (2013)*

### *1.3. Importance of Legal Regulation for Tourism Development*

One of the weaknesses in the tourism policy in the North Sulawesi province is the lack of legal protection, given the absence of local regulations system for tourism. For the local community, terms of tourism development efforts in North Sulawesi and legal aspects as basic validity of the policy is needed. So far, the basic policy of tourism development refers to Law No. 10 Year 2009 on Tourism, and Presidential Decree No. 16 of 2005 on the Development Policy of Culture and Tourism, as well as the North Sulawesi Governor Regulation No. 53 of 2008 on the Duties of the Department of Culture and North Sulawesi tourism as an institution in charge of culture and tourism. In addition, because generally we are situated in the tourist area around the Forest Zone, then there are rules that Act No. 5 of 1990 on the Conservation of Natural Resources and Ecosystems which also must be complied with. Meanwhile, one of the fundamental obstacle is the absence of local regulations because it has not passed a regulation Tourism Spatial area. Without the Spatial Plan (Spatial), the government has no basis to perform spatial planning. In addition, there are also barriers to coordination between sectors overlap. Bunaken location is designated as a national park so it automatically comes under the supervision of the Ministry of Forestry. So that when the area wants to take the initiative in the development of tourism through infrastructure development, will have problems because of the persistence of the central authority which has not been submitted to the area. In this case, the central government needs to sit down together with the local government to find solutions together to the development of tourism, especially the Bunaken Marine Park as an icon of North Sulawesi.

#### 1.3.1. Importance of Spatial for Tourism Development

The government's policy is basically a very important role in order to encourage the development of tourism. In this regard, both the provincial and local government districts, create policies that become towards the development of the tourism sector and enhance its tourism activity in the area. However, the tourism sector is often just a secondary option in some areas. Since the beginning of the policy makers are aware that the development of tourism in the province of North Sulawesi should involve the private sector and the public. The government in this case just put themselves as a regulator. But the problem is still hanging about the local regulations Spatial North Sulawesi are still under discussion in Parliament. Basically the rules of spatial planning are very important for tourism development. Without a clear spatial regulation, tourism development becomes unfocused and tourism can destroy itself. Another problem associated with land conversion, but have been resolved after the presentation at the Ministry of Forestry governor this year. Spatial itself is a grand design of land use, including the designation for the development of tourism. The spatial structure is usually prepared by tourism consultant who is believed to be capable of lifting a distinctive brand image of a region / area of tourism. In order to build the image, the grand design of tourism programs is usually designed to work the next 5 years. Thus, spatial planning is the physical and legal protection can come to the site plan (site plan). That requires legal protection provision of funds for the construction of a one-year or multi-year budget for various reasons if the program cannot be completed in one fiscal year. In other words, it is important for the North Sulawesi province grand design, mapping and planning cast to organize local tourism development. Mapping is done in order to raise the specificity of local tourism including brand image as an icon or regional characteristics that are not found elsewhere. With the mapping, then the funds can be allocated appropriately.

Referring to the various issues described above, it is obviously required a variety of assessment strategies for the development of tourism in North Sulawesi that can refer from theoretical overview tailored to the needs of tourism in North Sulawesi.

## 2. Literature Review

Basically, tourism development is a continuous process to perform matching and continuous adjustment between the supply and demand of tourism available to accomplish the mission that has been determined (Nuryanti, 1994). While the development of tourism potential implies an effort to further increase the resources owned by an attraction in a way construction elements of the physical and nonphysical tourism system thus increasing productivity.

Tourism potential in Yoeti according Mariotti (1983) is everything contained in a tourist destination, and is an attraction for people to want to come to visit the place. Tourism development is an alternative that is expected to support both the economic potential and conservation efforts. Tourism development is done by re-arrange the various potentials and natural resources and biodiversity in an integrated manner.

According to Tudisca, tourism has an important role modifying rural communities in their environmental, economic, social and cultural structures, processed and dynamics. in this context rural tourism plays a primary role because it is not the rural product that reaches the consumer in the purchase point, but it is the consumer (tourist) that has to move towards tourist destination to enjoy the products (Tudisca *et al*, 2014). The same statement also purposed by Filippo Sgroi *et al* (2014), them argue about how important agriculture play a role on many components of the territorial system in which it operates. So, the aim of this study is to analyse how the opportunities created by the rural tourism can represent a vector to promote the growth of farms and territory. Specifically, through a telephone survey conducted among the Sicilian entrepreneurs which join to the national network Campagna Amica, it has been analysed how the direct sales in the farm can contribute competitiveness to business and therefore to the permanence of man in territory. The empirical analysis has shown that direct sales, associated with the conventional sales, can represent a growing opportunity for farms and whole rural community, leading to an improvement of business economic performances, an increase of investments and a creation of new job opportunities. This highlighted that agriculture can play a positive role on many components of the territorial system in which it operates.

Viticulture, as well as agriculture in general, performs an environmental and landscaping function and it encourages rural development through the creation of income and job opportunities in the areas where wine is produced. The wine sector, in fact, is of great social and economic importance within the Sicilian agriculture and food industry, because of the job opportunities it provides and due to Sicilian pedoclimatic peculiarities, variety of grape wines cultivars and production process. The present study aims at assessing the competitiveness of small and medium-sized enterprises that cultivate wine grapes in the Etna area. In particular, it has been examined a sample of wine farms that produce Etna wine controlled designation of origin (DOC), a product with high value added, in order to assess their strategies adopted to compete in an increasingly wide and globalized market.

In the next stage developed tourist area management model oriented environmental conservation (Ramly, 2007). To do need to pay attention to various aspects of development, an attraction that will be developed should pay attention to the terms of the development of the area into a tourist attraction that can be relied upon, namely:

1. Selection of the potential, this is done to select and determine the potential attraction which allows to be developed in accordance with existing funds
2. Evaluation of the potential location of the region, this work has a background thinking about whether or not there is any conflict or misunderstanding between the associated administrative area
3. Measurement of the distance between the potential, this work is to obtain information about the distance between the potential, so it is necessary to map the potential bill attractions

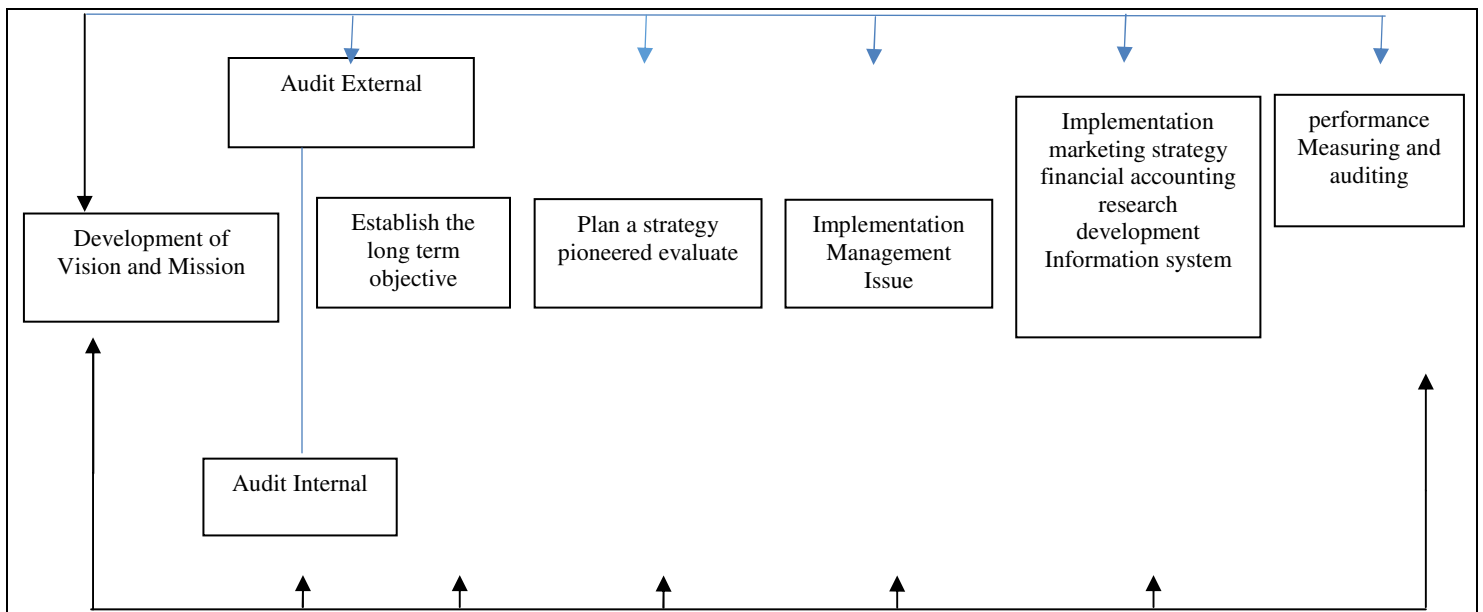


Figure 1: The Strategic Management Model  
 Strategy formulation, strategy implementation, evaluation strategies (Source: Fred David, 2005)

Process management strategy aims to enable the organization to adjust from an effective plan for change in the long term, thus the process management strategy is based on the belief that the organization should continually monitor events and internal and external tendency to make changes in a timely and fixed targets. In this case the strategy management process can be described as objective and qualitative approaches to make big decisions in an organization. To determine the direction and goals of the organization must first determine the position of the organization that is the real position of the organization of the results of the SWOT analysis of the organization's internal and external conditions to determine the relationship of the two analyzes that reflect their advantages, weaknesses, opportunities and threats and the development of an organization's business planning.

### 2.1. Benefits Management Strategy

Benefits of management strategy is to enable an organization to be more proactive rather than passive in determining its own future. It allows an organization to initiate and influence the activity and thus can strive for control purpose or vision. History of the principle benefits of the management strategy is to help an organization make better strategy to use a systematic approach, logic and a maximum on the choice of strategy.

### 2.2. SWOT Analysis

SWOT analysis is a tool of the various writings of strategy formulation describes a SWOT analysis as a refinement of thought from various frameworks and strategic plans. SWOT is also one of the concepts in winning the battle as put forward by Sun Tzu (1992) when we have to know the strengths and weaknesses of the opponent can be sure that we will win in the battle.

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats where it is made as a model in analyzing a profit oriented organization and non-profit with the main purpose to know the state of the organization is more comprehensively carry out a SWOT analysis it leads to a comprehensive self-analysis.

### 2.3. Strategic Management Focus

The focus lies on the management strategy management, marketing, finance / accounting, production / operations, research and development and computer information systems in order to achieve the success of an organization.

### 2.4. Stages in Strategic Management

The Strategic Management process consists of three stages:

#### 2.4.1. Strategy Formulation

This initial stage is the development of the organization's mission, identify opportunities and external threats the organization, establish internal strengths and weaknesses, establish long-term objectives, generating alternative strategies and choose specific strategies to be implemented. Strategy formulation issues including new business to decide what needs to be entered into the business of what to Stopped, how to allocate resources, whether to expand or diversify operations, whether to enter the international market, whether to merge or form a joint venture, and how to avoid the acquisition of a competitor organization

### 2.4.2. Implementation Management

The second stage requires the company or organization to establish an annual objectivity, equip with policies, motivate employees and allocate resources so that formulated strategies can be implemented. Implementation of this strategy includes the development of a culture to support the strategy, creating an effective organizational structure, change the direction of the marketing effort, preparing budgets, develop and utilize information and linking employee compensation with the achievement of the organization. Implementation of this strategy is often referred to as stage management action strategy by means of mobilizing employees and organizational leaders to transform strategy into action formulated. The second stage is regarded as the most difficult stage in the management strategy as it requires personal discipline, commitment and sacrifice. Due to the successful implementation of the strategy depends on the ability of the leader to motivate the employees which in this case is more art than science. Therefore, a strategy that has been formulated but not implemented subsequently no use at all.

### 2.4.3. Evaluation Strategy

The final stage is an evaluation at which time the leaders of an organization to know when the strategy is not working properly. Evaluation of the strategy is to attempt to obtain information. And all of these strategies can be modified in the future due to external factors and internal constantly changing. Evaluation of strategies necessary for success today, for example, is not a guarantee of future success. Because success is always creating new and different problems, and an organization or company that easily satisfied will eventually go bankrupt or die. Activity strategy formulation, implementation and evaluation occurs at the level of the hierarchy in a large company or organization, such as corporate, division or business unit and functional strategies. By strengthening the communication and interaction between managers and employees at all levels of the hierarchy, management strategies help a management function as a team to compete.

### *2.5. Alternative Strategies*

According to Fred R. David (2002), alternative strategies that can be undertaken by the company can be grouped into 13 action, namely:

1. Integration into the Future: is acquiring ownership or control or distributor increase or competitor
2. Integration into the back: is looking for possession or control of the company improve supplier
3. Horizontal Integration: is looking for possession or increase control over competitors
4. Market Penetration: is looking for a bigger share of the market for products and services that already exist are now passing a more intense marketing efforts
5. Market Development: is looking for a sales increase by improving the products or services that have or develop new ones
6. Product Development: It is looking for a sales increase of products or services by improving existing or developing new ones
7. Concentric Diversification: is adding new products or services but related
8. Diversified Conglomerates: is adding new products or services, not related
9. Horizontal Diversification: is adding new products or services, not related to existing customers
10. Joint Ventures: are two organizations or companies sponsor form a separate organization with the goal of cooperation
11. Saving / contraction: is change the grouping through cost savings and assets to reverse declining sales and profits
12. Divestment: is selling a division or part of an organization
13. Liquidation: is to sell all the assets of a company, which parts of the value of intangible assets

## **3. Discussion**

### *3.1. SWOT Analysis*

#### 3.1.1. External Analysis

#### 3.1.2. Opportunities (Opportunities)

The existence of regional autonomy, which has been imposed by law No. 32 and 33 of 2004 on local governance and financial balance between central and local government, is a tremendous opportunity for local governments to manage and develop the economic potential of the region. Where the area has the authority and responsibility to establish the region based on economic potential and resources in accordance with the characteristics of the area. Thus the local authorities have the freedom to develop local tourism potential by increasing creativity and innovation in order to attract tourists. In addition to the frequency of North Sulawesi to host national and international events, contributed to the great opportunities for the development of tourism as a second destination other than MICE activities itself. It is of course, also have to be supported by political stability and security. Where political stability and security, also be an opportunity to provide space for the development of tourism. Although the potential for conflict is very arise in the period leading up to or during the election, but political stability and security in North Sulawesi can be maintained. This course provides a great opportunity for investors to invest in North Sulawesi, so the axis of regional economic growth, the better. The rapid development of information technology contributed to tourism. Publication of course tourism will be better if supported by adequate means of technology. Moreover, with the rise of social networks like Facebook, twitter, path, and so forth, will further facilitate tourism potential in North Sulawesi to be known outside the community. And this is an external opportunities that cannot be underestimated.

### 3.1.3. Threats (Threats)

Illegal fishing and the use of chemicals that are harmful, the biggest threat to the development of tourism in North Sulawesi. This is due to the local region dominated by the sea, so that the automatic main tourist potential of marine tourism. Illegal fishing is very detrimental to society. Especially if a bomb or harmful chemicals are used, it would damage the marine biota and ecosystems. In addition, the national political situation also played a role in the number of tourist arrivals in Indonesia, including North Sulawesi.

## *3.2 Internal Analysis*

### 3.2.1. Strength (Strength)

Natural wealth in North Sulawesi is basically no less interesting than in the main tourist destinations in Indonesia such as Bali. If the general public only knows the Bunaken Marine Park as a major tourist attraction, has now found a wide range of tourist objects in North Sulawesi is no less interesting. Namely Lembeh Island Marine Park that has been known to foreign countries, Siladen Sea garden, or even Lake Linauw which has unique characteristics which can change the color of the lake water. The attractions are only a part of so many attractions in North Sulawesi, both of which have been developed or undeveloped. This should be a major force for the development of tourism in North Sulawesi. The air is cool, and the geographical area is hilly, easier to process horticultural development. This is all the strength that is not owned by other regions agricultural products into a commodity to be marketed to other areas. Therefore, it is not possible areas of horticulture development into areas of the tourism industry. If the West Java has a garden strawberry, the North Sulawesi region and Modounding Rurukan as horticulture development center. Meanwhile, there are also some local culture can be a great power to attract tourists. For example, Mane'e culture held in the District Talaud. This massive fish harvesting activities can be a great tourist moment if managed properly. The coastal communities of North Sulawesi have a tradition and a strong work ethic, especially in the marine sector. Similarly, mapalus culture, into its own power because people are accustomed to each other mutual assistance and shoulder to shoulder. Besides culture pronunciation or Minahasa's Thanksgiving, can also be an attraction tersendiri. Or also foreign culture which has been fused with the lives of the people of North Sulawesi, like but Kong are usually carried out by Buddhists after Chinese New Year or Lunar, so the attention of both local, domestic, and foreign.

On the other hand, the quality of human resources (HR) also plays an important role in the development of tourism in North Sulawesi. Currently more of the numbers of professionals are who have completed the study up to the highest education level. This would further stimulate tourism life in North Sulawesi, where creativity and innovation will be more refined, thanks to the professional staff of the. Besides increasing the level of confidence of investors to invest in North Sulawesi, became its own strength. This can be seen with the rampant development malls, luxury hotels, and restaurants. Of the Central Bureau of Statistics of North Sulawesi in the third quarter 2014 regional economic growth reached 1.93%, where the source of the growth came from trade, hotels and restaurants. Surely this is a major force in the development of the tourism sector. Industrial development on local products in North Sulawesi as nutmeg, vanilla, copra, or seaweed fishing trip in North Sulawesi tourism, which despite initial objective is the development of industry or business. Meanwhile, North Sulawesi culinary wealth cannot be seen with the eye. Diana is currently typical foods of North Sulawesi already known by the public. Even tourists often travel visiting just to enjoy a culinary tour in Manado and surrounding areas. Start of yellow rice Saroja, Tinutuan Wakeke, Ikan Bakar Rica-rica, Biapong Kawangkoan, Ruah Ice Miangas, traditional snacks Airmadidi to extreme culinary in Tomohon and Langowan. The culinary specialties of North Sulawesi, is a force of its own to attract tourists. Whereas it is known, culinary greatly affect tourism.

### 3.2.2. Weakness (Weakness)

Basically, tourism development must be supported by adequate infrastructure. Good transportation facilities on land, sea, and air must be in good condition to then support the programs of tourism. Where tourism is strongly influenced by the accessibility of transportation facilities. Especially with the transport accident land, sea, and air, become a threat to the development of tourism in North Sulawesi. Where can easy for travelers to discourage tourist visits. Transportation accidents such as plane, or train affect the level of tourist traffic. Where the tourists feel traumatized and afraid to do the tour as a result of the problem. And this deserves attention from the government even all parties concerned, to restore the confidence level of the tourists. Another thing that also can be a weakness is the lack of adequate infrastructure. An increasing number of vehicles that are not offset or widening the road, causing congestion occurs everywhere. In addition, inadequate lighting obviously also not support the development of tourism. Neither the lack of attention of the government and the community in maintaining cleanliness greatly influenced the development of tourism in North Sulawesi. This is clearly a weakness because it can affect the comfort of the tourists in tourist visits. Meanwhile the increase in foreign tourist arrivals, of course, require workers who are able to communicate in foreign languages, especially English. These skills are very important, especially for tourist guides, but also for the workers who will deal directly with the tourists, such as taxi drivers, waitresses, souvenir sellers, and so forth. If the skills to communicate in a foreign language do not have, then of course this will be its own weaknesses in the development of tourism.

## *3.3. Recommendations Strategy*

To arrange a variety of analysis strategies in the development of tourism in North Sulawesi, based on the SWOT analysis. While alternative strategies, is associated with all the information from both internal and external factors, which affect the tourism development strategy. Based on the study of the SWOT analysis, will be obtained that the tourism potential of North Sulawesi has a competitive advantage (strategic competitive advantage), which includes the integration of backward (backward integration), forward integration (forward integration), horizontal integration (horizontal integration), the market penetration (market penetration), the

construction market (market development), product development (product development), and joint ventures. These strategies can be done in the development of tourism in North Sulawesi, given the potential that exists in this area is very large, which can be one of the bases of development in North Sulawesi. In an effort forward integration strategy by developing a partnership among stakeholders in tourism, inter-agency, government, business, and society. Diana tourism sector is considered to have a multiplier effect (multiplier effects), which can absorb the workforce, improve public opinion by empowering the local economy, earn foreign exchange for the country, can encourage resource conservation efforts are unique and rare lead long tie. That's necessary for the future strategy is to develop sources of travel / tourism products aimed at developing a partnership among tourism stakeholders, agencies, government, and business.

For backward integration is to provide accurate data on potential travel, tourism and institutional strengthening, improved accessibility, adequate facilities improvement. For horizontal integration, done by increasing the provincial government partnership and city district governments with local tourism stakeholders. Meanwhile, the market penetration strategy, set the promotion of tourism in and outside the country, namely the cooperation with foreign tourism operators, especially in the major markets and complementary markets, tourist promotion based products (product-based promotion). As for the media campaign, among others, by following the travel events and trade shows, fun trip that invites tour operators (travel agency or travel writer). For a market development strategy (market development), is to market the products of a potential tourist. Then for product development strategy (product development), namely attraction can be used to diversify the business community so as to reduce dependence on livelihoods that exploit natural resources, can also be used to encourage people to maintain the beauty and diversity conserving environment offered as a tourist attraction.

Further to the joint venture or strategic cooperation strategy is to build a network / collaboration between the central government, district / city, the tourism promotion is incorporated in the Indonesian Container Tourist Promotion Board (IPTB). In the cooperation, promotion funds are joined. The steps to do is:

1. Establish tour packages cheap
2. Provide assistance to the private sector in the management of tourist areas mainstay
3. Directs the management of tourist areas in order to create a cheap tour packages
4. Private jointly conduct cooperative relationships with government financing institutions (banks or non-bank), to create a new investment in the development of quality tourism destination by providing special facilities to private actors who want to develop a tourist destination
5. Give attention in the development of tourism

## 4. Conclusion

### 4.1. Conclusion

From the results of the SWOT analysis showed that the variables Internal factors are the strength (strength) are: natural resources, the condition of the area, tourist sites, labor, and cultures, as well as culinary riches. While the weakness (Weakness), are: infrastructure, communication skills, community participation, information systems and development of the area. Furthermore, from the SWOT analysis also found that the external variables that factor is the opportunity (opportunities) is an extension OTDA, information technology, North Sulawesi designation as host of various national and international events. While that is a threat (threats) are: illegal fishing and the unstable political situation

### 4.2. Suggestion

Local governments need to create an investment climate to attract investors invest in the tourism sector. There is also the need also to prepare quality human resources that are reliable to be able to compete in the era of globalization. Communities also need to be motivated to improve itself, as can communicate in foreign languages, especially English to be able to serve foreign tourists. In addition, information technology has become a prerequisite for promoting.

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