DEVELOPMENT OF AN INTEGRATED TOURISM MANAGEMENT MODEL IN THE CORAL REEF TOURISM CONSERVATION AREA IN THE OLELE MARINE PARK DESTINATION

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Abstract: *Olele Marine Park is a marine park and marine tourism area located in Sulawesi. Olele Marine Park has unique beautiful underwater views in Gorontalo Bay (Tomini Bay). This area has potential natural resources that can be used for tourism and capture fisheries activities. However, the utilization of these two activities has not been regulated and managed optimally. The existence of these two potential activity sectors is a comparative advantage for Bone Bolango Regency to increase the economic value of Bone Bolango Regency. So there is a need for a tourism-fisheries development strategy through a SWOT analysis, namely to determine a development strategy for the Olele area conservation area. Based on the results of the analysis, the development strategy that can be carried out is a strategy that focuses on exploiting existing opportunities (opportunities) by using or optimizing strengths owned (strength)*

INTRODUCTION

Olele Marine Park is a marine park and marine tourism area located in Sulawesi. Olele Marine Park has unique beautiful underwater views in Gorontalo Bay (Tomini Bay). It is not surprising that local and international divers and underwater photography enthusiasts give it the nickname "The Hidden Paradise in Sulawesi". Olele Marine Park is very popular among local and foreign divers because it has the rare Salvador Dali Coral and the only one in the world that can only be found. in Gorontalo. The Olele Marine Park was declared a tourist area in 2005 by Fadel Muhammad, the then Governor of Gorontalo. In 2006, the regional government designated Olele Marine Park as a Regional Marine Conservation Area (KKLD). The aim is to protect and preserve endemic marine biota, coral reefs and other underwater beauty in this Marine Park. Olele Marine Park has unique coral reefs that are very easy to enjoy for beginners and professional divers. In general, there are two types of coral reef depths in Olele Marine Park, namely shallow and deep coral reefs. Shallow coral reefs only have a depth of 0.5-1 meter above sea level. With such depth, it is very easy to enjoy the view of coral reefs using a snorkel. Jin Cave is located ± 500 meters from the eastern part of Olele Village. It is named Goa Jin because this place is the same as Goa Jin on the mainland. Goa Jin's shape

It's so big, divers won't even realize they've entered the cave. Inside Jin Cave, there are two coral pillars next to which there is a narrow gap, making it feel dark and mysterious. Coral Spot Salvador Dali Coral or Salvador Dali coral flower is an endemic type of coral flower and the only one in the world that can only be found in Gorontalo. This sponge is popularly known as the Salvador Dali Sponge among local and international divers. The name Salvador Dali is taken from the name of the Spanish painter. because the hollow and curved shape of the sponge carving is similar to his work entitled L'enigma del Desiderio. It is not surprising that this rare Salvador Dali sponge has become the favorite of Gorontalo's underwater tourism, and has become an extraordinary underwater treasure in the triangular waters. world's coral reefs (coral triangle). However, utilization for tourism and fisheries activities is still not regulated and managed optimally by the local regional government, so an optimal fisheries and tourism development strategy is needed. The existence of these two potential sectors is a comparative advantage for Bone Bolango Regency to increase the economic value of Bone Bolango Regency. In fact, the development of these two sectors has not been managed optimally. This can be seen in the transition of people's livelihoods from fishing to livelihoods related to tourism, resulting in less than optimal tourism and fisheries activities in the area. On the other hand, there is also an increase in the number of visitors every year without considering the impact of environmental changes. Based on these conditions, a community-based development concept is needed between the capture fisheries sector and the tourism sector in the Olele KKLD by calculating the economic value and formulating a development strategy.

RESEARCH METHODS

The research was conducted in Bone Bolango Regency, Gorontalo Province, namely in the Regional Marine Conservation Area (KKLD) of Olele Village, Kabila Bone District. In this research, the types of data used include primary and secondary data. Data collection was carried out using different methods, namely field observation and interviews. In general, data analysis in this research was carried out in stages, the first stage was identifying problems (fisheries tourism) related to existing conditions which included collecting information on potential resource conditions, space utilization and problems that emerged. Next, the second stage is to create a tourism and fisheries development strategy in the Olele marine conservation area using SWOT analysis to determine a strategy for utilizing the potential of the Olele KKLD area for tourism and fisheries development so that the strengths and weaknesses of the coastal potential can be identified.

Table 1. SWOT Matrix Diagram

Component	Strengths (S)	Weaknesses (W)
Opportunities (O)	Strategi SO	Strategi WO
Threats (T)	Strategi ST	Strategi WT

Keterangan:

a. The SO strategy is based on the idea of utilizing all strengths to seize and exploit opportunities as much as possible.
b. ST strategy, a strategy for using existing strengths to overcome existing threats.

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c. The WO strategy is implemented based on exploiting existing opportunities by minimizing weaknesses.
d. The WT strategy is based on defensive activities and tries to minimize weaknesses and avoid threats

HASIL DAN PEMBAHASAN

Analisis SWOT Wisata

Pengembangkan kawasan wisata Olele diperlukan suatu model stratregi yang sesuai dengan kondisi yang dihadapi. Penentuan strategi pengembangan kawasan Olele dilakukan dengan pendekatan analisis SWOT. Analisis SWOT adalah analisis kondisi internal maupun eksternal suatu organisasi yang selanjutnya akan digunakan sebagai dasar untuk merancang strategi dan program kerja. Adapun faktor internal (kekuatan dan kelemahan) serta faktor eksternal (peluang dan tantangan) yang terkait dengan upaya pengembangan kawasan wisata Olele adalah sebagai berikut:

Faktor Internal

Untuk melihat strategi mana yang lebih optimal maka akan dilakukan analisis pembobotan terhadap setiap faktor baik internal maupun eksternal. Hasil pembobotan setiap faktor adalah sebagai berikut:

Tabel 2. IFE

No	Internal Strategy Factors	Bobot	The wheel	XRating Weight
Strength				
1	The diversity of coral reefs and marine biota	0.387	5	1.935
2	There is regional government support to encourage the tourism sector as one of the leading regional sectors	0.126	5	0.630
3	Easy to reach location and availability of adequate road infrastructure	0.198	4	0.792
4	Tourist attraction to objects sea tourism	0.178	4	0.712
5	The condition of the tourist attraction is still natural and is quite widely known	0.111	5	0.555
Sub Total		**1.000**		**4.624**
Weaknesses				
1	Lack of supporting facilities at tourist attraction locations	0.132	4	-0.528
2	Limited accommodation around tourist attractions	0.282	4	-1.128
3	There is no serious arrangement by the local government	0.107	4	-0.428

	regarding the use of natural tourism objects			
4	There are still minimal activities/events that support the promotion of olele tourism objects	0.213	3	-0.639
5	There is no coordination with local residents in determining supporting services	0.266	4	-1.064
Sub Total		**1.000**		**-3.787**
Total Faktor Internal				**0.837**

Source: Processed Data

Based on the IFE matrix above, it can be seen that the total score for the strength factor is 4.624. The main strengths of the Olele marine tourism area are the diversity of coral reefs and marine biota it has as well as its easy-to-reach location and the availability of adequate road infrastructure. This is understandable because the Olele tourist area is an underwater tourist area that has unique coral reefs and is one of the largest in Eastern Indonesia. Apart from that, its location which is quite close to the city center is also one of the factors that attracts tourists to come to visit.

Meanwhile, for the weakness factor, the total score obtained was 3.787 (the minus sign only indicates that this is an inhibiting factor). Indicators that are the main weaknesses of the Olele tourist area are limited accommodation around tourist attractions and the lack of coordination with local residents in determining supporting services.

External Factors

The external factor evaluation matrix (External Factor Evaluation/EFE) for the development of the Olele tourist area is as follows:

Tabel 3. EFE

No.	Faktor-Faktor Strategi Eksternal	Bobot	Rating	Bobot X Rating
Peluang				
1	There is an increase in the number of tourist visits to Gorontalo Province	0.241	4	0.964
2	The development of social media that can used as a means of promoting tourist attractions	0.097	4	0.388
3	There is still huge economic potential that can be obtained from developing the location of the Olele tourist attraction	0.285	3	0.808
4	Related infrastructure improvements with access to tourist attraction locations	0.216	4	0.864
5	Increase the number of flight services to and from Gorontalo	0.161	3	0.483

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Sub Total		**1.000**		**3.507**
Ancaman				
1	Survival of marine biota due to exploitation from tourists and the public	0.290	3	-0.870
2	The cleanliness of tourist attractions is threatened due to the absence of serious improvements and arrangements from the government	0.120	3	-0.360
3	The presence of other marine tourism objects in Gorontalo Province and its surroundings	0.254	4	-1.016
4	Competition between regions in terms of attracting tourists to visit	0.120	3	-0.360
5	Reduced tourist interest in visiting due to the lack of tourist variety and limited supporting infrastructure	0.216	3	-0.648
Sub Total		**1.000**		**-3.254**
Total External Factors				**0.253**

Source: Processed Data

Based on the EFE matrix above, it can be seen that the score for external factors is 0.253. This shows that the opportunity factor is still higher than the threat factor. The score for the opportunity factor reached 3.507 and the score for the threat factor was 3.254. For the opportunity factor, the most important indicator is the increase in infrastructure related to access to tourist attraction locations. Apart from that, there is still a large economic potential that can be obtained from developing the Olele tourist attraction location, which is also one of the biggest opportunities that can be exploited in development.

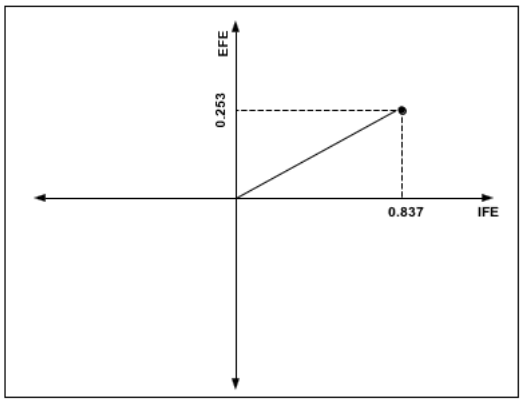
Olele tourist area.

Meanwhile, for the challenge/threat factor, the indicator that is the biggest challenge in developing the Olele tourist area is the presence of other marine tourism objects in Gorontalo Province and its surroundings. Another biggest challenge is the threat to the survival of marine biota due to exploitation by tourists and local communities.

After analyzing the internal factor matrix and external factor matrix, the next stage is to formulate a development strategy for the Olele tourist area that is appropriate to the conditions faced. There are 4 alternative strategies that can be used which are depicted in the following graphic:

Figure 1. SWOT Matrix

By paying attention to the results of the IFE and EFE matrix analysis that has been carried out, the following graph is obtained:



Gambar 2. Matriks IFE dan EFE

From the graph above, it can be seen that the plot results between the values of the IFE matrix and the EFE matrix are located in quadrant 1. Thus, the strategy that is suitable to use is the SO strategy, namely a strategy that focuses on exploiting existing opportunities (opportunities) by using or optimizing the strengths they have (strength). Thus the strategy that can be taken is as follows

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Table 4. Plot Results

	Strength: 1. The diversity of coral reefs and marine biota 2. There is regional government support to encourage the tourism sector as one of the leading regional sectors 3. Easy to reach location and availability of adequate road infrastructure 4. Attraction of tourists to object sea tourism 5. The condition of the tourist attraction is still natural and is quite widely known
Opportunity: 1) There is an increase in the number of tourist visits to Gorontalo Province 2) The development of social media which can be used as a means of promoting tourist attractions 3) There is still huge economic potential that can be obtained from developing the location of the Olele tourist attraction 1) 4) Improved infrastructure related to access to tourist attraction locations	**Strategy:** 1) Create more attractive tourist attractions so that they are not rivaled by other tourist attractions around the tourist location, such as family rides, flying fox and so on 2) Develop operational strategies for developing superior tourist attractions while still highlighting elements of education, conservation and economic improvement for local communities. 3) Optimizing tourism marketing and promotion using social media by offering tour packages Collaborate with existing travel agencies
5) Increase the number of flight services to and from Gorontalo	4) Maintaining the cleanliness of tourist areas to support the attractiveness and comfort of tourist locations. 4) 5) Increasing the availability of accommodation that can support tourists' comfort while in tourist areas

Source: Processed Data

SWOT Analysis for Fisheries

The internal factors (strengths and weaknesses) and external factors (opportunities and challenges) related to fisheries development efforts in the Olele tourist area are as follows:

Internal Factors

Based on the weights obtained, the score matrix for internal factors in fisheries development efforts in the Olele area is as follows:

Table 5. IFA

No	Internal Strategy Factors	Weight	Rating	Weight X Rating
Kekuatan				
1	Potential natural resources, namely sea area that can support the development of existing fisheries sub-sectors.	0.201	4	0.804
2	Labor availability.	0.163	4	0.652
3	Marine potential for business development in the fisheries subsector.	0.203	4	0.812
4	Increased efforts to process fish catches	0.211	3	0.633
5	Government policy regarding the development of the fisheries subsector.	0.222	4	0.888
Sub Total		**1.000**		**3.789**
Weaknesses				
1	The quality of human resources is still relatively low	0.169	2	-0.338
2	Lack of good understanding of technology	0.144	2	-0.288
3	There is still a lack of availability of facilities and infrastructure	0.144	2	-0.288
4	Lack of counseling from the department related	0.255	3	-0.765
5	Lack of support from informal and formal institutions	0.288	3	-0.864
Sub Total		**1.000**		**-2.543**
Total Internal Factors				**1.246**

Source: Processed Data

Based on the calculation results above, the weight value for the strength factor is 3.789, while the threat factor is 2.543, so the difference is 1.246. Thus, the opportunities they have are still greater than the threats they face.

External Factors

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Based on the weights obtained, the score matrix for external factors in fisheries development efforts in the Olele area is as follows:

Table 6. EFE

No.	External Strategy Factors	Weight	Rating	Weight X Rating
Peluang				
1	Increased community fish consumption	0.241	4	0.964
2	There is a capture fisheries development policy at both national and regional levels	0.097	4	0.388
3	Central government support province or area	0.285	3	0.808
4	Market potential, fish commodities from various types of fish	0.216	4	0.864
5	Increasing numbers assistance in the form of government equipment	0.161	3	0.483
Sub Total		**1.000**		**3.507**
Threat				
1	There is pollution of the marine environment	0.290	3	-0.870
2	Conflict of interest in the utilization of marine natural resources	0.120	3	-0.360
3	Fish theft	0.254	4	-1.016
4	Limited energy supply	0.120	3	-0.360
5	Unstable product prices	0.216	3	-0.648
Sub Total		**1.000**		**-3.254**
Total External Factors				**0.253**

Based on the calculation results above, the weight value for the strength factor is 3.507, while for the weakness factor it is 3.254, so the difference is 0.253. Thus, the strength factor is still more dominant than the weaknesses it has.

By paying attention to the results of internal factor analysis which shows that strengths are still greater than weaknesses and external factor analysis which shows that opportunities are greater than threats, the proposed strategy is the SO strategy. This strategy focuses on exploiting opportunities by using the strengths you have. The proposed alternative strategies can be seen in the following table:

Table 7. Plot Results

	Strength: 1) Potential natural resources, namely sea area that can support the development of existing fisheries sub-sectors. 2) Labor availability. 3) Marine potential for business development in the fisheries subsector. 4) Increased efforts to process fish catches 5) Government policy regarding the development of the fisheries subsector
Opportunity: Increasing community fish consumption 2) There is wisdom and development of capture fisheries both at the national and regional levels 3) Support from central, provincial and regional governments	**Strategy:** 1) Increase the number of fish catches by utilizing equipment assistance provided by the government. 2) Expanding fishing areas 3) Using appropriate technology for fisheries production 1) 4) Utilizing local labor to increase the capacity of the fishing fleet
Market potential, fish commodities of various types produced from fishing and cultivation have an export market 4) 5) Increased amount of assistance in the form of equipment from the government	5) Synchronize government programs and activities so that the use and processing of caught fish can be more efficient and targeted.

Source: Processed Data

CONCLUSION

Based on the results of the analysis, the development strategy that can be carried out is a strategy that focuses on utilizing existing opportunities (opportunities) by using or optimizing existing strengths (strength). Thus the strategy that can be taken is as follows: Tourism: (1) Create more attractive tourist attractions so that they are not rivaled by other tourist attractions around the tourist location, such as family rides, flying fox and so on. (2) Develop operational strategies for developing superior tourist attractions while still highlighting elements of education, conservation and economic improvement for local communities. (3) Optimizing tourism marketing and promotion using social media by

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offering tour packages in collaboration with existing travel agencies. (4) Maintaining the cleanliness of tourist areas to support the attractiveness and comfort of tourist locations. (5) Increasing the availability of accommodation that can support tourists' comfort while in tourist areas

Fisheries: (1) Increase the number of fish catches by utilizing equipment assistance provided by the government. (2) Expanding fishing areas. (3) Using appropriate technology for fisheries production activities. (4) Utilizing local workers to increase the capacity of the fishing fleet. (5) Synchronize government programs and activities so that the use and processing of caught fish can be more efficient and targeted.

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