

Development of a Tourist Area Using SWOT Method in Buntu Kandora Tana Toraja District

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ABSTRACT

Buntu Kandora is one of the tourist areas listed in the South Sulawesi Provincial Tourism Development Master Plan (2015–2030) and the Tana Toraja Regency Spatial Plan (2011–2031). This area has great potential to be developed into a leading tourist destination because of its natural beauty, cultural richness, and man-made attractions. This study aims to identify the potential, characteristics, and obstacles to the development of the Buntu Kandora tourism area, as well as to formulate appropriate development strategies. The method used is qualitative through direct observation and distribution of questionnaires to stakeholders, with data analysis using the SWOT method. The results of the study indicate that the most appropriate strategy is the S-O (Strengths–Opportunities) strategy, which is utilizing internal strengths to capture external opportunities. The proposed strategies include developing tourist attractions, improving accessibility and infrastructure, and involving local communities in tourism development.

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1. INTRODUCTION

Tourism is the journey of a person or group of people from one place to another to make plans within a certain time period, for recreation and entertainment so that their desires are fulfilled (Kusumastuti, et al., 2024). Tourism can also be interpreted as a journey carried out from one place to another temporarily, where this activity is carried out both individually and in groups, and also as an effort for harmony and happiness in the environment in the social, cultural, scientific, and natural dimensions (Irawan et al., 2023). A tourism area is a geographical area that has different administrative areas or more, in which there are tourist attractions and public facilities. Tourism facilities,

accessibility, and society are interrelated and complement the realization of tourism (Ihalauw & Tandafatu, 2021). A tourism destination is a different geographical area or region in one or more administrative regions that contains elements of tourist attraction (Jannah et al., 2022). The tourism sector is one of the leading sectors in Indonesia after oil and natural gas, which can be developed and can provide benefits to the community and surrounding areas because it has a strong attraction. Factors that greatly influence the tourism sector are tourists and tourist attractions themselves (Idris et al., 2021). The tourist attraction in question is anything or an object that is a tourist target (Purnomo et al., 2020). Tourist Attractions are the center of the Tourism Industry. According to the

definition, tourist attractions can attract tourists who want to visit them (Utomo et al., 2020). The tourist attractions that Indonesia has include flora, fauna, and the beauty of natural scenery, history, and linguistic and cultural diversity, which are the priceless wealth of Almighty God, so they can invite tourists.

A tourist is anyone who travels to a place other than their usual environment for less than 12 consecutive months whose main purpose is not to work and earn wages in the place visited (Lesmana & Sugiarto, 2021). Indonesia has very promising potential for development. Potential is an ability, power, or ability that is possible to develop. A tourism potential can be seen from the possibility of developing ecotourism, diversity, and integrity of human resources (Soeswoyo et al., 2022). The term Tourism Potential is the condition of an abstract thing that can be developed or not based on the capabilities of the factors and elements that are needed and determine tourism development related to the atmosphere, events, objects, attractions, and services provided (Soeswoyo et al., 2021). Tourism potential can also be interpreted as a resource owned by an area that can be developed into a tourist attraction that can be utilized for economic purposes while still paying attention to other aspects. Tourism potential is something that a tourist attraction has and becomes an attraction for tourists, and is owned by the tourist attraction itself (Yamin et al., 2021). If the potential can be managed well, it will have a significant impact on the region and the social economy of the community. Tourism needs to be improved to expand employment and business opportunities, increase foreign exchange earnings, and introduce the cultural nature of the Indonesian nation.

Tourism development is improving components related to tourism, with the aim of ensuring that the number of tourists who come is greater, the dates are longer, more money is spent, and tourist satisfaction can be fulfilled optimally, and the destination environment can be maintained (Purwani et al., 2023). Development Potential is the ability to develop tourist attractions in a wider direction by improving existing tourism elements so that they attract tourist interest, which has an impact on increasing regional income and national foreign exchange (Hakim et al., 2021). Tourism development is an effort to create integration in the use of various tourism resources (Arintoko et al., 2020). The development of tourism in the region will bring changes to the area. The changes in question can be positive if tourism development is carried out by following the correct procedures, namely through careful and thorough planning, so that it is in accordance with local conditions (Pratama & Mandaasari, 2020). A tourism area is an area that is developed with the provision of complete facilities and services (for recreation/relaxation, deepening an experience/health). A tourism area is an area that has a certain area that is deliberately built and provided for tourism activities or tourism services. The development of a tourist area depends on what the area has to offer tourists.

South Sulawesi Province is a province in Indonesia that consists of 21 districts and 3 cities. As the gateway to the eastern region of Indonesia, South Sulawesi is used as a tourist destination that has many riches and uniqueness

that can attract tourists to visit. The natural, maritime, cultural, customs, and culinary beauty of South Sulawesi are strong reasons for developing tourism in the province of South Sulawesi.

Based on the Regional Tourism Development Master Plan for South Sulawesi Province for 2015 - 2030 in the context of developing regional tourism destinations, the government has determined regional tourism destinations, one of which is the Northern Region Regional Tourism Destination (DPD), including the Palopo Regional Tourism Strategy Area (KSPD) and its surroundings as well as the Strategic Area Regional Tourism (KSPD) Toraja and surrounding areas. One of the areas that has potential that can be developed as a tourism area is the Tana Toraja Regency.

Tourism capabilities in Tana Toraja Regency are among the best in Indonesia. Tana Toraja Regency not only has a very unique cultural capability, but its position, which is located on a large, hilly plain, makes this region rich in unique natural landscape variations with varied temperatures and fairly good land fertility, making this region one of the National Strategy Area (KSN). Of the many tourism capabilities spread across all areas of Tana Toraja Regency, the Buntu Kandora area, better known as "Potok Tengan" is one area that is very ready to be developed into a tourist destination area that can support the regional economy.

For information from the Tourism Office and the culture of the District. Tana Toraja, Buntu Kandora district has an area of 50 hectares, which is located in 3 districts, namely Makale District, Mengkendek District, and Sangalla District. The Buntu Kandora region has some attractive energy that can be visited by tourists, such as man-made products, such as possessions, culture, such as traditional houses, traditional Toraja cemeteries, and natural attractive energy is the natural panorama of Buntu Kandora, karst, air, flora and fauna, and sports tourism, such as rock climbing and camping. For the folklore that grows at the foot of Buntu. Kandora is believed to be the place where early humans descended in Tana Toraja, the traditional area of Kandora is the cultural mecca of Toraja. The Buntu Kandora area is a perfect blend of nature, culture, and customs that has great potential to be developed into a tourist area.

In the Regional Spatial Plan (RTRW) of Tana Toraja Regency for 2011-2031, Buntu Kandora is listed as one of the areas for tourism in Tana Toraja Regency. Not only that, in the Toraja National Tourism Strategic Area (KSPN) in 2016, Buntu Kandora was inaugurated as one of the leading tourist destinations in Tana Toraja Regency. However, the existing condition of the Buntu Kandora Tourist Area proves that there are still minimal facilities and infrastructure for tourist activities, and there are no tourist activities. Buntu Kandora requires a strategy to develop the Buntu Kandora Tourism Area, which is an effort to protect the sustainability of tourism in Tana Toraja. So that the capabilities you have can provide benefits to areas or residents near tourist areas.

Buntu Kandora has capabilities and characteristics that can attract tourist visits. However, until now, there has been no tourist activity in Buntu Kandora. Therefore, it is necessary to know the development strategy in the

Buntu Kandora Tourism Area. Therefore, it is necessary to know the capabilities and characteristics of the Buntu Kandora tourist area and the development strategy for the Buntu Kandora Tourism Area so that it can provide benefits in various fields, especially as data, so that it can contribute to the regional government, tourist attraction energy managers, stakeholders, and all MSMEs in the tourism sector in developing the Kandora dead-end area.

2. LITERATURE REVIEW

According to Indonesian Law No. 10 of 2009, concerning Tourism, tourism is defined as travel activities carried out by a person or group of people who visit certain places for recreation, personal development, or studying the uniqueness of the tourist attraction visited within a temporary period (Ganefi & Sofyan, 2023).

Tourism is a whole series of activities related to the movement of people who travel or make a temporary stopover from their place of residence, to one or several destinations outside the environment where they live, driven by several needs without the intention of earning a living. A tourist area is "something interesting and valuable to visit and see, or something that can be an attraction for someone or tourists to visit a tourist destination." The definition of a tourism area is also expressed by an expert as an area developed with the provision of complete facilities and services (for recreation/relaxation, deepening of an experience/health) (Supheni et al., 2023).

Tourist area is an area that has a certain area that is deliberately built and provided for tourism activities or tourism services. The development of a tourist area depends on what the area has to offer tourists. Furthermore, Tourist Area Characteristics are specific characteristics of everything that has uniqueness, beauty, and value in the form of a diversity of natural, cultural, and man-made products that are the target or purpose of tourist visits (UU No. 9 of 1990). Development is a process, method, or act of making something better, more advanced, perfect, and useful (Ira & Muhamad, 2020). Next to Tourism Development, Development is a process/activity of advancing something that is deemed necessary to be organized in such a way by rejuvenating or maintaining what has already developed, so that it becomes more attractive and developed. Tourism development is an effort to improve or complete the facilities and services needed by tourists to feel comfortable while at tourist attractions. Tourism development aims to provide benefits, both benefits for tourists and benefits for the local community. The development of tourism in an area will bring benefits to tourists and the local community. For the local community, the benefits are economic, social, and cultural. However, if the development is not prepared and managed very well, it can also cause various problems that are detrimental to tourists or the public. Therefore, to ensure that tourism can develop well and sustainably and bring benefits to tourists and the community, it is necessary to conduct an in-depth study of all its supporting resources and resources (Buditiawan, 2020).

Internal factors are factors in the form of tourist

attractions, which include strengths and weaknesses in attracting tourists. Internal factor analysis, which includes strengths and weaknesses, is carried out to determine the condition of the area internally, while external factors are factors in the form of tourist attractions, which include opportunities and threats in attracting tourists. External analysis, which includes opportunities and threats, is carried out to determine the region's position in dealing with its external environment (Jayadi & Suryawan, 2020).

According to the World Tourism Organization, there are six components that a tourist attraction must have, namely accessibility, attractions, amenities, image, price, and human resources. Furthermore, according to the World Tourism Organization, an attraction is an attraction that must be possessed by a tourist attraction. tourist attraction. Attractions are local attractions of the destination in the sense of the attractiveness of the destination and attracting tourists (Pusparani, 2023). Amenities include "a series of facilities to meet accommodation needs (lodging), provision of food and drinks, entertainment venues, retailing and other services". Tourism accessibility is intended as "all means that make it easy for tourists to reach a destination or related tourist destination." (Diwangkara et al., 2020). Accessibility can be said to be the convenience for tourists to reach tourist destinations in the form of vehicles, transportation systems, and terminals. and pre-road facilities. The important factors regarding the accessibility of a tourist destination include terminals, airports, directions, travel costs, time needed to reach the destination, frequency of public transportation to the destination, and other things (Ma'rifah, 2023).

Next to SWIT analysis, SWOT analysis is a strategy that is a tool to achieve goals. In its development, the concept of strategy continues to develop. According to Chandler, strategy is a tool for achieving company goals in relation to long-term goals, follow-up programs, and resource allocation priorities. According to Argyris, strategy is a continuous and adaptive response to external opportunities and threats as well as internal strengths and weaknesses that can influence the organization (Novitaningtyas et al., 2020).

A SWOT diagram can be created by examining the intersection point between the X axis and the Y axis, where the value of the external internal matrix was developed from the General Electric model. The parameters used include the company's internal strength parameters and the external influences it faces. The aim of using this model is to obtain a more detailed corporate-level business strategy. The SWOT matrix can clearly illustrate how the external opportunities and threats faced by a company can be adjusted to its strengths and weaknesses (Mail et al., 2021). This matrix can produce four sets of possible strategic alternatives. The strengths, weaknesses, opportunities, and threats matrix is an important matching tool that helps managers develop four types of strategies: SO (strengths-opportunities) strategies, WO (weaknesses-opportunities) strategies, ST (strengths-threats) strategies, and WT strategies (weakness-threat) (Syafa'at & Wahid, 2020).

3. METHODOLOGY

The analytical method used in this research is the SWOT analysis method, where SWOT analysis is used to formulate a tourism area development strategy that can be used based on the results of an analysis of the strengths, weaknesses, opportunities, and threats of the Buntu Kandora Tourism Area.

The stages carried out in carrying out this research are as follows:

- 1) Identify internal and external factors in the Kandora dead-end area
This stage is carried out by listing all internal and external factors that influence the area. Identification of internal and external factors in the Kandora cul-de-sac area was carried out by asking questions (interviews) with the Kandora cul-de-sac management, as the party that best understands the condition of the area.
- 2) Giving weight to each factor
Determining the weights in the EFAS and IFAS matrices is done by giving questionnaires to people who consume Holland Bakery bread. Each respondent was asked to determine the weight of each internal and external company factor.
- 3) Giving rating/ranking
The ratings used in the IFAS and EFAS matrices describe how active the company's current strategy is in responding to the internal and external factors that have been identified.
- 4) Determination of weighted value
The weighted value is calculated by multiplying the weight by the rating of each factor. Then, the weighted values of all factors are added up to obtain the total weighted value for the company.
- 5) IE matrix (Internal External)
This matrix helps determine the company's position into 9 cells. This matrix consists of 2 dimensions, namely the total IFAS matrix score on the X axis and the EFAS matrix on the Y axis. This matrix is grouped into three main strategy cells, namely: *growth and build* (grow and develop), *hold and maintain* (maintain and maintain), *harvest and divest* (harvest or divestment).
- 6) SWOT matrix
The SWOT matrix is a strategy formulation tool used to match the company's internal and external factors. This matrix provides 4 types of alternative strategies, namely SO strategy (strengths-opportunities), WO strategy (weaknesses-opportunities), ST strategy (strengths and threats), and WT strategy (weaknesses-threats).

4. RESULTS AND DISCUSSIONS

4.1. Potential of Buntu Kandora Tourism Area

4.1.1. Tourist Attractions

The attractions or tourist attractions in the Buntu Kandora Tourism Area are divided into 3 types, namely natural tourist attractions, cultural tourism, and artificial

tourism. Buntu Kandora has various kinds of potential attractions or attractions that have their own characteristics that can attract tourist visits, so that they can be developed as tourist area destinations. With the development of the Buntu Kandora Area, tourists can find and enjoy various kinds of attractions in one area.

4.1.2. Natural Tourism

The Buntu Kandora Tourist Area has a beautiful natural panorama with green trees and natural views from a height, accompanied by a cool natural atmosphere. The natural atmosphere in the Buntu Kandora Tourism Area can calm the minds of visiting tourists.

4.1.3. Culture Tour

The Buntu Kandora Tourist Area has attractions or attractions in the form of culture. forms of cultural tourism in the Buntu Kandora Tourism Area, such as Tongkonan, Historical Heritage Fort, Liang, Batu Grave, and Linggayoni. Apart from that, tourists can also enjoy cultural tourism from the customs and daily habits of local communities, such as Rambu Tuka and Rambu Solo'Artificial.

4.1.4. Tourism

The Buntu Kandora Tourist Area has artificial tourist attractions that can increase tourists' interest in visiting. Artificial tourism in the Buntu Kandora Tourism Area is in the form of sports tourism, including sports areas such as jogging tracks and rock climbing areas.

4.1.5. Amenities

Amenities or facilities and infrastructure supporting tourist activities and activities are mostly available in the Buntu Kandora Tourism Area. Facilities and infrastructure available in the Buntu Kandora tourist area include clean water sources that can be used by tourists and the local community, directions to the Buntu Kandora area, entrance ticket counters, vehicle parking lots, culinary sales places, pedestrian paths, and public toilets. . It is hoped that the amenities provided in the Buntu Kandora Tourist Area will be able to support all activities and activities of visiting tourists.

4.1.6. Accessibility

The Kandora dead-end tourist area is in a quite strategic location. The Buntu Kandora Tourism Area can be reached from the center of Makale City, approximately 5 kilometers away, with a travel time of approximately 20 minutes, using various types of transportation, in the form of cars, motorbikes, or public transportation. The condition of the road to the Buntu Kandora tourist area is a local road network with asphalt, concrete, and cobblestone pavement.

4.2. Characteristics of the Buntu Kandora Tourist Area

4.2.1. Physical Characteristics

The Buntu Kandora Tourist Area is located at an altitude of 500 – 1500 meters with a slope of between 0 – 40 degrees from sea level, which is divided into 4, namely 0 – 8, 8 – 15, 15 – 25, and 25 – 40. The Buntu Kandora area has an area of 50 Hectares, which is located in 3 sub-districts, namely Makale District, Mengkendek District, and Sangalla District. The morphology of the Buntu Kandora Tourist Area is in the form of limestone hills, which overall in this area range from undulating to undulating on slightly steep to steep slopes, with land functions dominated by forests, fields, and bushes. The type of soil in the Buntu Kandora Tourism Area consists of 3 types of soil, namely rendolls, dystropepts, and eutropepts, which are dominated by rendolls.

The Buntu Kandora Tourism Area has a tropical rain forest climate type with an average monthly temperature of 180 C, while the lowest average air temperature is 20-30 C, which usually occurs in July, while the maximum air temperature is 21.60 C, which usually occurs in December, with an average rainfall of between 250-300mm.

The Buntu Kandora Tourism Area is an area that has diverse flora and fauna resources. The endemic vegetation found in this area includes Bamboo Trees, Uru Wood Trees (*Ermerillia Ovalis*), and Palm Fiber Trees. This plant is usually used by the community as an ingredient for food, building houses, and other traditional activities. This vegetation grows around the hills and on residential land for local residents. Around the peak of Buntu Kandora, you can also find several ornamental plants such as orchids (*Orchidaceae*), which are still growing abundantly. The physical condition of the Buntu Kandora tourist area is one of the supporting factors for the development of the tourist area by utilizing physical characteristics to become natural and artificial tourism, while maintaining the environmental sustainability of the area.

4.2.2. Non-physical Characteristics

The community in the Buntu Kandora Tourism Area consists of the dominant Toraja tribe/ethnicity and is a society that respects Toraja cultural values as well as the order and rules that apply. The social condition of the people in the Buntu Kandora area, in interacting both with each other and with newcomers, is very good and upholds the attitude of mutual cooperation and kinship. The main livelihood of the Buntu Kandora community is as rice farmers. The people of the Buntu Kandora area are classified as agrarian communities where the majority of the population depends on agricultural products. The community's agricultural products are dominated by rice. The customs that apply in the Buntu Kandora area are the traditions of the Toraja people, who still adhere to the traditional rules of their ancestors as well as the customary order that applies in Toraja society in general.

The daily language used in interactions is Toraja. Traditional activities held by the local community include weddings, death ceremonies, harvest thanksgiving, building houses, and other things related to community customs. Based on the non-physical characteristics of the

Buntu Kandora tourist area, it can be a supporting factor in developing the cultural tourism area while maintaining and preserving the continuity of the cultural heritage of the people of the Buntu Kandora Tourism Area.

4.3. Buntu Kandora Tourism Area Development Strategy

The development strategy for the Buntu Kandora Tourism Area is determined using a SWOT analysis. SWOT analysis is used to formulate and make recommendations so that appropriate action can be taken according to the information that has been obtained. This SWOT analysis method describes strengths, weaknesses, opportunities, threats, as well as obstacles that must be faced in a development process. The following is a description of the analysis used to formulate strategic ideas for developing the Buntu Kandora Tourism Area. Internal and external factor analysis. Internal factor analysis in determining tourism area development strategies aims to determine the strengths and weaknesses of the Buntu Kandora Tourism Area. The internal factors that influence the development of the Buntu Kandora Tourism Area are as follows:

1) Internal factors consist of strengths and weaknesses

The forces influencing the development of the Buntu Kandora Tourism Area are: (1) The Buntu Kandora Tourism Area has beautiful natural attractions (2) The Buntu Kandora Tourism Area has unique and interesting cultural attractions (3) The Buntu Kandora Tourism Area is equipped with artificial tourism (4) The Buntu Kandora Tourism Area is in a strategic location; (5) You can find 3 types of attractions at once, namely natural, cultural and artificial attractions in the Buntu Kandora Tourism Area (6) There is support from the government in developing the Buntu Kandora Tourism Area. affecting the development of the Buntu Kandora Tourism Area, namely: (1) Several cultural relics in the Buntu Kandora Tourism Area are damaged and incomplete, (2) Facilities and infrastructure are not yet optimal, (3) The transportation network is not yet optimal, and there is still road damage, (3) There is still low public awareness of tourism.

2) External factors are divided into two, namely opportunities and threats

Some forces influence the development of the Buntu Kandora Tourism Area, namely: (1) The Buntu Kandora Tourism Area has beautiful natural attractions, (2) The Buntu Kandora Tourism Area has unique and interesting cultural attractions, and (3) The Buntu Kandora Tourism Area is equipped with tourist attractions. artificial (4) Buntu Kandora Tourism Area is located in a strategic position; (5) You can find 3 types of attractions at once, namely natural, cultural, and artificial attractions in the Buntu Kandora Tourism Area; (6) There is support from the government in developing the Buntu Kandora Tourism Area. On the other hand, the weaknesses that influence the development of the Buntu Kandora Tourism Area are: (1) Some Cultural assets in the Buntu Kandora Tourist Area are damaged and

Table 1. The Assessment of Internal Factors

Internal Factors	Amount	Rating	Weight	Weighting Score
Strengths				
The Buntu Kandora Tourism Area has the potential to attract natural beauty	334	4	0.100	0.40
The Buntu Kandora Tourism Area has the potential to attract cultural diversity	342	4	0.102	0.40
The Buntu Kandora Tourist Area is equipped with artificial tourism	336	4	0.090	0.36
The Buntu Kandora Tourist Area is in a strategic location	334	4	0.100	0.40
Three types of attractions were found at once, namely natural, cultural, and artificial attractions in the Buntu Kandora Tourism Area	338	4	0.101	0.40
The government provides support in the development of the Buntu Kandora Tourism Area	346	4	0.103	0.41
Sub Total				2.37
Weaknesses				
Cultural relics in the Buntu Kandora Tourist Area are not properly maintained, so some are damaged and incomplete	321	4	0.089	0.35
Facilities and infrastructure are not yet optimal	322	4	0.089	0.35
The transportation network is not yet optimal; there is still road damage	327	4	0.113	0.45
Lack of public awareness of the importance of tourism	330	4	0.120	0.48
Sub Total				1.63
Total Internal Factors	6222		1	4.00

Source: Data Processing (2022)

Table 2. The Assessment of External Factors

External Factors	Amount	Rating	Weight	Weighting Score
Opportunities				
The Buntu Kandora Tourism Area can broaden tourists' insight into Toraja culture	353	4	0.113	0.45
Easy access for tourists to reach the Buntu Kandora Tourist Area	353	4	0.113	0.45
There is government attention to the Buntu Kandora Tourism Area	353	4	0.113	0.45
The increasing trend of natural, cultural, and artificial tourism has supported the development of the Buntu Kandora Tourism Area	366	4	0.120	0.48
The community can play a direct role in developing the Buntu Kandora Tourism Area	359	4	0.203	0.81
Sub Total				2.64

incomplete, (2) Facilities and infrastructure are not optimal, (3) Transportation networks are not optimal, and there are still damaged routes, and (4) Residents' understanding of tourism is still low. Internal and External Factor Matrix. The IFAS matrix and EFAS matrix are used as input data to determine alternative development strategies for the Buntu Kandora Tourism Area.

The results of the assessment of internal factors and external factors that have been obtained using questionnaires from the community and stakeholders can be presented in Tables 1 and 2 below. The total weight of the X rating for an item in Table 1 is the sum of the weights of the items.

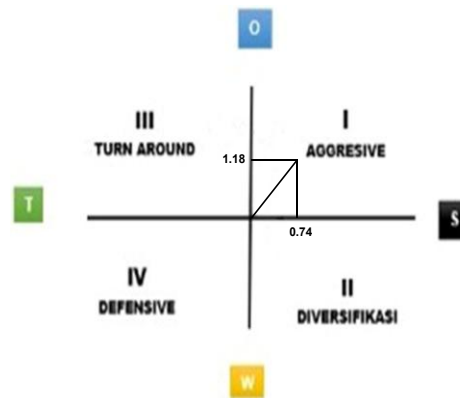
4.4. EFAS Matrix (External Factor Analysis Strategy)

Identification of external factors is needed to determine the right strategy for the company in order to maximize the opportunity factors it has and minimize the threat factors it has. The total weight of item X rating in Table 2 is obtained from the sum of the weights of item. Research into the external and internal factors owned by the Kandora Boundary area can obtain a total score, which is the sum of the weights multiplied by the rating. The Buntu Kandora area received a total score of 4.00 for internal strategy factors as well as for external strategy factors, resulting in a total score of 4.00. In the next stage, based on the total score obtained in the internal and

Table 2. (Cont.)

External Factors	Amount	Rating	Weight	Weighting Score
Threats				
The directions given by the Government regarding the Development of the Buntu Kandora Tourism Area have not been implemented properly	300	4	0.085	0.35
The public and private sectors have not been involved in the development of the Buntu Kandora Tourism Area	330	4	0.096	0.38
There is the development of similar tourist areas with higher advantages	334	4	0.097	0.39
Potential for landslides	366	4	0.085	0.34
Sub Total				1.46
Total External Factors	5839		1	4.00

Source: Data Processing (2022)



Source: Data Processing (2022)

Figure 1. Cartesian SWOT Diagram

external strategic factor table, the position of the region can be seen to implement strategies that suit the current conditions of the region by entering the total score into the internal external matrix.

4.5. SWOT Analysis Diagram

Based on the IFAS matrix table, the result is that the score value for the strength factor is 2.37 and the score value for the weakness factor is 1.63, with the difference between the strength and weakness factors being 0.74. Meanwhile, based on the EFAS matrix table, the result is that the score value for the opportunity factor is 2.64 and the score value for the threat factor is 1.46, with the difference between the opportunity and threat factors being 1.18. From these calculations, the following development strategy formulation can be obtained.

Based on Figure 1, it can be seen that the strategic position of the Buntu Kandora Tourism Area is in quadrant I, namely supporting aggressive strategies. This shows that the Buntu Kandora Tourism Area has internal strengths that can be utilized to seize existing opportunities. Being in quadrant I is a very profitable situation. The region has many opportunities and strengths, so it can take advantage of existing opportunities. The strategy that should be implemented in this condition is to support aggressive growth policies (growth-oriented strategy).

4.6. SWOT Matrix for the Buntu Kandora Tourism Area

From the results of the analysis of external and internal factors in the Buntu Kandora tourist area, it was processed again into the EFAS / IFAS (External factor analysis strategy/Internal factor analysis strategy) matrix, and the following data was obtained in Table 3.

Based on the results of the analysis of the SWOT matrix, the following description is obtained:

- 1) SO Strategy (*Strengths-Opportunities*)
SO's strategy is to use its strength to take advantage of the opportunities that exist in the Buntu Kandora Tourism Area. The first strategy used is to maintain and develop its potential to build better opportunities for the development of the Buntu Kandora Tourism Area.
- 2) ST Strategy (*Strengths-Threats*)
ST's strategy is to use force to avoid threats that exist in the Buntu Kandora Tourism Area. The strategy used is to utilize the potential that exists in the Buntu Kandora Tourism Area so as to increase the attractiveness of the Buntu Kandora Tourism Area, and to avoid existing threats.
- 3) WO Strategy (*Weakness-Opportunity*)
WO's strategy is to improve weaknesses by taking advantage of the opportunities that exist in the Buntu Kandora Tourism Area. The strategy used is to maintain, protect, and care for the natural, cultural,

Table 3. SWOT Matrix for the Buntu Kandora Tourism Area

Internal / External Factors	Strengths – S	Weaknesses – W
	1. Has a beautiful natural attraction. 2. Has an interesting cultural tourist attraction. 3. Has an artificial tourist attraction. 4. Located in a strategic location. 5. You can find 3 types of attractions at once in one area, namely natural, cultural, and artificial attractions. 6. There is support from the government in developing tourist areas.	1. Some cultural relics are damaged and incomplete. 2. Facilities and infrastructure are not yet optimal. 3. The transportation network is not yet optimal; there is still. 4. Public awareness of tourism is still low.
Opportunities – O	Strategies – SO	Strategies – WO
1. Increasing tourists' insight into Toraja cultural tourism. 2. It is easy for tourists to reach tourist locations. 3. There is government attention to tourist areas. 4. There is a trend of natural, cultural, and artificial tourism that continues to increase. 5. The community is expected to play a direct role in developing the Kandora dead-end tourist area.	1. Develop natural, cultural, and artificial tourism while maintaining natural sustainability and preserving culture. 2. Makes it easier to access the area. 3. Caring for and maintaining the facilities and infrastructure supporting tourist activities that have been provided. 4. Also involving local communities in developing tourist areas. 5. Increasing cooperation between local communities and the government in developing tourist areas.	1. Increasing the role of society in maintaining and preserving culture and cultural heritage. 2. Increasing community and government cooperation in improving and supporting infrastructure and maintaining its integrity. 3. Makes it easier to access the area. 4. Increase public awareness of tourism.
Threats – T	Strategies – ST	Strategies – WT
1. The application has not been optimal regarding directions from the government. 2. There is no involvement of the public and private sectors in developing tourist areas. 3. Development of similar tourist areas with higher advantages. 4. Potential for landslides.	1. Increase government support and direction in regional development. 2. Increasing community and private involvement in developing natural, cultural, and artificial potential, as well as conserving and maintaining it. 3. Increase public and government attention to anticipate potential landslides.	1. Optimizing the development of facilities and infrastructure in regional development so that it can compete with similar tourist areas with higher advantages. 2. Increase public awareness to maintain facilities and infrastructure.

and artificial potential of the Buntu Kandora Tourism Area so that it becomes an opportunity for its own attraction in the Buntu Kandora Tourism Area.

4) WT Strategy (*Weakness-Threats*)

WT's strategy is to reduce weaknesses to avoid threats that exist in the Kandora dead-end area. The strategy used is to minimize deficiencies by continuing to maintain and develop all the potential of the Buntu Kandora Tourism Area, thereby reducing possible threats.

5. CONCLUSIONS

From the results of the research I have conducted, conclusions can be drawn, namely:

- 1) The Buntu Kandora tourist area possesses three key attractions in a single location: natural attractions such as panoramic views and cool climate, cultural attractions such as traditional rituals and heritage sites, and artificial attractions like rock climbing areas and jogging tracks. Despite this, the area faces limitations, including inadequate infrastructure and low public awareness.
- 2) Based on the tourism master plan for South Sulawesi Province (2015–2030), Buntu Kandora has been identified as a National Strategic Area due to its unique capabilities. The recommended development strategy falls under the S-O (Strengths–Opportunities) category, which emphasizes:
 - a) Developing nature-based tourism by utilizing

scenic views and green landscapes.

- b) Introducing and preserving local cultural heritage such as the Rambu Solo' and Rambu Tuka' rituals.
- c) Enhancing accessibility through road improvements and signage.
- d) Maintaining and innovating tourist facilities, including restrooms, gazebos, and souvenir stalls.
- e) Actively involving the local community through education and tourism management training.
- f) Strengthening collaboration between local communities and the government for sustainable development.

In a position where there is a need to increase the strength factor to maximize the utilization of existing potential. So, the recommendation for the grand strategy for developing the Kandora dead-end tourist area lies in the S-O Strategy (Strengths – Opportunities). The strategy is as follows:

- a) Developing natural tourism by utilizing natural panoramas and beautiful and green natural scenery to become spots that can attract tourists, introduce the culture or customs of the local community, such as the rituals of Rambu Tuka' and Rambu Solo', as well as other historical objects such as tongkonan, liang, as well as the fort in the dead-end tourist area of Kandora. Apart from that, it is also necessary to develop artificial tourism, such as creating photo spots, children's play facilities, and sports areas, while maintaining natural preservation and preserving culture.
 - b) Facilitate access to the area by repairing damaged road infrastructure, widening roads, and adding directional signs.
 - c) Caring for and maintaining the facilities and infrastructure supporting tourist activities that have been provided, such as ticket counters, toilets, gazebos, cafes, and souvenir sales places, as well as continuing to innovate in developing by adding facilities and infrastructure such as area plans, children's play facilities, artificial photo spots, and rubbish dumps.
 - d) Also involving local communities in developing tourist areas by providing education about the importance of tourism and the benefits that can be felt in the economic and socio-cultural fields, and providing training in managing tourist areas.
 - e) Increasing cooperation between local communities and the government in developing the Kandora dead-end tourist area.
- 3) From the research results, obtained 11 indicators in terms of lean were obtained that are in accordance with the conditions of the company.
 - 4) After KPI weighting was carried out using the Analytical Hierarchy Process (AHP), the performance criteria for the production and supply department were the priorities. KPIs that have a significant impact on the performance of a company's supply chain. We can see this from his top three KPIs in weighting, namely performance criteria for the production section, employee productivity attributes (0.573), and criteria for the supply section, On Time Loading (0.485) and On Time Delivery (0.372) attributes, with a respective

weight percentage of 19.14%. 16.20%, and 12.42%. The KPIs with the lowest order of weight are Order Picking (0.120) and Shipping (0.116), with respective weight percentages of 4.01% and 3.87%.

- 5) The limitation of this research is that the researchers did not come up with a strategy that could be applied to PT. Camming Sugar Factory to be able to improve employee performance so that company goals can be achieved in accordance with the mission set by the company. The suggestion for further research is to create a strategy to improve company performance by referring to the KPIs that have been found previously in this research.

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