



## JOURNAL OF ACCOUNTING AND FINANCE MANAGEMENT (JAFM)

E-ISSN : 2721-3013  
P-ISSN : 2721-3005

<https://dinastires.org/JAFM>

[dinasti.info@gmail.com](mailto:dinasti.info@gmail.com)

+62 811 7404 455

DOI: <https://doi.org/10.38035/jafm.v5i3>

Received: 12 August 2024, Revised: 15 August 2024, Publish: 20 August 2024

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# Strategic Planning for Sustainable Tourism Development in Pariaman City

Adrisoni<sup>1</sup>, Syukri Lukman<sup>2</sup>, Vera Pujani<sup>3</sup>

<sup>1</sup>Universitas Andalas, Magister Manajemen, Padang, Indonesia, [soniadri93@gmail.com](mailto:soniadri93@gmail.com)

<sup>2</sup>Universitas Andalas, Magister Manajemen, Padang, Indonesia, [cuwy52@gmail.com](mailto:cuwy52@gmail.com)

<sup>3</sup>Universitas Andalas, Magister Manajemen, Padang, Indonesia, [verapujani@eb.unand.ac.id](mailto:verapujani@eb.unand.ac.id)

Corresponding Author: [soniadri93@gmail.com](mailto:soniadri93@gmail.com)<sup>1</sup>

**Abstract:** This study aims to determine Strategic Planning for Sustainable Tourism Development in Pariaman City. It is noted that six informants from the government have participated in this study to help develop tourism in Pariaman City. This study was conducted qualitatively through case studies, this study uses data collection through interviews with informants who have been determined based on the needs and suitability of the problem formulation, then Formulation is carried out with the Quantitative Strategy Planning Matrix (QSPM) Strategy, then Strategy Recommendations and action results in the form of Milestones. Based on the assessment of competition between marine tourism in Pariaman City, it is assessed based on the Competitive Profile Matrix (CPM). Marine tourism that is assessed as a competitive profile is Angso Duo Island, Kasiak Island, and Tangah Island. With the results of the three marine tours, Angso Duo Island is indicated as a potential marine tourism for tourism development. Then based on the results of the QSPM Matrix analysis, a score of 5.704 was obtained, which means that from the selected alternative strategies, the most appropriate strategy to be carried out at this time is an intensive strategy (tourism penetration, tourism development, and product development) or integrative (backward integration, forward integration, and horizontal integration). In conclusion, the main focus that needs to be done in tourism development in Pariaman City is to develop tourism quality through increasing events and characteristic tourism products.

**Keyword:** Tourism, Quality Development, QSPM.

## INTRODUCTION

Tourism is one of the economic sectors that has always experienced quite significant growth. This sector has great potential in creating jobs, boosting economic growth and preserving local cultural heritage. It contributes significantly to national income, job creation, and infrastructure development in many countries. (Dogru et al., 2019). Today, tourism is regarded as one of the areas of development that has the potential to drive economic growth

in a region and as a strategic asset that can drive the development of a region that has tourist attractions. (Latif, J. 2023).

The current tourism development trend in Indonesia itself is more directed towards the development of sustainable tourism (Ningrum,2024). This policy of sustainable tourism development will focus on the use of natural resources and human resources in the long term. Such impacts are both social, cultural, environmental and economic for the present and the future for the whole of the people who are at the tourist sites and the tourists who visit.

Sustainable tourism in Indonesia is not new in development, visiting things have long been implemented, but not too fully implemented throughout the region. One of the regions with potential for sustainable tourism is the province of Western Sumatra, where it is one of the provinces of Indonesia that has many tourist attractions in each of its districts. This potential can be seen from the variety of cultural activities held, sea tourism, architecture, and more. Each region in Western Sumatra has its own attraction to increase the number of tourist visits. Western Sumatra has 12 districts and 7 towns with an administrative division. Each of these areas has its own tourist potential. Like some areas, Padang City as a tourism industry has grown rapidly as a city of trade, education, tourism that is prosperous, religious and cultural. Padang City is the capital of Sumbar Province. It is known to have many Dutch heritage sites, many activities, has a great mosque as one of the 7 mosques with the best architecture in the world. Making the town a crowd of visitors. The urban area in Padang City also has a complete urban element with a variety of activities, as well as tourist facilities that can be used as an attraction of urban tourism.

Each of these areas, namely Padang Pariaman District, Agam District, Padang Kota Longjang and Padang City, has a wide variety of potential that can attract local, national, and foreign interests. Then if compared by the number of tourists on tourist attractions (DTW) by district/city in the province of Western Sumatra, as follows:

**Table 1. Number Of Tourist Visits By Paying Tourist Attraction By District/City In West Sumatera Province**

| City                 | 2021    | 2022    | 2023      |
|----------------------|---------|---------|-----------|
| Kab. Padang Pariaman | 100.144 | 243.283 | 227.131   |
| Kab. Agam            | 509.428 | 82.254  | 58.410    |
| Kota Padang          | 376.534 | 286/093 | 1.199.833 |
| Kota Padang Panjang  | 215.073 | 261.044 | 254.985   |
| Kota Pariaman        | 252.317 | 209.003 | 2.182.17  |

Sumber : (BPS,2024)

Based on data from the Central Statistical Agency above it can be concluded that the number of visits in the year 2023 are Pariaman, Padang City, Padjang City, Kab.Padang Pariaman and Kab. Agam. This indicates that Pariaman tourism can compete with other regions. As well as the existence of tourist visits to Pariaman city is also high as Padang and the surrounding area. Based on a comparison of tourism potential and the number of visits from the existing five areas, one of the tourism destinations that is potentially developing sustainably is Pariaman City, West Sumatra.

The Strategic Plan in the development of tourism in Pariaman City, Tourism and Culture Department faces several obstacles namely on Sarana and Prasarana on tourist destinations that are not maximum, the need for branding and giving image tourism city of Pariaman, Lack of optimum cooperation with entrepreneurs, not maximum tourism investment, not optimum excavation, preservation and development of the culture of the region, need for maintenance and setting up of cultural reserve sites, and not maximum

construction and facilities against cultural art. Then in the initial survey on the ground carried out obtained many tourists who come to Pariaman to travel, but most of them choose not to settle or stay in Pariaman, it is due to insufficient accommodation / hotel available and because of access to other regions that are close enough, so they decide to choose another place to stay. It is also made clear that tourism development in Paraman City still faces various obstacles, such as inadequate infrastructure, limited promotion, lack of investment in this sector, and threats to environmental sustainability. (Dinas Pariwisata Kota Pariaman, 2022).

The tourist potential of this Paraman City should be able to contribute to the progress of its communities and regions if managed actively through appropriate and appropriate strategies. Therefore, a comprehensive strategic study is needed to identify and anticipate the obstacles to investment in the tourism sector of Paraman City. This research will explore in depth the investment barriers faced in sustainable tourism development. By adopting the analytical framework used in previous studies, this research will identify challenges from political, economic, socio-cultural, environmental, technological, and legal perspectives. Through this analysis, strategies and policy recommendations will be formulated to a more favourable investment climate for sustainable tourism in Paraman City. The analysis of this research uses SWOT Analysis (IFAS & EFAS) and the QSPM Matrix used to formulate and determine strategies that can be applied by Paraman City to boost investment.

## METHOD

The type of research method used in this research is the qualitative type with the case study. The case study focuses on the aggregation of information about a particular object, event, or activity. (Sekaran, 2016). This research digs deeper and gains an understanding of what's happening. The purpose of this method was chosen to be able to analyze strategic planning towards sustainable tourism development in Paraman City. The focus of the research is to identify the external and internal factors of the government. After that, SWOT analysis, Space Matrix, and QSPM Matrix are used to determine the strategy. The external environment consisting of the PESTEL and the internal environment which consists of the elements present in the Government.

## RESULTS AND DISCUSSION

### Input Stage

#### a. IFE (Internal Factor Evaluation) Analysis

In this SWOT analysis, the researchers compared data from the results of interviews and also direct observations at the research site with the theory of strategy management, i.e. the stage of data input with the IFE and EFE matrices. Based on the criteria that have been explained in chapter II of this thesis, the following table will show the values of IFE Matrix:

**Table 2 List Key Internal Factors Recapulation**

| No.             | Key Internal Focus   | Weigh | Rating | Weighted Score |
|-----------------|--|-------|--------|----------------|
| <b>Strength</b> |  |       |        |                |
| 1               | Mission Vision in Tourism Development  | 0,09  | 3,75   | 0,34           |
| 2               | A strategic landing distance with a route to the nearby provincial capital and other areas | 0,085 | 3,87   | 0,33           |
| 3               | Potential Tourist Objects to be developed  | 0,088 | 3,87   | 0,34           |
| 4               | Tourism Events in Pariaman City  | 0,09  | 3,87   | 0,35           |

|    |   |       |       |             |
|----|---|-------|-------|-------------|
| 5  | High tourist visits every year/month              | 0,086 | 3,75  | 0,32        |
| 6  | Transportation means that are fading              | 0,086 | 3,87  | 0,33        |
| 7  | Cheap travel charges                              | 0,08  | 3,62  | 0,29        |
|    | <b>Total</b>                                      |       |       | <b>2,30</b> |
|    | <b>Weaknesses</b>                                 |       |       |             |
| 8  | Hotels and Accommodations                         | 0,075 | 1,375 | 0,10        |
| 9  | Tourist attraction care                           | 0,057 | 1,5   | 0,09        |
| 10 | Safety level for tourists                         | 0,055 | 1,5   | 0,08        |
| 11 | Culture and customs                               | 0,053 | 1,375 | 0,07        |
| 12 | Human Resources                                   | 0,053 | 1,625 | 0,09        |
| 13 | Digital Tourism Mapping                           | 0,045 | 1,5   | 0,07        |
| 14 | Concept and realization of sustainable tourism    | 0,075 | 1,625 | 0,12        |
| 15 | Map of tourist attractions by tourist destination | 0,045 | 1,75  | 0,08        |
| 16 | Spatial layout/City layout                        | 0,045 | 1,625 | 0,07        |
| 17 | Budget Limits                                     | 0,055 | 1,5   | 0,08        |
|    | Total   |       |       | 0,85        |
|    | Totals  |       |       | <b>3,16</b> |

Source : Processed by researches, 2024

Based on the analysis of the IFE Matrix generated data; Amount of weighted score strength: 2,30, The number of weaknesses of the weighted score: 0.85, Total scores weighed IFE: 3,16. The overall weighted score of 3.16 means above the average of 2.5 points, indicating that tourism has a strong internal position. IFE analysis is an analysis of the internal environment of tourism, along with this researchers together with the government (informants) obtain internal factors that will be used as an internal environment analysis.

b. EFE (External Factor Evaluation) Analysis

The EFE matrix is used to determine the magnitude of the influence of external factors of tourism in Paraman City:

**Table 3 EFE Analysis Results**

| No. | Key Internal Focus   | Weigh | Rating | Weighted Score |
|-----|--|-------|--------|----------------|
|     | <b>Opportunity</b>   |       |        |                |
| 1   | Cooperation in investment and tourism  | 0,08  | 3,25   | 0,26           |
| 2   | Government regulation  | 0,065 | 3,5    | 0,23           |
| 3   | Government support in tourism promotion  | 0,07  | 3,5    | 0,25           |
| 4   | maritime excellence that can be developed  | 0,095 | 3,75   | 0,36           |
| 5   | Sapta's charm(Keamanan, ketertiban, kebersihan, sejuk, indah, Ramah tamah, dan kenangan) | 0,085 | 3,625  | 0,31           |
| 6   | Culinary Tours   | 0,09  | 3,75   | 0,34           |
|     | Total  |       |        | 1,73           |
|     | <b>Threats</b>   |       |        |                |

|    |   |       |       |             |
|----|---|-------|-------|-------------|
| 7  | Disaster-prone areas                                | 0,055 | 1,625 | 0,09        |
| 8  | Economic uncertainty (sektor investasi)             | 0,086 | 1,625 | 0,14        |
| 9  | Competitiveness of cross-regional tourism in Sumbar | 0,085 | 1,625 | 0,14        |
| 11 | The ancient land is still thick                     | 0,055 | 1,625 | 0,09        |
| 12 | Social conflict                                     | 0,075 | 1,75  | 0,13        |
|    | Total   |       |       | 0,59        |
|    | <b>TOTALS</b>                                       |       |       | <b>2,32</b> |

Source : Processed by researches, 2024

Based on the analysis of the EFE Matrix generated data; Amount of weighted score strength: 1,73, The number of weaknesses of the weighted score: 0.59, Total scores weighed EFE: 2,32. The total weighted score of 2.32 means above the average of 2.5 indicates that Paraman City tourism is able to take advantage of the opportunities available to face threats coming from outside. EFE analysis is an analysis of the external factors of tourism, which consists of what threats are faced and what opportunities can be exploited by maritime tourism.

c. Competitive Profile Matrix (CPM) Analysis

The CPM matrix is used to look at the strengths and weaknesses of companies and competitors over key factors for company success.

**Tabel 4 List Key External Factors Recapulation**

| NO           | KEY SUCCESS FACTORS                   | WEIGHT   | Angso Duo Island |             | Kasiak Island |             | Tangah Island |             |
|--------------|---------------------------------------|----------|------------------|-------------|---------------|-------------|---------------|-------------|
|              |                                       |          | Ratin g          | Weighting   | Rating        | Weighting   | Rating        | Weightin g  |
| 1            | Distance                              | 0,06     | 4                | 0,24        | 2             | 0,12        | 1             | 0,06        |
| 2            | Tourist Attractions                   | 0,11     | 4                | <b>0,44</b> | 3             | 0,33        | 1             | 0,11        |
| 3            | Transportation                        | 0,08     | 4                | <b>0,32</b> | 2             | 0,16        | 1             | 0,08        |
| 4            | Tourism Costs                         | 0,08     | 3                | 0,24        | 3             | 0,24        | 1             | 0,08        |
| 5            | Accommodation                         | 0,09     | 1                | 0,09        | 1             | 0,09        | 1             | 0,09        |
| 6            | Tourism Facilities and Infrastructure | 0,11     | 2                | 0,22        | 1             | 0,11        | 1             | 0,11        |
| 7            | Security                              | 0,06     | 1                | 0,06        | 1             | 0,06        | 1             | 0,06        |
| 8            | Investment Opportunities              | 0,09     | 3                | 0,27        | 1             | 0,09        | 4             | 0,36        |
| 9            | Sustainable Tourism                   | 0,11     | 3                | 0,33        | 1             | 0,11        | 2             | 0,22        |
| 10           | Spatial Planning/Layout               | 0,07     | 4                | 0,28        | 1             | 0,07        | 2             | 0,14        |
| 11           | Government Support                    | 0,07     | 4                | 0,28        | 4             | 0,28        | 4             | 0,28        |
| 12           | Private Sector Support                | 0,07     | 2                | 0,14        | 1             | 0,07        | 1             | 0,07        |
| <b>TOTAL</b> |                                       | <b>1</b> |                  | <b>2,91</b> |               | <b>1,73</b> |               | <b>1,66</b> |

The weight of the score is obtained from the balance between the weight and the rank. Angso Duo islands score weight on the first important success factor of tourist attractiveness, sustainable tourism, and transportation is >0.30. Total Weight Score Island Angso Duo: 2.91, Total score weight of Kasiak Island: 1,73, Total Score Weight: 1,66. The result of the Competition Profile Matrix (CPM) indicates that the competing power of Angso Duo Island is above the other two islands.

**Matching Stage**

a. IE Matrix Analysis (Internal External)

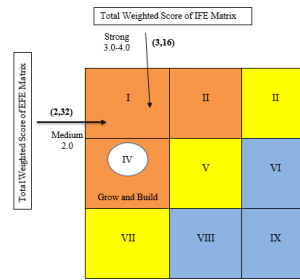


Figure 1

By analyzing the IE matrix in the image above it can be concluded that Paraman City is in cell position IV with a growth and build strategy with an IFE strength of 3.16, and an IFE strength of 2.32. So, the strategy to be implemented is whether an intensive strategy (tourism penetration, tourism development, and product development) or an integrative strategy (backward integration, forward integration and horizontal integration) can be the most appropriate strategy for this division.

b. Grand Strategy Matrix Analysis

The matrix is based on two dimensions of evaluation: competitive position and market growth.

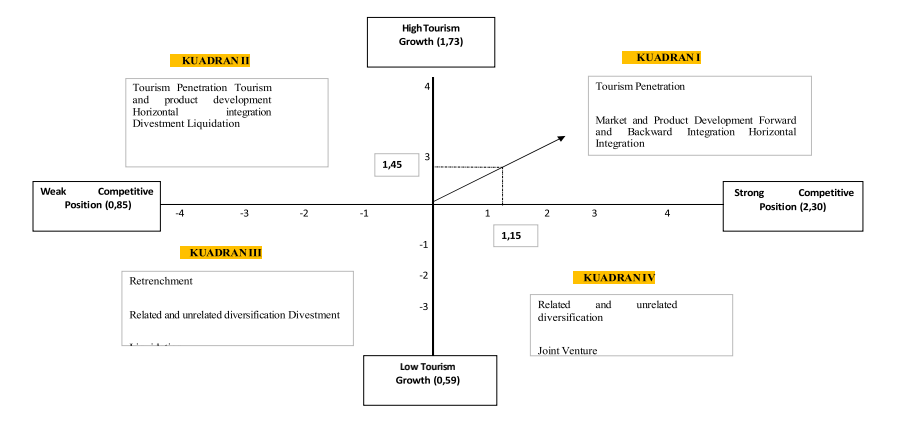


Figure 2. Grand Strategy Matrix

On the analysis of this Large Strategy Matrix it can be concluded that the company is currently in Quadrant I with market penetration strategies, market and product development, forward and backward integration, horizontal integration and related diversification.

c. SWOT Analysis of Tourism in Pariaman City

The data analysis technique used in this study uses SWOT analysis techniques with a qualitative descriptive approach, which consists of strengths, weaknesses, opportunities and threats related to business development strategies in increasing revenue. The analysis is based on logic that can maximize strengths and opportunities, but at the same time can minimize weakties and menaces. It's called a situation analysis with a SWOT analysis model. Here's the results of the analysis table. Quadrant analysis is carried out using the difference between the number of strengths and weaknesses as X axis of 1.45 and the difference of chance and threat as Y axis (O-T) of 1.15

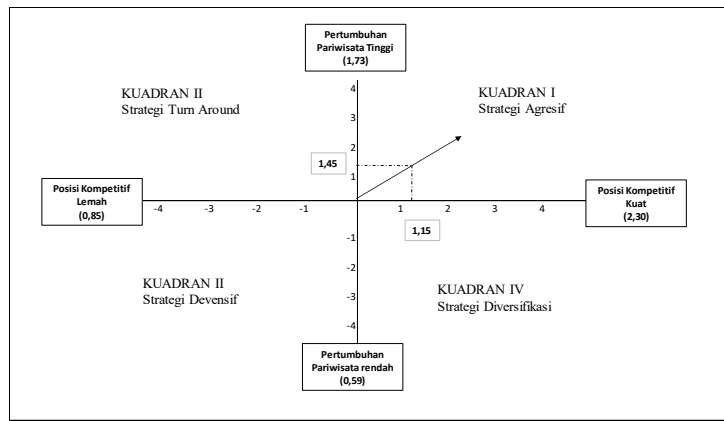


Figure 3 SWOT

From the SWOT quarter analysis above it can be concluded that the company is in quarter I position with an aggressive strategy.

**Decision Stage**

This phase will use the Quantitative Strategic Planning Matrix (QSPM) analysis. This analysis aims to see which of the three alternative strategies is the most effective resulting from SWOT analysis. The assessment uses data derived from the factors and weights of IFE and EFE in the previous table above.

Table 6 Quantitative Strategic Planning Matrix

| Alternative Strategy:   |   |        |    | Strategy 1 | Strategy 2 | Strategy 3 |    |       |
|---|---|--------|----|------------|------------|------------|----|-------|
| 1. Adding tourism infrastructure and facilities   |   |        |    |            |            |            |    |       |
| 2. Developing tourism quality through increasing events and characteristic tourism products |   |        |    |            |            |            |    |       |
| 3. Improve the quality of human resources to produce good quality service.                  |   |        |    |            |            |            |    |       |
| No.   | Key Internal Factors  | Weight | AS | TAS        | AS         | TAS        | AS | TAS   |
| <b>Strength</b>   |   |        |    |            |            |            |    |       |
| 1   | Vision and Mission in Tourism Development   | 0,09   | 2  | 0,18       | 3          | 0,27       | 1  | 0,09  |
| 2   | Pariaman's strategic distance from the nearby provincial capital and other areas.         | 0,085  | 3  | 0,255      | 3          | 0,255      | -  | -     |
| 3   | Potential tourist attractions to be developed   | 0,088  | 3  | 0,264      | 4          | 0,352      | 3  | 0,264 |
| 4   | Tourism Events in Pariaman City   | 0,09   | 4  | 0,36       | 4          | 0,36       | 3  | 0,27  |
| 5   | High number of tourist visits every year/month  | 0,086  | 4  | 0,344      | 4          | 0,344      | 3  | 0,258 |
| 6   | Adequate means of transportation  | 0,086  | 3  | 0,258      | 3          | 0,258      | -  | -     |
| 7   | Cheap travel costs  | 0,08   | 3  | 0,24       | 4          | 0,32       | -  | -     |
| <b>Weakness</b>   |   |        |    |            |            |            |    |       |
| 8   | Hotels and Lodging  | 0,075  | 4  | 0,3        | 4          | 0,3        | -  | -     |
| 9   | Tourist attraction maintenance  | 0,057  | 3  | 0,171      | 3          | 0,171      | 4  | 0,228 |
| 10  | Security levels for tourists  | 0,055  | 3  | 0,165      | 3          | 0,165      | 3  | 0,165 |
| 11  | Culture and customs   | 0,053  | -  | 0          | 3          | 0,159      | 2  | 0,106 |
| 12  | Human Resources   | 0,053  | 2  | 0,106      | 3          | 0,159      | 4  | 0,212 |
| 13  | Digital Tourism Mapping   | 0,045  | -  | 0          | 2          | 0,09       | -  | -     |
| 14  | The concept and realization of sustainable tourism  | 0,075  | 3  | 0,225      | 3          | 0,225      | 3  | 0,225 |
| 15  | Map/plan of tourist attractions in the tourist area                                       | 0,045  | -  | 0          | 1          | 0,045      | -  | -     |
| 16  | City layout/Layout  | 0,045  | -  | 0          | 1          | 0,045      | -  | -     |
| 17  | Budget Constraints  | 0,055  | 1  | 0,055      | 2          | 0,11       | -  | -     |
| No.   | Key External Factors  | Weight | AS | TAS        | AS         | TAS        | AS | TAS   |
| <b>Opportunity</b>  |   |        |    |            |            |            |    |       |
| 1   | Cooperation in the fields of investment and tourism                                       | 0,08   | 3  | 0,24       | 3          | 0,24       | 2  | 0,16  |
| 2   | Government Regulation   | 0,065  | 2  | 0,13       | 2          | 0,13       | -  | -     |
| 3   | Government support in tourism promotion   | 0,07   | 1  | 0,07       | 3          | 0,21       | -  | -     |
| 4   | the advantages of marine tourism that can be developed                                    | 0,095  | 2  | 0,19       | 4          | 0,38       | 3  | 0,285 |
| 5   | Sapta Pesona (Security, order, cleanliness, coolness, beauty, friendliness, and memories) | 0,085  | 3  | 0,255      | 4          | 0,34       | 3  | 0,255 |



|    |   |       |   |              |   |              |   |              |
|----|---|-------|---|--------------|---|--------------|---|--------------|
| 6  | Culinary tour   | 0,09  | 1 | 0,09         | 3 | 0,27         | 1 | 0,09         |
|    | Threat  |       |   |              |   |              |   |              |
| 7  | Disaster-prone areas                                      | 0,055 | 2 | 0,11         | 1 | 0,055        | - | -            |
| 8  | Economic uncertainty (investment sector)                  | 0,086 | 1 | 0,086        | 1 | 0,086        | - | -            |
| 9  | Competitiveness of inter-regional tourism in West Sumatra | 0,085 | 3 | 0,255        | 3 | 0,255        | 3 | 0,255        |
| 11 | Customs and traditions (customary land) are still strong  | 0,055 | - | -            | 2 | 0,11         | 3 | 0,165        |
| 12 | Social conflict   | 0,075 | - | -            | - | -            | 2 | 0,15         |
|    | <b>Total</b>  |       |   | <b>4,349</b> |   | <b>5,704</b> |   | <b>3,178</b> |

Resulting in the conclusion that the most appropriate strategy to be carried out at this time is the development of tourism quality through increasing events and tourist characteristic products, with a value of 5.704.

### CONCLUSION

The aim of this study is Strategic Planning for the Development of Sustainable Tourism in Paraman City. The research is conducted using a qualitative approach that includes data collection, presentation of data from interviews with informants, and obtaining strategic management recommendations. The interview was conducted with six informants from officials who acted as tourism managers and also a number of communities as tourists in Pariaman City. Here are the conclusions of this study on the results of the data analysis that has been carried out:

1. The determination of tourism potential and sustainable tourism development of Pariaman City based on internal and external factors concluded that the vision and mission of the city as a "Tourist, Cultural, and Sustainable City" has been realized in large part, but there are still some aspects that have not been achieved. Tourism in Paraman shows excellence with tourist attractions such as Angso Duo Island which is a major attraction. Internal Factor Evaluation (IFE) and External Factor Assessment (EFE) matrix analysis shows that Paraman has strong internal strengths and is able to take advantage of external opportunities despite facing some weaknesses and threats.
2. Start-up planning for tourism development based on the QSPM method obtained strategies to be done are intensive strategies (tourism penetration, tourist development, and product development) or integrative (backward integration, forward integration and horizontal integration). The QSPM matrix results obtained a score of 5,704 which means that of the three selected alternative strategies the most appropriate is to develop tourism quality through improvement of tourism events and product characteristics.
3. Strategic recommendations for the development of sustainable tourism in Pariaman City to increase sustainable investment in tourism is the right strategy for tourism development in Paraman is an intensive and integrative strategy, with a focus on improving tourist quality through events and tourism characteristics products. The strategic recommendation includes improving infrastructure, improving the quality of human resources, and holding more frequent and attractive events. Implementation of strategies requires short, medium, and long-term action plans to sustainable tourism goals. Strategic tourism of Paraman City in the development of quality tourism through the improvement of events and product characteristics of tourism, then in clarification with Milestone to be able to input success in tourism development. The action plan that needs to be done, among other things, defines the short-term, medium-term and long-term objectives. These objectives need to be made so that all the forces and resources are directed towards the objectives that have been set.



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