Tourism Sector Development Strategy Based on SWOT-AHP in Palu City

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Abstract

Palu City's tourism industry has the potential to increase local revenue, but its growth is hindered by the lack of a well-thought-out plan that considers its distinctive local features and susceptibility to natural disasters. This study aims to determine a tourism sector development strategy to support regional development in Palu City. The research method employs descriptive analysis with data collection through interviews with relevant government officials, local communities, and tourists. Data analysis was conducted using SWOT method to identify strategic position and AHP method to determine tourism development priorities. SWOT analysis results indicate that Palu City's tourism development strategy is positioned in Quadrant I with coordinates (0.35; 0.4), suggesting an SO (Aggressive) strategy. This strategy optimizes strengths and opportunities through enhancing natural and human resources quality. improving infrastructure, and supporting government policies for sustainable tourism development. AHP analysis reveals geographical conditions as the highest criterion with 54.9%, while natural tourism emerges as the priority alternative with 75.8%. These results are relevant to Palu City's geographical conditions with significant natural tourism potential. Policy implications from this study emphasize the need for Palu City government to focus on developing natural tourism by strengthening supporting infrastructure, enhancing tourism human resource capacity through continuous training, and integrating local community roles in sustainable destination management. The recommended aggressive strategy can serve as a reference for formulating effective tourism development programs that impact Regional Original Revenue (PAD) enhancement and community welfare improvement.

Keywords: Analytic Hierarchy Process, Development Strategy, Regional Development, SWOT Analysis, Tourism Sector.

1. Introduction

Efforts that can be made by local governments to increase PAD (*Pendapatan Asli Daerah*/Regional Original Revenue) are optimizing the tourism sector. Because the tourism industry plays a role in economic development by stimulating productivity through job creation and increasing sources of state foreign exchange. The relationship between the tourism industry and regional revenue is connected through regional income channels as well as tax/non-tax revenue sharing (Sanjaya & Wijaya, 2020). On the other hand, tourism may also not be able to resist external influences, resulting in a shift from local culture to external culture (Fatimah et al., 2024). However, the role of tourism in increasing PAD in Palu City has not been accompanied by development strategies that are directed and based on local potential.

According to Suparman et al. (2023), tourism is one of the largest industries in the world involving many sectors simultaneously, ranging from transportation, accommodation, to

supporting services. This industry has an important role in job creation and production increase globally. Tourism is one of the pillars and main priorities of regional development (Hidayat, 2024; Nursalim et al., 2024). With the tourism industry, the region or local government where tourist attractions are located will earn income from the revenue of each of these tourist attractions. The development of tourism in an area will also attract the development of other industries, due to the products needed to support tourism, such as agriculture, animal husbandry, plantations, handicrafts, and increased employment. A series of activities related to tourism can generate state foreign exchange, and can also be used as a means of employment to reduce unemployment and increase job opportunities (Wibowo et al., 2017).

Tourism development must always pay attention to the preservation of environmental functions; if not done, it will cause impacts that actually bring losses to the tourism area which can result in no tourists visiting the tourism area (Lusiana et al., 2021). One area that is quite aggressive in making improvements and development of the tourism sector is Palu City. Over the past four years, Palu City has developed tourism, both through cultural tourism, natural tourism development, and event tourism. Based on data from the Central Sulawesi Province Tourism Office (2015-2023), the number of tourist visits in Palu City shows fluctuations. In 2015, 48,815 domestic tourists were recorded and increased to 287,395 visits in 2017. After the 2018 natural disaster, tourist visits decreased drastically, but since 2021 the number of tourists has increased again until 2023 along with infrastructure recovery and regional tourism promotion.

Tourism development in Palu City is covered by Palu City Regional Regulation Number 13 of 2022 concerning tourism. The consideration point in the Regional Regulation states that tourism is an integral part of national development carried out systematically, planned, integrated, sustainably, and responsibly while still providing protection for religious values, culture that lives in society, preservation and quality of the environment, as well as national interests. Thus, regions are required to play an active role in its development.

Technically, tourism development is carried out through the Palu Nomoni Festival which has been held since 2008. The Palu Nomoni Festival is a series of tourism promotions packaged in the form of cultural tourism events and natural tourism. Several events in the series of activities include the cultural performance of the Kaili tribe "*Balia*", the Traditional Performance "*Salonde*", as well as cultural performances displayed by other regional cultures such as Bali, Bugis and others.

Tourism development that has been carried out is starting to bear fruit. The level of tourist visits in the area has increased. Foreign tourist visits in that area during 2018 increased significantly by 6,741 tourism visits from the realization of 25,741 visits (data from the Palu Culture and Tourism Office 2018). Archipelago tourist visits to Central Sulawesi in 2023 reached more than 5 million people, showing a significant increase compared to 2022. Analysis of tourist visits in 2022, Palu City has a relatively low number of tourist visits compared to Morowali Regency.

Based on data from the Central Sulawesi Province Tourism Office, Palu City ranks third after Morowali Regency and Parigi Moutong Regency regarding the number of tourist visits. However, in terms of facilities and infrastructure availability, Palu City is superior to other regencies. This shows that although the number of tourist visits to Palu City is still below these two regencies, the quality of tourism support facilities such as hotels, restaurants, transportation access, and tourist information centers in Palu City has developed better so that it has great potential to increase the number of tourist visits in the future.
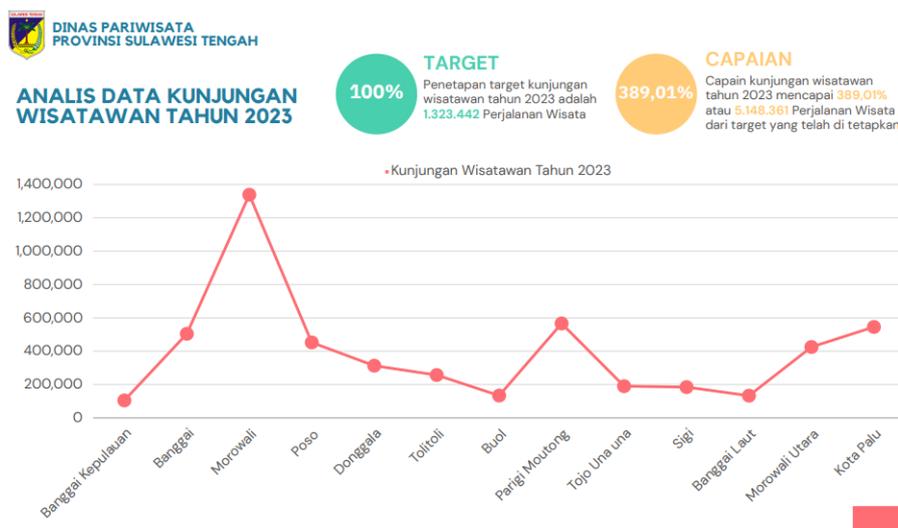
Figure 1. Number of Tourist Visits in Central Sulawesi Province 2023
Source: Central Sulawesi Province Tourism Office (2023)

Tourism potential in Palu City is very diverse, ranging from natural tourism such as Taman Ria Beach and Talise Beach as well as cultural tourism such as Nosarara Nosabatutu Monument and Sou Raja Cultural Heritage Banua Oge and Central Sulawesi Province State Museum. Although the development is encouraging, there are still a number of obstacles in regional tourism development. Several problems that appear include (1) human resource (HR) capacity that is relatively not ready, (2) amenities (supporting infrastructure) that are not complete, (3) the scramble for economic cake from tourism boom that has not been well conditioned due to weak institutions, and (4) the threat of program continuity related to changes in regional leadership in the future.

Studies on tourism development strategies in Central Sulawesi are still limited. Previous research generally only discusses the contribution of the tourism sector to regional income without integrating SWOT analysis methods and Analytic Hierarchy Process (AHP) to determine development priorities based on geographical conditions. Therefore, this research is important so that tourism development strategies in Palu City can be prepared in a measurable, sustainable manner, and according to the characteristics of disaster-prone areas. Based on this phenomenon, further research was conducted regarding the Tourism Sector Development Strategy in Supporting Regional Development of Palu City.

2. Literature Review

2.1. Tourism

Various experts define tourism as voluntary travel activities aimed at obtaining experience, knowledge, and personal satisfaction (Pendit, 1990; Yoeti, 2008; Law No. 10 of 2009). The tourism sector plays an important role in regional development because it can create employment, increase community income, and strengthen local economic growth (Hidayat et al., 2023). Thus, tourism is not only an economic activity but also a social system that supports sustainable regional development.

Suparman et al. (2023) explain that the sustainable tourism development paradigm focuses on three important things, namely the quality of tourist experience and improvement of local community welfare, continuity in maintaining resource sustainability, and balance between the needs of industry, environment, and local communities.

Palu City has great natural and cultural tourism potential such as Talise Beach, Mount Gawalise, and Palu Nomoni Festival. However, Palu's geographical location in a disaster-prone area means that tourism development must pay attention to sustainability aspects. Therefore, the theory of sustainable tourism is relevant to be applied in Palu City because it emphasizes the balance between economic growth, environmental preservation, and community social resilience.

2.2. Tourism Development Strategy

Tourism development strategy is a systematic plan used to optimize the potential of tourism areas through analysis of internal and external conditions (Porter, 1991). An effective strategy must consider the potential of natural resources, quality of human resources, infrastructure, and local government support (Arjana, 2017). Strategic approaches help local governments determine development priorities and anticipate threats to tourism sustainability.

In the context of Palu City, tourism development strategies need to be adapted to post-2018 disaster conditions that impacted the decline in tourist numbers and infrastructure damage. The Palu City Government needs to implement adaptive strategies through digital tourism promotion, improvement of public facilities, and strengthening local human resource capacity so that tourist attractions can recover and develop again (Badarab et al., 2017).

2.3. SWOT-AHP Model Theory

SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats in tourism development (Rangkuti, 2018) This analysis helps planners determine the strategic position of an area against internal and external factors. Meanwhile, the Analytic Hierarchy Process (AHP) method was developed by Saaty (1987) to provide priority weights to each criterion based on expert or stakeholder considerations. Combining SWOT and AHP allows researchers to obtain more objective and measurable analysis results in determining development strategy priorities.

Several previous studies have used a combination of SWOT and AHP to determine tourism development strategies in various regions, such as research by Hidayat et al. (2019), and Kapang et al. (2019). However, the application of the combination of these two methods in disaster-prone areas such as Palu City is still very limited. This becomes an important research gap because the integration of SWOT-AHP can help formulate tourism development strategies that are more realistic, adaptive, and sustainable according to the geographical and social conditions of Palu society.

3. Methods

3.1. Data and Data Sources

This research uses a mixed methods approach by combining qualitative and quantitative data. The qualitative approach is used to identify internal and external factors through interviews and observations, while the quantitative approach is used in the process of weighting strategy priorities using the Analytic Hierarchy Process (AHP) method. The population in this research is all stakeholders in the tourism sector in Palu City. The research sample was determined purposively by considering the competence and involvement of respondents in tourism management. A total of 10 respondents were interviewed, consisting of representatives from the Tourism Office, academics, tourism business actors, and local communities. In addition, 5 tourism experts were involved in filling out AHP questionnaires to determine priority weights among SWOT factors.

3.2. Data Collection Methods

1) Interview is a data collection method conducted through conversation between the researcher (or the person assigned) with the research subject or respondent or data source. In this case, the interviewer uses conversation in such a way that the interviewee is willing to be open and express their opinions. Usually what is requested is not ability but information about something (Sugiyono, 2020).

2) Observation is an accurate method in collecting data. Its purpose is to find information about ongoing activities to then be made the object of research study (Sugiyono, 2020).

3) Documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers and images in the form of reports and information that can support research. The documentation that the researcher will conduct is taking some tourism program data, along with reports and written documents used by the Tourism Office related to Tourism Development Strategy in increasing economic income in Sangihe Islands Regency (Sugiyono, 2020).

3.3. Data Analysis Methods

The data analysis method used is the SWOT analysis method (Strength, Weakness, Opportunity and Threat). Determining variables in SWOT analysis (internal factors and external factors), (Utsalina & Primandari, 2020):

a. Make a list of strengths, weaknesses, opportunities, and threats (adjusted to the conditions occurring at tourist attractions in Palu City).

b. Determine the weight of each factor ranging from 1 (very important) to 0 (not important) adjusted to the results of data collection, interviews, and observations.

c. Determine the rating of each factor from 5 (very good) to 1 (bad) based on interview results and also observations.

d. Weight and rating are multiplied.

e. Make weighted scores per factor to produce a total score.

Further, after identifying both internal and external factors, then determining weighting and ranking. Weight multiplied by rating on each factor to get scores for these factors. Weight is calculated, 0.0 (not important) to 1.0 (very important). The total weight for opportunity and threat is 1.00, this also applies to the total weight of strength and weakness. Rankings range from number 1 (below average), 2 (average), 3 (above average), 4 (good), 5 (very good), based on the influence of these factors on existing conditions. The rating values of opportunity and threat are always opposite. For example, if the threat factor is larger, it is given a value of 5. Likewise for giving values for strength and weakness.

AHP Analysis In this research, data analysis uses the AHP data analysis technique with the help of Expert Choice software. With AHP, complex decision processes can be broken down into smaller decisions that can be handled easily (Marimin, 2004). Following are the AHP working principles:
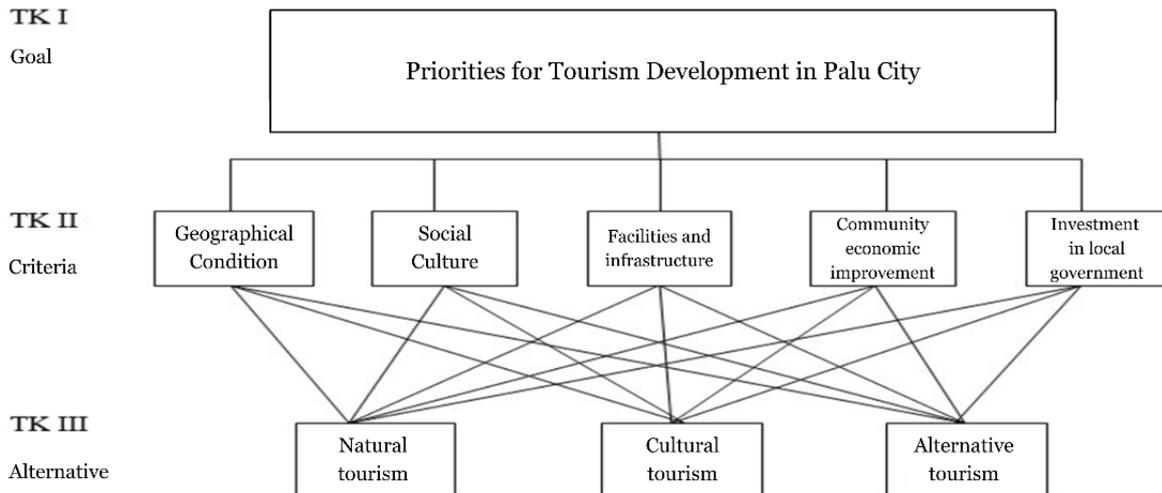
a.   Hierarchy Arrangement

Figure 1. Decision Making for Tourism Development Priorities in Palu City

b.   Performance and Alternative Assessment In this process, pairwise comparisons are made among various criteria, with two important stages: (a) determining which of the two is considered (important/preferred/likely to occur) and; (b) determining how many times more (important/preferred/likely to occur). The priorities from a series of criteria and alternatives are determined by comparing them pairwise with weights in the form of a scale from 1 to 9 with the definition of each scale.

c.   Logical Consistency

Each comparison is stated to be 100% consistent if it meets the following requirements: Consistency in a comparison matrix is measured through the following formula: Consistency index (CI) is obtained from:

$$CI = \frac{\lambda mxn}{n-1}$$

Where:

λmx   = Maximum Eigen Value

n   = Value Consistency Ratio (CR) is obtained from:

$$CR = \frac{CI}{RI}$$

Where: RI = Random Index (can be seen in table 1)

Table 1. Random Index Values

N	1	2	3	4	5	6	7	8	9	10
RI	0	0	0.588	0.9	1.12	1.24	1.32	1.41	1.45	1.49

Source: Bambang Permadi. AHP (Jakarta: PAU-Economic Studies UI).

In a three-level hierarchy, a consistency index will be obtained for the level two comparison matrix and a consistency index from each comparison matrix at level three by paying attention to the relationship with the elements of level two. At level three, a number of consistency index numbers will be obtained that are equal to the number of elements in level 2. The next step is to perform vector multiplication between the level two priority vector as a row vector with the consistency index vector from level three as a column vector. The result of this multiplication is a number which is then added to the level two consistency index and the result is called M, then the overall random index is calculated in the same way, only each

consistency index is replaced with a random index whose size depends on the matrix size, from this operation an overall hierarchy random index is obtained which is symbolized by M', thus an overall consistency ratio will be obtained by dividing the overall consistency index (M) by the overall random index (M'), which can be briefly written:

$$CRH = M/M' \quad (3.6)$$

Where:

M   = Level two CI + (level two priority weight) (level three CI)

M'   = Level three RI + (level two priority weight) (level three CI)

RI   = Random Index

The data analysis technique in this research is carried out in stages and systematically by combining SWOT analysis and Analytic Hierarchy Process (AHP).

1)   Interview results and literature study are used to identify internal and external factors that affect tourism sector development in Palu City. These factors are then arranged in the form of IFE Matrix (Internal Factor Evaluation) and EFE Matrix (External Factor Evaluation) to assess strengths, weaknesses, opportunities, and threats.

2)   The total score from the IFE and EFE matrices is used to determine the organization's strategic position on the SWOT Matrix, which then produces SO, WO, ST, and WT strategy alternatives.

3)   To determine the most appropriate strategy priority, the Analytic Hierarchy Process (AHP) method is used. AHP steps include: (1) arrangement of hierarchical structure consisting of objectives, criteria, and strategy alternatives; (2) distribution of pairwise comparison questionnaires to experts and stakeholders; (3) processing comparison values to obtain priority weights for each factor using Expert Choice software; and (4) testing the consistency of results through consistency ratio (CR).

4)   The results from SWOT and AHP analysis are then synthesized to obtain the most prioritized tourism development strategy suitable for Palu City conditions.

4. Results and Discussion

4.1. Research Results

4.1.1. SWOT Analysis

1)   Internal Factor Analysis

Internal actors in SWOT Analysis consist of Strength factors and Weakness factors. Based on research results, 4 important factors were obtained in forming internal factors. These factors are made into a matrix as follows:

Table 2. Internal Factor Evaluation Matrix (IFE Matrix) Strength

No	Internal Strategic Factors Strength			
	Strength	Weight	Rating	Score
1	Natural and man-made tourism potential and attraction	0,35	5	1,75
2	Infrastructure availability	0,15	4	0,60
3	Role of local community	0,25	5	1,25
4	Government support	0,25	4	1,00
	Total	**1,00**		**4,60**

Source: Primary data after processing, 2025

One of Palu's main attractions is its captivating natural beauty. Beaches such as Talise Beach and Kupa Beach are favorite destinations for tourists because they offer stunning panoramas. Talise Beach, which is not far from the city center, offers sea views. Meanwhile, Kupa Beach is located in Donggala Kodi Village, South Palu Subdistrict, presenting a calmer and more natural atmosphere. With this extraordinary natural potential, the marine tourism sector in Palu has great opportunities to be developed as a mainstay in supporting regional development. Rich local culture is also a special attraction. Cultural festivals held annually, such as the Pesona Palu Festival, feature traditional dances, music, and handicrafts. This provides an opportunity for visitors to directly experience the uniqueness of Central Sulawesi culture.

The local government has made various efforts to improve tourism support infrastructure. The construction of roads, transportation access, and public facilities such as hotels and restaurants continues to be carried out. For example, the improvement of Mutiara SIS Al-Jufrie Airport facilitates tourist access from various regions. With this improvement, it is expected that the number of visitors will increase and provide a positive impact on the local economy.

The local community plays an important role in tourism development in Palu. They not only serve as friendly hosts but are also involved in tourism businesses such as homestays, culinary, and providing tour guide services. For example, community groups around Talise Beach have developed culinary businesses by offering regional specialties. This not only provides an authentic experience for visitors but also improves the community's economy.

Palu City as one of the areas in Central Sulawesi Province has extraordinary tourism potential. With stunning natural beauty, rich culture, and the friendliness of local residents, Palu becomes an attractive destination for both domestic and international tourists. In the midst of recovery efforts after natural disasters, the local government and community collaborate to develop sustainable tourism sector.

Table 3. Internal Factor Evaluation Matrix (IFE Matrix) Weaknesses

No	Internal Strategic Factors			
	Weaknesses	**Weight**	**Rating**	**Score**
1	Lack of tourism product diversification	0,25	5	1,25
2	Ineffective promotion	0,15	4	0,60
3	Limited technology	0,25	4	1,00
4	Lack of human resource	0,35	4	1,40
	Total	**1.00**		**4,25**

Source: Processed data, 2025

Based on interview results, it is known that there are several weakness points in tourism development in Palu City, including:

a. Lack of Tourism Product Diversification: Focus on one type of tourism (for example beaches) and lack of variety in tourism activities can reduce tourist attraction.

b. Ineffective Promotion: Promotion that is not optimal, both in terms of quantity and quality, can limit tourist reach.

c. Limited Technology: Lack of technology use in tourism attraction management can hinder management efficiency and effectiveness, as well as increase tourism attraction.

d. Minimal HR: Lack of knowledge and skills of tourism actors (especially in tourist villages) can hinder tourism development.

The total score is the total strength score minus the total weakness score, which is 4.60 - 4.25 = 0.35. This result shows that the tourism sector in Palu City is above average in its overall internal strength being able to cover its weaknesses.

2)   External Factor Analysis

External factors in SWOT analysis consist of two factors: Opportunity and Threats. Research results explain several factors determining opportunities and threats to tourism sector development in Palu City.

Table 4. External Factor Evaluation Matrix (EFE Matrix) Opportunity

No	External Strategic Factors			
	Opportunity	**Weight**	**Rating**	**Score**
1	Absorbing workforce in areas around tourist attractions that can reduce unemployment	0,40	5	2,00
2	High public desire to travel and recreate	0,20	4	0,80
3	Sustainable tourism	0,15	4	0,60
4	Increased involvement of local communities	0,25	4	1,00
	Total	**1.00**		**4,40**

Source: Processed data, 2025

The formation of tourism areas in one region will create multiplier effects for surrounding areas, workforce absorption is certainly expected to open opportunities for Palu City in reducing poverty. The more tourism areas, the more job opportunities that open up. In addition, the establishment of SMEs and MSMEs originating from local communities will also be an attraction for the tourism sector itself. Local communities also need to be involved in tourism development. Community economic empowerment through the development of MSMEs and small and medium industries, as well as relevant skills training, will help improve community welfare and support tourism development.

High public interest in recreating or traveling to Palu City is also a great opportunity for tourism development in Palu City. Sustainable tourism also needs to be considered. This includes efforts to preserve the environment, reduce negative impacts of tourism, and provide education to tourists about the importance of nature preservation. In addition to opportunity factors, there are also threat factors whose sources come from outside Palu City tourism.

Table 5. External Factor Evaluation Matrix (EFE Matrix) Threats

No	External Strategic Factors			
	Threats	**Weight**	**Rating**	**Score**
1	Palu City's position as disaster-prone	0,30	4	1,20
2	Emergence of more attractive tourist attractions outside Palu City	0,20	4	0,80
3	Decreased environmental carrying capacity due to many tourists who pay little attention to cleanliness and environmental sustainability	0,25	4	1,00
4	Low technology	0,25	4	1,00
	Total	**1.00**		**4,00**

Source: Processed data, 2025

Earthquakes and tsunamis that occurred in Palu resulted in significant infrastructure damage. The recovery and repair of this infrastructure requires considerable time and

resources, which can hinder tourism development. In addition, the emergence of competition from outside Palu City can be a threat, because it can divide the number of tourists.

Another threat is the level of tourist awareness in environmental sustainability will cause the environmental carrying capacity of tourism to decrease. As well as low technology supporting tourism development in Palu City is still a threat to the development process itself.

The total score is the total opportunity score minus the total threat score, which is 4.40 - 4.00 = 0.4. This result shows that the tourism sector in Palu City is above average in its efforts to implement strategies that utilize opportunities and avoid threats.

Based on both IFE and EFE calculation results above, it can be concluded that internal and external factors have almost the same influence on workforce absorption, so in its handling both factors must be balanced.
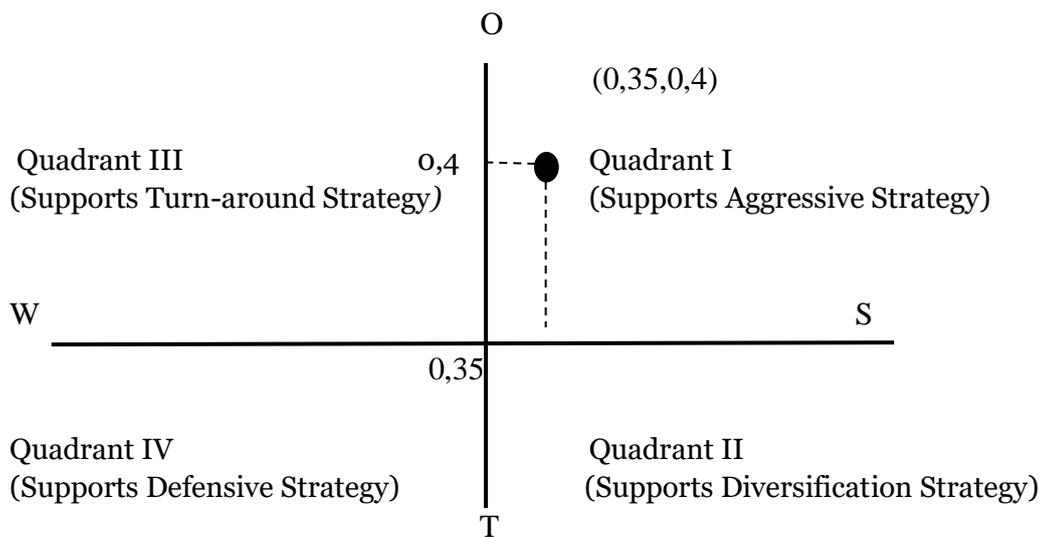

Figure 2. SWOT Analysis Diagram
Source: Rangkuti (2014)

The SWOT diagram in Figure 2 above is obtained from the result of subtracting internal factors (strength-weakness), and external factors (opportunity-threat).

These results explain that the coordinate point (0.35:0.4) obtained in the internal and external matrix diagram refers to quadrant 1, meaning that tourism development in Palu City has a strong position and opportunities to be developed with the suggestion of an aggressive growth strategy.

a. Quadrant I supports Aggressive Strategy This is a very favorable situation for the Tourism sector. The Tourism sector has strengths so it can take advantage of existing opportunities. The strategy that must be applied in this condition is supporting an aggressive growth policy (growth-oriented strategy).

b. Quadrant II Supports Diversification Strategy Although it has various threats, the Tourism sector still has internal strengths.

c. Quadrant III Supports Turn-Around Strategy The Tourism sector has several very large opportunities, but the Tourism sector faces several internal weaknesses. This strategy minimizes internal problems so that opportunities can be created.

d. Quadrant IV Supports Defensive Strategy This condition is very unfavorable, the Tourism sector faces various threats and internal weaknesses. A defensive strategy is very necessary, namely efforts to reduce and avoid threats and weaknesses.

4.1.2. AHP Analysis

This research aims to determine which tourism potential development will be developed next in Palu City based on criteria: geographical conditions, socio-cultural, facilities and infrastructure, economic improvement for communities and Investment (Income for Local Government) with priority alternatives: natural tourism attractions, cultural tourism and alternative tourism. Following are the results of determining priority for tourism potential development in Palu City.

Table 6. Tourism Development Potential in Palu City

Abbreviation	Definition
Alam	Natural tourism
Alternaf	Alternative tourism
Budaya	Cultural tourism
Ekonomi	Economic improvement for communities
Kondisi	Geographical conditions
Pemda	Investment for local government
SarPras	Facilities and infrastructure
SosBud	Socio-cultural

After conducting direct surveys with questionnaire tools, scores were obtained from expert sources in their fields which will later be compared (pairwise comparison) based on criteria and alternatives.
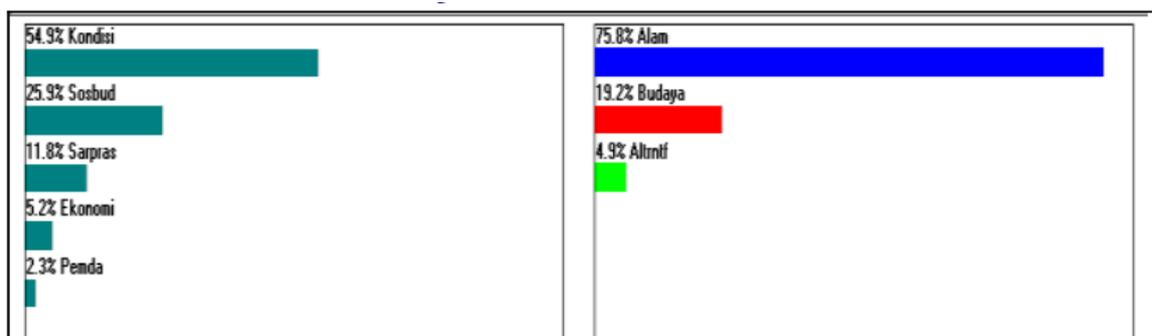

Figure 3. Diagram of Criteria and Alternative Results Percentage

The blue diagram is natural tourism with a percentage far compared to others at 75.8%. The red diagram is cultural tourism with a percentage of 19.2%. Last is alternative tourism whose percentage is far compared to natural tourism and cultural tourism at 4.9% with a green diagram. Criteria that geographical conditions occupy the highest percentage at 54.9%, then socio-cultural with 25.9%, facilities and infrastructure 11.8%, economic improvement for communities at 5.2% and occupying the last position is Investment for Local Government with 2.3%.

4.2. Discussion

4.2.1. SWOT Analysis

SWOT analysis results show that the tourism sector in Palu City has various strengths that can be developed, including natural tourism potential, culture, and local government support. However, there are weaknesses such as limited human resources and promotion that is not yet optimal. From the opportunity side, increasing natural tourism trends and government policy support become positive external factors, while threats come from

geographical conditions prone to disasters and competition between destinations in Central Sulawesi.

Tourism Sector development strategy in Palu City is made into a SWOT matrix from the IFE and EFE matrices, obtaining strategy position coordinates referring to quadrant I, which is supporting aggressive strategy, meaning tourism sector development in Palu City has a strong position and opportunities to increase regional revenue of Palu City with the suggestion of aggressive strategy. This research finding shows that aggressive strategy (SO) is the main strategy that needs to be applied in tourism sector development in Palu City. This result is in accordance with growth strategy theory put forward by Porter (1991), that a region with large internal strength and high external opportunities should apply aggressive expansion strategy. In this context, Palu City's main strength lies in natural and cultural tourism potential, while opportunities arise from government support for the tourism sector and increasing tourist interest in natural tourism post-disaster.

The strategy that must be applied in this condition is supporting aggressive growth policy by utilizing tourism resource potential by increasing the role of government and local communities, improving infrastructure and increasing sustainable tourism efforts so that increased development in Palu City can be created.

Based on existing research results, if viewed from the SWOT quadrant, it can be explained that the tourism development strategy in Palu City shows its position is in quadrant I, namely the aggressive strategy quadrant, where this quadrant describes a favorable situation for the tourism sector because it has opportunities and strengths that can be maximized. If linked to the SWOT matrix, then the tourism sector development strategy is in the S-O strategy (Strengths and Opportunity). The S-O strategy optimizes the wealth of natural resources in Palu City and uses human resources by improving HR quality, improving infrastructure and supporting sustainable tourism development.

AHP Analysis Analysis using the Analytic Hierarchy Process (AHP) method produces the main priority development on natural tourism with a weight value of 0.758, followed by cultural tourism at 0.142 and man-made tourism at 0.100. This result illustrates that the geographical conditions of Palu City which have a combination of beaches, mountains, and valleys become the dominant factor determining tourism attraction. Thus, natural tourism is considered to have the highest potential to be developed sustainably. This research result is in line with research by Hidayat et al. (2019) which shows that natural tourism development becomes the main strategy in Manado City because it can increase destination competitiveness. Kapang et al. (2019) also found that local potential-based strategies effectively increase tourist visits in Tana Toraja Regency by using a combination of SWOT and AHP. However, this research result differs from findings by Lusiana et al. (2021) in Bali which places cultural tourism as the main priority. This difference shows that geographical, social characteristics, and disaster conditions influence the direction of development strategies in each region.

The implications of this research result show that development of natural tourism as the main priority can provide positive impacts on increasing community income and creating new employment in service, culinary, and transportation sectors. However, increased tourism activities also have the potential to cause environmental pressure, especially in coastal and hilly areas. Therefore, natural tourism development strategies need to be accompanied by government policies that emphasize sustainability principles and disaster mitigation, so that the balance between economic benefits and environmental preservation is maintained (Rizka et al., 2025).

Essential concepts that can be used to develop a tourist attraction. Specifically in Palu City is natural tourism attractions which become the highest priority compared to cultural tourism and alternative tourism. According to Sutedjo & Murtini (2007), several essential concepts that can be used for tourism development efforts can be explained and are interrelated, namely: distance, accessibility, location, utility value, movement and interaction/interdependence. These essential concepts can become references for developing natural tourism attractions in Palu City.

1) Natural Tourism Potential

Viewed from all aspects, tourism in Palu City is very good to be developed. Geographically, its location is indeed strategic, where it directly borders 3 other Regencies and has very good transportation access. This should be the local government's consideration for developing its tourist attractions, especially natural tourism attractions. The development of natural tourism attractions above will become effective and productive when considering the following essential concepts: distance, accessibility, location, utility value, movement, interaction/interdependence. Explanation related to natural tourism attraction development in Palu City based on these essential concepts:

a. Distance becomes a limiting factor that is naturally relative according to the development of the times. The distance of natural tourism attractions from the city center is: Talise Beach 2 km to the north, Matantimali Mountain Paragliding 5 km to the west. Provision of transportation services continues to be improved, while provision of lodging becomes the local government's consideration for the future.

b. Accessibility becomes important for developing natural tourism attractions because it relates to how easy or difficult a tourist attraction can be reached or visited. Physical access to natural tourism attractions in Palu City is better and more organized than before. Accessibility to marine and mountain tourist attractions is good and can be traversed by land transportation modes both 2-wheeled and 4-wheeled.

c. Location is also very important in tourism development. The location of natural tourism attractions in Palu City is partly located in the middle of protected forests owned by Perhutani, so far from settlements. If these natural tourism attractions are expanded, they will not disturb residents' activities.

d. Utility Value, resources on earth are relative, not the same for all people or certain population groups. These tourist attractions are provided with boats that can be used by visitors to go around enjoying the Beach panorama.

e. Movement shows the transfer of goods or information from one place to another. This promotional effort is carried out by the local government through tourism ambassadors and online media. Especially what becomes the icon, namely paragliding tourism and beach tourism, is done to attract tourists. Promotion is also done by the Mayor himself. Ticket prices at each of these tourist attractions are very affordable for the Community.

2) Cultural Tourism Potential Culture

As has been stated many times before, that in tourism development occupies a very strategic position because without cultural objects, tourism becomes incomplete, tourism nuances become dry, because culture that can be maintained becomes an important tourism asset to be enjoyed and admired by anyone who enjoys it (Arjana, 2017). Cultural tourism in this case becomes the second prioritized tourist attraction after natural tourism attractions because of the negative impacts that will later arise (Alamineh et al., 2023; Gnanapala & Sandaruwani, 2016). There is infiltration of foreign culture into local culture which sometimes does not match so that changes occur in people's bad living habits due to interactions between

local residents and tourists (Sutedjo & Murtini, 2007). Cultural tourism in this case only serves as a complement and support for natural tourism attractions.

3)   Alternative Tourism Potential

Alternative tourism attractions according to (Arjana, 2017) are divided into 2, namely Urban and Outside the City. For Urban, currently many shopping center buildings are being built. In recent decades, tourism that is more intensely related to the environment is the development of ecotourism and agrotourism. The reality in Palu City is that agrotourism is less in demand. According to key informant opinions, this is triggered because the plants produced by agrotourism are seasonal plants, so they do not always bear fruit every day. While visitors always come every day to pick the results from the agrotourism.

4.2.2. Discussion of Criteria towards Natural Tourism

1)   Geographical Conditions

Judging by the geographical conditions, this is very relevant if natural tourism attractions become the priority for tourism development in Palu City based on the geographical conditions of the area where 40% is marine and mountainous areas. Natural tourism potential in forest areas with high attractiveness is a potential with high selling value as a tourist attraction, so natural tourism in forest areas is worthy of development.

2)   Socio-Cultural

Impact on customs, the presence of visiting tourists from outside the city or abroad can erode the original culture of Palu City society. The possibility that tourism can damage culture, such as shifts in the values of traditional ceremonies that can lead to commercialization, the emergence of the sex industry, and so on. This must be watched out for so that the integrity and cultural values remain considered.

3)   Facilities and Infrastructure

The condition of facilities and infrastructure at the four tourist attractions needs to be improved. Efforts made are by improving service services for visitors around natural tourism attractions. Provision of toilets, sales of snacks, souvenirs and so on. Natural tourism development in Palu City is community-based.

4)   Economic Improvement for Communities

It cannot be denied that tourism attraction development will certainly absorb many local workers. Such as the many hotels currently being built, can also absorb many workers, especially Palu City community residents themselves. These hotels are established because of the oil and gas factors present. Provision of lodging for investors who will later visit. At the same time empowering communities who are on average lower middle class. There are also sales of souvenirs which are products from local craftsmen that are widely sold around tourist attractions. There are also various service provisions by local communities. This is what will improve the economy of Palu City communities.

5)   Investment (Income for Local Government)

According to Suwantoro 1997, the development of a tourist attraction must be designed based on the attraction potential owned by the object referring to success criteria for development which includes various feasibilities, one of which is regional socio-economic feasibility. This feasibility study is conducted to see whether the investment planted to build a tourist attraction also has regional socio-economic impacts such as creating employment, increasing foreign exchange income and others. This is in line because natural tourism is the highest contributor to regional original revenue (PAD) in Palu City.

Overall, the results of this research confirm that the combination of SWOT analysis and AHP is effectively used to determine tourism sector development strategy priorities in Palu City. This approach not only identifies internal and external factors comprehensively but also

provides a basis for more objective and measurable decision-making. Thus, aggressive strategy (SO) focused on natural tourism development can become the main policy direction in efforts to increase Palu City tourism competitiveness.

5. Conclusion

Based on SWOT and AHP analysis results, aggressive strategy (SO) becomes the main strategy most suitable for tourism sector development in Palu City. This strategy utilizes internal strengths in the form of natural tourism potential and local government support, as well as captures external opportunities such as increasing tourist interest in natural destinations and post-disaster policy support. AHP analysis shows that natural tourism has the highest priority with a weight of 0.758, followed by cultural tourism and man-made tourism. The most dominant criterion is unique geographical conditions, including a combination of beaches, mountains, and valleys which become Palu City's distinctive attraction. The results of this research confirm that the combination of SWOT analysis and AHP is effective in determining strategic policy directions based on local potential in disaster-prone areas.

Based on research results, the Palu City local government needs to prioritize natural tourism development through infrastructure strengthening, especially in the Talise coastal area and Mount Gawalise which are tourism destination icons. Natural tourism development also needs to be accompanied by consistent digital promotion to reach national and foreign tourists. In addition, improving local human resource capacity, such as tour guide training, homestay management, and digital literacy, becomes an important step to support tourism sector sustainability. Collaboration between government, community, and tourism business actors is needed so that tourism development is not only economically oriented but also pays attention to environmental sustainability and disaster resilience.

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