

Planning strategic management for theme park tourism: Evidence from Indonesia

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Abstract: Limited studies discuss parks and tourism. The factors that influence the sustainability of a park have yet to be the concern of academics. Planning based on strategic management is a critical step in managing a park that has experienced a decline in management quality. This study aims to 1) identify the actual condition of park as a tourist attraction; 2) describe the factors supporting and inhibiting the management of park as a tourist attraction from the perspective of residents; 3) evaluate Maccini Park as a tourist attraction for visitors; 4) propose the planning and management of a park as a tourist attraction. This study employed a mixed-methods approach through interviews, observations, and surveys in January 2023. The research utilised primary data from the public and visitors to the park and secondary data through internet data review. The study results show that Maccini Sombala Park became the public's and visitors' primary choice for tourism when it opened in 2003. Covid-19 has had an impact on the unsustainable management of the park. Free entry of visitors and the public and low public awareness in maintaining tourist parks inhibit the park's management. As a result, there are damaged and stolen facilities and irresponsible visits. The park can support urban tourism development due to factors such as strategic location, tourism support facilities, government efforts in managing the park and positive information on the internet media. This research advances the knowledge of strategic planning in park management from the perspective of theme park tourism. Practically, implementing a planning mechanism may overcome the issue of unsustainable management.

Keywords: Maccini Sombala Park, park tourism, strategic management, supporting and inhibiting factors

History Article: Submitted 18 December 2024 | Revised 26 February 2025 | Accepted 21 March 2025

How to Cite: Widjaja, H. R., Junaid, I., & Ilham, M. D. M. (2025). Planning strategic management for theme park tourism: Evidence from Indonesia. *Journal of Applied Sciences in Travel and Hospitality*, 8(1), 110-125.

Introduction

Parks can be an option for city governments to manage urban areas. Tourism stakeholders in urban areas can offer travel experiences with visits to parks or theme parks. Apart from tourists, residents in an urban area can visit parks, looking for a relaxing atmosphere or other purposes. Parks can be locations for various activities or events that can become opportunities for improving the local community's economy (Darmana et al., 2021; Shaumarli & Nurwitasari, 2024; Suriyadi & Suryasih, 2018; Widyonarso & Hari Mardiansjah, 2020). A park is also a gathering place for community members in which there are participants or visitors to an event. Opportunities for economic transaction processes can occur due to community participation in creating business opportunities (Susanti & Aidar, 2017). Thus, parks can support tourism development through urban and park tourism concepts.

Research on tourism and parks has become the concern of academics by analysing various perspectives on park tourism. Research on tourism and parks uses the term theme park tourism (Cheng et al., 2016; Ong & Jin, 2016; Tasci & Milman, 2019; Tsang et al., 2016). Eagles (2014) analyses research topics related to park tourism. The results showed ten categories of issues or areas of study that required in-depth analysis, including park use monitoring, park economic impact monitoring, park finance, park management competence, public support, visitor satisfaction, licenses and permits in park tourism, pricing policies, management capacity, government and park tourism (Eagles, 2014). The identification results show the limitations of the literature review on parks and tourism. Studies on park tourism still

need to be completed, especially concerning the perceptions of the people who live around tourist parks.

However, few studies discuss parks and tourism. The factors that influence the sustainability of a park have yet to be the concern of academics. Park management tends to be unsustainable, impacting the value of the benefits of the park. Therefore, planning based on strategic management is a critical step in managing a park that has experienced a decline in management quality.

Park management needs to pay attention to the park's existence to the people who live around the park. The community is the leading actor who plays an essential role in maintaining the existence of a park. Communities can also become managers and business actors with economic value for the community. This research fills in the limited literature on community expectations and responses regarding the existence of a park and park management strategies from a tourism perspective. Tourist attraction is one of the important reasons in the management and development of tourism destinations. Tourist attraction is an important factor in the process of marketing and attracting tourist visits (Ram et al., 2016). The increase and decrease in the number of tourist visits is inseparable from how tourist attractions are managed. A tourist attraction needs to be managed because it has an impact on various aspects of human life. The impact of managing a tourist attraction can be classified into three parts, namely, economic, environmental or physical and socio-cultural impacts (Mathieson & Wall, 1982; Weidenfeld et al., 2016).

There are types of tourist attractions and the benefits obtained by managing these tourist attractions (Evans, et.al, 2003; Swarbrooke, 1995). The first type is theme park; the benefit is to have fun, enjoy the atmosphere, enjoy a variety of attractions, involve other companies in utilising the park and enjoy a pleasant atmosphere. The second type is the beach; visitors can enjoy sunbathing activities, opportunities to improve the community's economy, and involvement of various parties using the beach. The third type is the cathedral, those who visit get a spiritual experience, historical information, and delight in the architecture of the building. The fourth type is a museum; visitors learn something new, have a nostalgic atmosphere, and buy souvenirs. The fifth type is a recreation centre; visitors can do exercise and physical and recreational activities. Parks can be locations for fun activities that offer a different atmosphere. Parks can offer a pleasant atmosphere and there is a learning process in their management. However, there are several factors that affect the sustainability of the management of tourist attractions, namely, financial problems, marketing, internal factors, external factors of a business or tourist attraction and relationship problems between managers and owners of a business.

Management of a tourist attraction needs to pay attention to the needs of customers who will buy tourism products (Richards & Wilkes, 2008). Four aspects are essential in managing tourist attractions from a customer's point of view: products, people, pricing and marketing. Product relates to what is offered by a tourist attraction. Humans or parties who manage a tourist attraction are significant in the sustainability of a tourist attraction. Therefore, recruiting employees and training to manage human resources are crucial in managing tourist attractions. In the aspect of pricing, it will also impact the desire of tourists to choose the products offered. Finally, in marketing, how can a tourist attraction reach potential customers who will buy the tourism product.

As a tourism destination, Makassar City has tourism potential based on culture, nature and artificial. Maccini Sombala Park is one of the artificial tourist attractions that became a tourism icon for the city of Makassar in 2014. However, along with various conditions, especially those related to Covid-19, the park tends to be abandoned and is no longer a city tourism icon. The authors argue that research on the park's current condition needs to be assessed. The park-based tourist attraction that was once an icon deserves attention so that the surrounding community can benefit from the theme park tourism. Sustainable park management can have an impact on Makassar city's tourism development. This study aims to 1) identify the actual condition of Maccini Sombala Park as a tourist attraction; 2) Evaluating maccini park as a tourist attraction for visitors; 3) describe the factors supporting and inhibiting the management of the

park as a tourist attraction from the perspective of residents; 4) propose the planning and management of park as a tourist attraction.

This study adopts the concept of strategic management planning in managing the park as a tourist attraction. This research advances knowledge on strategic management in park management as a tourist attraction. This research provides information or insights regarding the process or mechanism for building and re-managing parks that are experiencing a decline. The authors describe the stages of managing neglected parks so that they can provide benefits to the surrounding community and sustainable park management.

Methodology

This study employs a qualitative and quantitative method in analysing the actual conditions in Maccini Sombala Park, Makassar City of Indonesia. The authors carried out the research through three stages, including the initial survey or observation; the stage of completion of research administration, data collection and analysis; stage of writing research results. The authors determined research locations based on three considerations. First, Maccini Sombala Park has become a potential tourist location for the people of Makassar City, especially at the start of the park's inauguration. However, these conditions are different from current conditions. Second, the management of Maccini Sombala Park tends to decline, which can impact the sustainable management of the park. Third, the Makassar city government implements various programs to develop tourism. Therefore, managing parks in urban areas can be an opportunity to support urban tourism development.

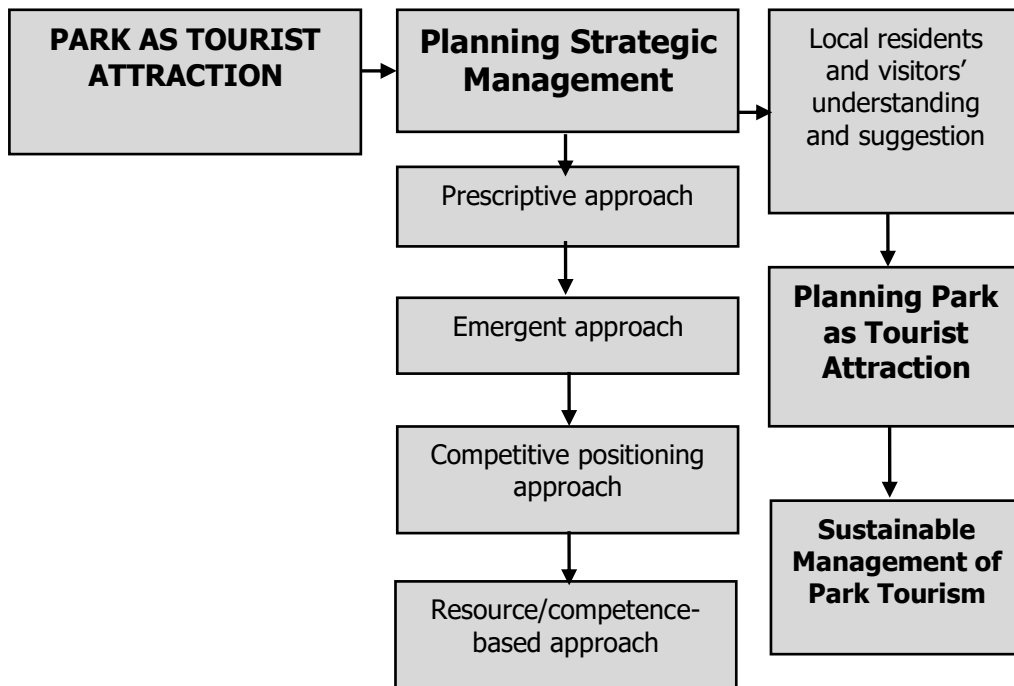
The authors employed three types of research data collection methods: interviews, direct observation, informants met and willing to fill out feedback by visiting research sites. The authors collected data in January 2023 after going through the research permit administration process from the authors' institution. The authors conducted interviews using three stages: approaching the people living around Maccini Sombala Park; requesting willingness for research interviews; conveying research objectives, and securing consent to participate. Some informants were unwilling to be recorded during the interview, so the authors took notes during the interview. Data collection through field observations utilises field notes related to the condition of Maccini Sombala Park. The interviews' results and the authors' observation notes are the primary research data. Furthermore, the authors obtained secondary data from publications and internet media that provided information about Maccini Sombala Park. Meanwhile, to collect visitor feedback, this research looks at Maccini Park as a attraction by measuring interrelated components, such as attractions, amenities, accessibility, and ancillary services (Ardiansyah, *et al.*, 2023; Bigart, Freimund, & Dalenberg, 2023) as well as Maccini Sombala Park (with its function as a city park that supports social interaction, recreation, and learning processes for the community (Lis & Iwankowski, 2021).

Three key elements are the key to the successful management of a tourist attraction (Martin & Mason, 1993) namely, how to attract new and repeat visitors, set competency standards and monitor the progress of a business, and prepare for and anticipate changes in visitor needs and expectations.

This research employs a strategic planning approach in managing and developing the park (Figure 1). Evans *et al.* (2003) suggest four approaches in planning and developing a tourism opportunity: a planned/prescriptive approach, an emergent/incremental approach, a competitive positioning approach, and a resource and competency approach. The planned approach is defined as a planning process with a focus on an organisation's strategy and helps evaluate what has been implemented. Planning must always be flexible in an emergent approach, enabling the organisation to learn and adapt to changes. The third approach emphasises the importance of the environment and provides an essential tool for analysing businesses in an industrial context. The fourth approach focuses on the importance of business and helps identify specific sources of a company for competitive advantage.

The focus of this research is to analyse the community's views around the Maccini Sombala Park regarding the actual condition of the park and what their hopes are regarding sustainable management. Furthermore, this research produces a strategic plan based on the

local community's views. Strategic management planning has guided the authors in understanding park tourism as a conceptual framework.



(Source: Adopted from Evans et al. 2003)

Figure 1. Conceptual framework of the research

There were eleven research informants: two local visitors and nine residents around Maccini Sombala Park. Determination of informants applies the principle of purposive sampling, a method of selecting informants based on research objectives by ascertaining the willingness of informants to be part of the research. There are three criteria for recruiting research informants. First, the informants are the local community who reside around the research sites and are willing to provide information relevant to the research topic. The authors implemented informal interviews to understand whether or not they have an understanding and are interested in providing information. Second, local stakeholders such as academics, government staff, tourism industry employees, and the local community who are interested in tourism and park management are relevant informants for this research. Third, it is essential to approach the visitors to hear their point of view regarding the actual condition of the park. The authors could approach the informants to fill out the questionnaire. The Characteristics of informants can be seen in Table 1.

Furthermore, the authors applied qualitative data analysis based on the principle of data reduction with the stages of information analysis, data presentation and conclusion (Babbie, 2007; Junaid, 2016; Liamputtong, 2009).

Table 1. Characteristics of informants

Category	Male (60%)	Female (40%)	Total (100%)
Gender	60%	40%	100%
Employment Status			
Student/College	60 (75%)	20 (25%)	80 (80%)
Employed	0 (0%)	20 (100%)	20 (20%)
Motivation for Visit			
Recreation/Relaxation	25 (41.67%)	15 (37.5%)	40 (40%)

Sports	30 (50%)	20 (50%)	50 (50%)
Invited by Friends	3 (5%)	2 (5%)	5 (5%)
Photography/Content Creator	2 (3.33%)	3 (7.5%)	5 (5%)

(Source: Authors, January-March 2023)

Results and Discussions

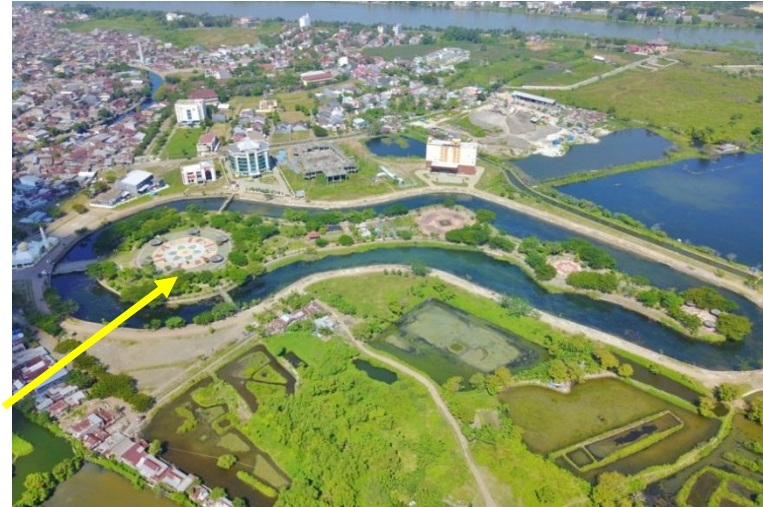
An Overview of Maccini Sombala Park

Makassar city has parks that can be residents' choice to relax, rest or enjoy a break, for example, Tiger Park, Pakui Park, Pattimura Park, Fort Rotterdam Park, Indosat Park, and Reflection Park. Maccini Sombala Park is one of the locations for the residents and tourists to rest, relax and participate in sports activities. Maccini Sombala Park is located in Maccini Sombala Village, Tamalate District, about 15-20 minutes by road from Losari Water Front, the tourism icon of Makassar city. Makassar city residents use Maccini Sombala Park for various activities, sports, recreation, leisure, and even organising events. The use of Maccini Sombala Park by the residents of Makassar city occurred from 2011 to 2015, when the park was still well-managed and with well-maintained facilities.

Maccini Sombala Park is a tourist icon and a choice for Makassar city residents, including tourists for tourism and vacation activities (figure 2). Information on the internet presents the beauty, uniqueness and superiority of Maccini Sombala Park for tourism activities. Positive information about the park is available online, for example, Celebes.co/taman-maccini-sombala-getlost.id/2022/02/14-taman-maccini-sombala-places-sports-favorit-warga-community/; atourin.com/destination/Makassar/taman-maccini-sombala. However, the current condition of Maccini Sombala Park is very different from the positive information available. Various media also provide information about the current condition of Maccini Sombala Park, for example, celebesmedia.id/celebes/artikel/1003210822/miris-taman-moi-jorok-dan-not-maintained; <https://www.youtube.com/watch?v=E0hAmg3R4Lw>. This research examines the actual condition of Maccini Sombala Park in 2023 and analyses opportunities for sustainable management and development so that the park can function as an artificial-based tourist attraction and benefit the surrounding community.

At the beginning of the operation of Maccini Sombala Park, stakeholders in the city of Makassar organised various events, for example, world food day events, a week of flori flora event, concerts and events with artistic nuances. The implementation of the events shows the existence of a park which is the choice of Makassar city residents and can become a leading tourist attraction for the city of Makassar. Furthermore, utilising parks by the residents indicates the need for city residents to find unique and pleasant locations to relax. As a result, there is a potential opportunity for Makassar city to attract tourists; one of the agendas is to visit Maccini Sombala Park. Besides, people who live around the park can improve their economy through business.

Maccini Sombala Park has spaces and locations for fishing activities, water tours by going around on small boats, swing activities for children, and enjoying a beautiful garden. There are supporting facilities, such as toilets, a praying room, resting places, and jogging tracks. However, these conditions are different since Covid-19 has affected tourism in Indonesia. The facilities have started to break down, and the ignorance seems to represent the park's current condition (Figure 3). People in Makassar city still visit Maccini Sombala Park in minimal numbers and for different purposes. Some visitors exercise, relax, fish and for study purposes. Compared to the initial operation, the current condition requires priority attention and proper management.



(Source: Dok.Google Maps/Idhol Abdullah (<https://getlost.id/2022/02/14/taman-maccini-sombala-tempat-olahraga-favorit-warga-makassar/>))

Figure 2. Maccini Sombala Park in Makassar city



(Source: Authors, 2023)

Figure 3. Facility at Maccini Sombala Park.

Analysis of Visitor Responses to Maccini Sombala Park as a Tourist Attraction

Taman Maccini Sombala is one of the public parks in Makassar that serves as a recreational and social space for both residents and visitors. However, despite its potential, the park has faced challenges regarding its maintenance, facilities, and accessibility. Table 2 presents an evaluation of community perceptions regarding various components of the park, including its attractions, amenities, accessibility, and additional services. It reflects both positive and negative feedback from respondents, offering insights into the strengths and weaknesses of the park as a public space.

Table. 2 Evaluation of visitor's perceptions on Taman Maccini Sombala's attractions, facilities, and management

Component / Criteria	Aspect Evaluated	Positive Responses (%)	Negative Responses (%)	Comments	Score
Attraction	Park appeal (vegetation condition, activities)	35%	65%	The community finds the park unattractive due to poorly maintained vegetation and lack of interesting activities.	2/5
Amenities	Quality of facilities (seating, cleanliness)	40%	60%	Facilities are limited and often not well-maintained.	2.5/5
Accessibility	Ease of access (public transportation, roads)	25%	75%	The park's remote location and poor access via public transportation are major barriers.	1/5
Ancillary Service	Additional services (park staff, information)	30%	70%	There is a lack of additional services such as park staff and visitor information.	2/5
Social Interaction	Use of the park as a social space (gathering, socializing)	28%	72%	The community rarely uses the park for social gatherings or socializing due to poor park quality and limited facilities.	2/5
Recreation	Use of the park for recreational activities (walking, relaxing)	33%	67%	Recreational activities are scarce, such as the lack of play areas or organized events.	2/5
Learning	Use of the park for educational activities (nature, history)	20%	80%	The park does not offer any educational programs or facilities that engage visitors in learning activities.	1/5
Modern Facilities	Availability of modern facilities (seating, play areas, etc.)	40%	60%	Despite the availability of modern facilities, poor maintenance reduces visitors' comfort.	2.5/5
Vegetation Maintenance	Care of park vegetation (trees, plants)	25%	75%	Poorly maintained vegetation reduces the park's appeal and visitors' comfort.	1/5
Cleanliness	Park cleanliness (litter, cleanliness facilities)	30%	70%	The presence of litter and insufficient cleanliness reduces the quality of the park.	2/5
Accessibility	Park access (difficulty with public transportation, steep roads)	15%	85%	The park's remote location and access difficulties via public transport are the main obstacles.	01/5

Community Participation	Community involvement in park management	50%	50%	The community shows interest in getting more involved in park management, but there are no clear platforms or opportunities.	03/5
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(Source: Authors' data, 2023)

Based on Table 2, the evaluation of Taman Maccini Sombala highlights several interconnected issues, particularly related to attractions, accessibility, and vegetation maintenance. Poor accessibility due to the park's remote location and lack of public transportation significantly impacts its ability to attract visitors. This in turn diminishes the park's appeal and the quality of its attractions, such as under-maintained vegetation. These factors create a cycle where low visitation leads to further neglect, exacerbating the park's decline. Despite these challenges, the balanced response on community participation (50% positive, 50% negative) shows potential for improvement. If the community is given more structured opportunities to participate in park management, such as volunteer programs or workshops, it could foster a sense of ownership and help address issues like vegetation maintenance. However, increased involvement would still require better accessibility and enhanced attractions for it to have a meaningful impact. Au-Yong et al. (2023) affirm that park maintenance is essential to improving the quality of the experience and the number of tourists who visit the park. Good maintenance encourages the sustainable management of the park as a tourist attraction. Similarly, findings in this research affirm that the quality of management of Taman Maccini Sombala is essential to encouraging the number of tourists. Tourists require good transportation and easy access to tourist attractions, enabling them to visit the parks for different purposes.

To address these issues, management strategies should focus on improving transportation access, enhancing attractions through better facilities and activities, and fostering community engagement. Drawing insights from successful case studies could guide the park's revitalization process. By addressing these root causes and fostering collaboration, Taman Maccini Sombala could transform into a vibrant, sustainable public space that serves both residents and visitors effectively.

Supporting and Inhibiting Factors in Managing Maccini Sombala Park

Different stakeholders have given concerns about the management of Maccini Sombala Park, looking at the opportunities as a tourism attraction and the park's current condition. Currently, there is a re-construction process in Maccini Sombala Park. This development is an effort to re-manage the potential and facilities to attract visitors to the park. At the time of conducting the research, the authors recorded various facilities that were in the process of development. The construction person suggested the authors not go inside the park as it is under construction. However, the authors noted the various steps and efforts that the government has made in managing the Maccini Sombala Park, as well as obtained relevant information about the park before and during its construction.

Informants argued that the first time of operating Maccini Sombala Park, there was high interest and attention by the residents and tourists to visit the park. Various activities are the goals of people visiting the park; for example, many use the park for jogging and sports. The canal area surrounding the park is one of the main spots for fishing activities for visitors. The informants revealed that park management declined when Covid-19 began to attack Indonesia. Covid-19 has forced the organiser of the park to dismiss some employees.

The authors identified data regarding supporting and inhibiting factors for managing Maccini Sombala Park through observation and interviews with residents and visitors. Maccini Sombala Park has the potential and opportunities to support the park's existence as a tourism icon for the city of Makassar. The first factor is the strategic location in the middle of Makassar

city. The park is close to the tourist centre of Makassar city. The starting point for exploration of the city of Makassar is around the Losari Water Front with various Makassar city tourism icons, for example, Fort Rotterdam, Losari Water Front, Citra Land City Makassar, accommodation/hospitality centres, Local Culinary Delights and the Centre Point of Indonesia. Tourists can access Maccini Sombala Park from the Losari Beach waterfront for about 15 minutes using private vehicles. Several tourist icons can be additional visits for tourists when visiting Maccini Sombala Park, for example, the flower sales centre, the Cheng Ho mosque, and the lake on Jalan Metro Tanjung Bunga. Access to Tanjung Bunga and supporting tourist spots are supporting factors for Maccini Sombala as park tourism.

The second supporting factor is the availability of facilities where visitors can take advantage of these facilities. Visitors who use the park for relaxing or other purposes need facilities. The utilisation of gazebos, toilets, seats and a comfortable environment can be reasons for tourists to stay and enjoy the facilities. The third supporting factor is the government's efforts to re-manage Maccini Sombala Park. The condition of Maccini Sombala Park is yet to be feasible to become a representative tourist location because it is under construction. Efforts to rebuild can be an opportunity for the community to take a role in managing a tourist park.

The fourth supporting factor is the existence of online digital information about Maccini Sombala Park. Positive information about the park is still available on the internet in various types of information, for example, websites, blogs and news. Indeed, information about current conditions regarding poor management and damaged facilities is a challenge for managers who will build the park. Furthermore, available digital information can influence tourist decisions and impact the image of a tourist attraction (Kim et al., 2017). Therefore, positive information is a supporting factor, although it takes maximum effort from the park manager to change views about the park. Finally, the fifth factor is the community's wish to participate in park management. Communities living around the park are an opportunity if they support the development of the park. However, the community can also become an obstacle if they must be made aware of the importance of preserving the environment and maintaining the park.

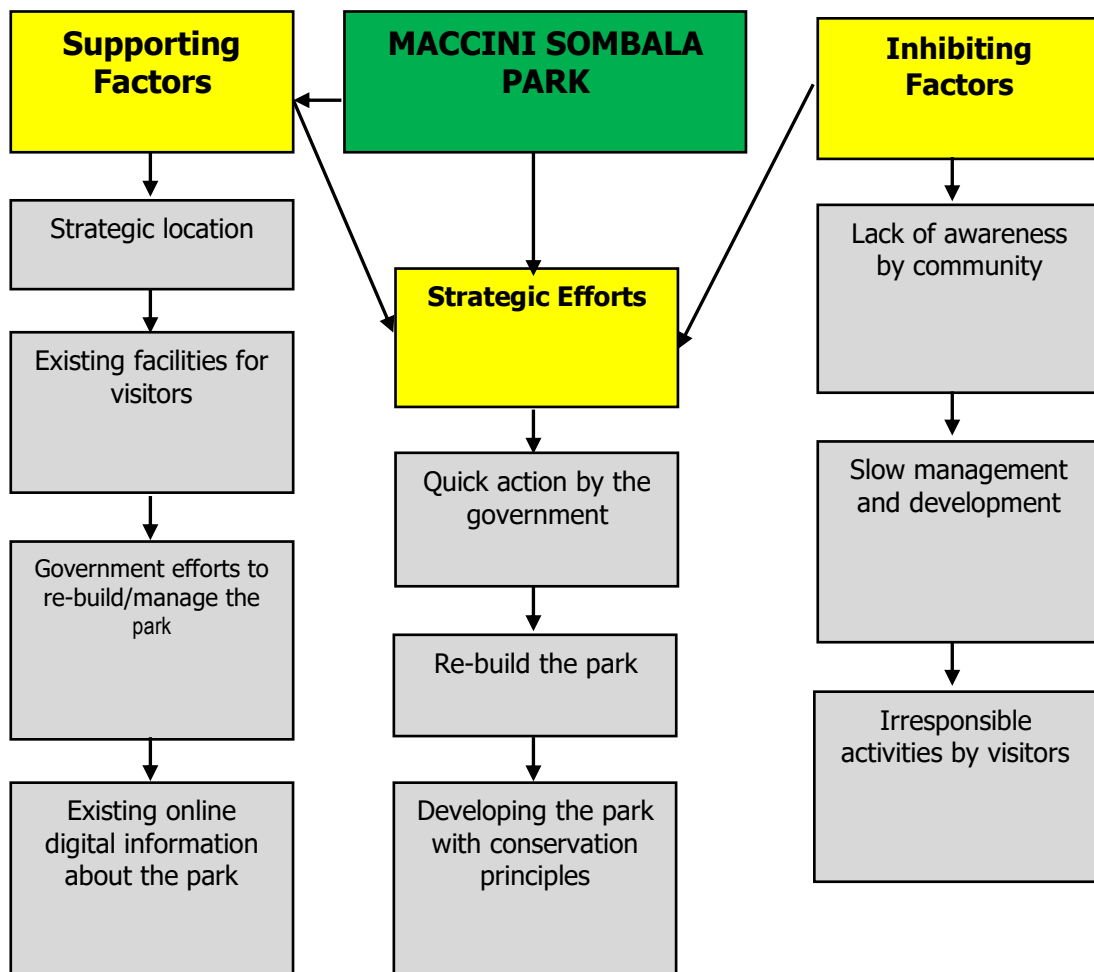
However, there are inhibiting factors in the management of parks. The authors noted and analysed qualitative data about the condition of Maccini Sombala Park. The first factor that needs attention is the need for more public awareness in paying attention to the existing condition of the park. Informants in this study revealed that the people who live around the park carry out activities that have an impact on decreasing the environmental quality of the park. The first activity is local people who use or install nets to catch fish in the canal area. Fishing activity in Maccini Sombala Park is a park tourism offer. However, net fishing impacts massive fishing without considering the sustainability of fish habitat. There is much trash in the park and its surroundings due to low public awareness of maintaining the park. Garbage is not only from low public awareness but visitors who come and dispose of garbage irresponsibly. The second activity is the community and visitors who can freely enter and leave the park. Covid-19 has impacted the neglect of the park as an essential asset. Irresponsible entry and exit of people and visitors impacted the damage to park facilities. The absence of managers who organise visits to the park is one of the reasons for the damage to the facilities at the park.

The second inhibiting factor is park management which tends to be slow. Slow management can occur due to various factors, for example, limited funding and the clarity of the management model. This study does not aim to identify why development is slow. However, informants said that the reconstruction of Maccini Sombala Park seemed slow. An informant stated, "the construction took a long time and has not finished" (interview, January 2023). The government has paid attention to the management of Maccini Sombala Park. However, development requires a process with much funding.

The third inhibiting factor is using Maccini Sombala Park for irresponsible activities. No manager controls the entry and exit of visitors to Maccini Sombala Park, which impacts the park's function, which is different from its purpose. According to locals, some young men and women use the park for irresponsible purposes. Consequently, it gives a negative impression of the existence of the park. This condition requires that there is a manager who can arrange

visits to Maccini Sombala Park. Figure 4 illustrates the supporting and inhibiting factors in managing Maccini Sombala Park.

Such findings indicate that visitors' behavior affects the condition of the park as a tourist attraction. For this reason, it is essential to manage visitors for sustainable park management. Melo et al. (2022) found that efforts and practices by the local community and practitioners for sustainable tourism help achieve the goals of sustainable park tourism. However, challenges may exist for park management as they face people who come with different behaviour. Furthermore, Chebli et al. (2024) affirm that inappropriate tourist behaviors such as dishonesty, noise, pollution, and waste create consequences for the management of national parks. Such impacts encourage the necessity of managing parks under the principle of visitor management, a strategy to manage tourists' visitation for sustainable park management.



(Source: Authors, 2023)

Figure 4. Supporting and inhibiting factors for managing Maccini Sombala Park

This study proposes four important steps in following up on the current condition of Maccini Sombala Park. The community and visitors propose steps so that Maccini Sombala Park can provide valuable benefits to the community and support Makassar city tourism as follows;

1. The government took quick steps to re-manage Maccini Sombala Park.
2. The government is rebuilding the park, returning the existence of the park to the way it was at the beginning of park management.
3. Accelerate the development process so that the existing facilities may be helpful for sustainable use.

4. Management and rebuilding by implementing conservation principles, the development process by sterilising the park, needs to be justified in carrying out activities during the development process.

Planning and Management of Park as Tourist Attraction

By implementing sustainable management, Maccini Sombala Park can become a tourism icon for Makassar. The government's attention to re-managing Maccini Sombala Park is the first step to taking advantage of the park's facilities and potential, which still need attention. The people who became research informants responded positively to efforts to re-manage the park. Sustainable management is essential because the community can participate in opening up business opportunities to improve the economy (Junaid & Mat Som, 2019; Widhianthini, 2017). Management of the park as a tourist attraction should go through a planning process. This study proposes planning and management so that the park provides value for the surrounding community and impacts the positive image of Makassar city tourism.

Strategic planning is an important step in managing a park. The purpose of strategic planning is to ensure that park management is not solely for the benefit of managers and tourists who will visit but for sustainable maintenance of facilities and the community as the primary manager of the park. There are many residents living around Maccini Sombala Park. Therefore, the local community's expectations can be essential for managing the park as a tourist attraction. This study adopts the concept of strategic management planning as proposed by Evans et al. (2003). Strategic management is managing a product that includes various interrelated aspects to optimise achieving organisational goals (Morden, 2007).

The prescriptive approach is the initial stage for the re-management Maccini Sombala Park. At this stage, there are three processes that stakeholders may execute. First, the local government clarifies the clarity of park management. At this stage, the local government has gone through the process of determining the person in charge of managing Maccini Sombala Park. City or provincial governments have authority in the process of determining park managers. The facilities in Maccini Sombala Park are owned by the government, including the park's land. The park manager coordinates with the government as a form of responsibility for reporting and managing the park under government coordination. The second stage is the process of consultation and coordination with relevant stakeholders. The consultation and coordination process needs to involve the community around the park. Involving community representatives participating in the consultation and coordination process can build community trust in administrators and the government. The community is an important figure in managing and caring for the existence of the park as a tourist attraction. In the third stage, the manager develops the park by coordinating and communicating with the government.

The second approach to the planning process is flexibility in planning and managing Maccini Sombala Park. The ability and desire of managers to receive various inputs and suggestions in managing and developing tourist parks are the implementations of flexibility. In rebuilding the park, managers can coordinate with various parties to listen to suggestions for developing the park. The impact of Covid-19 on the management of tourist attractions is an example of how managers should be flexible in planning and managing the park. Tourist attraction managers must plan and implement various efforts to recover from the impact of Covid-19, for example, innovation programs and provision of infrastructure that supports tourism (Hussin et al., 2022; Yeh, 2021). Flexibility means managers' efforts in adapting to various possibilities that can affect the park's management.

The third planning process for tourism park management is environmental preservation and opportunities for relevant stakeholders to plan and run tourism businesses. The park's tourist attraction manager needs to pay attention to the competition that might occur. Environmental preservation is essential in managing tourist attractions (Han, 2021). A well-maintained environment can be a marketing tool for the sustainable management of park tourism to impact its competitiveness (Elghonaimy & Alsaeed, 2021). Tourist parks are in an environment with people and habitats for living things. Park management must look at the natural environment, which is maintained, avoiding environmental damage. For example, Maccini Sombala Park has a canal that has the potential to suffer environmental degradation

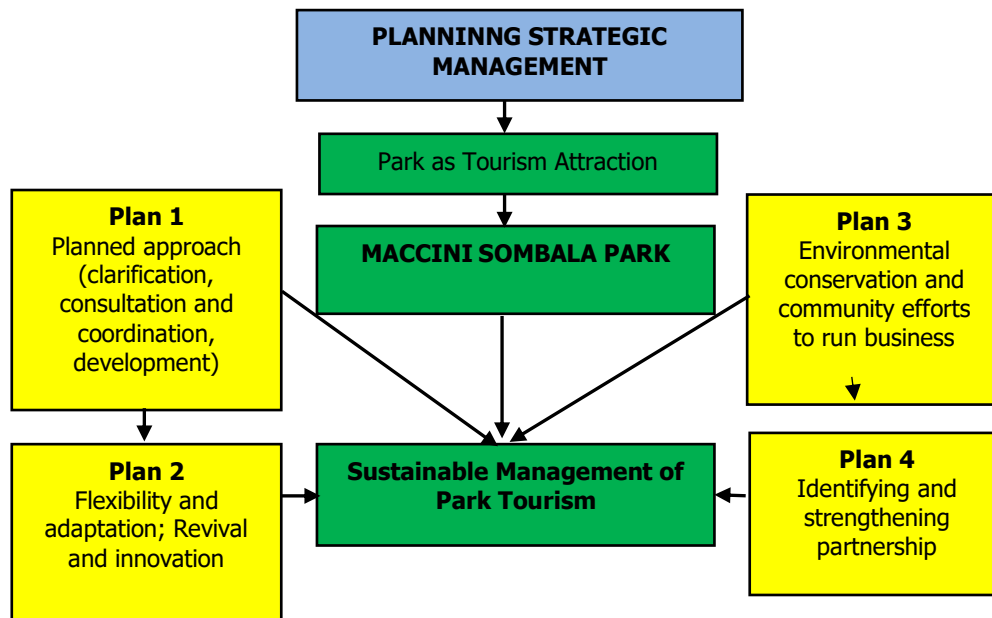
due to irresponsible visitor behaviour. Visitors who throw garbage in the canal can impact the accumulation of garbage that damages environmental sustainability. Maccini Sombala Park has plants that require preservation to green the environment. Sustainable park planning makes environmental sustainability a priority.

Planning a tourist park also requires the active participation of the community around the park. In the third planning phase, the community becomes the leading actor in the planning process related to business management and development opportunities. Community participation is a tool to support sustainable tourism development (Junaid & Nur Fauziah, 2019; Mohd Rasdi et al., 2022; Wondirad & Ewnetu, 2019). Community participation as a business provider is an opportunity to attract the public's interest and visitors to the park. The community around Maccini Sombala Park hopes there will be an opportunity for them to sell business products as part of an effort to take advantage of the park's existence. Businesses in the economic sector can be the community's choice around the park, for example, food and beverage businesses, rental businesses for tourism support facilities, souvenir-based creative businesses and various businesses that can support the community's economy. The authors propose two ways for community participation in the management and development of the park, including community members who become park staff and the community around the park who open businesses. Such a way enables the community and related stakeholders to benefit from the park's existence.

The people around the park need jobs that will enable them to support their families. An informant states,

"When there are media like this (refers to the park), local people may be helped for job employment. For good management and employment for the local people, why not. We (the local government) would be pleased if our people could work. If we see the situation here, many people are unemployed. From the park activities, the local community can enjoy the park's existence, particularly in recruiting jobs" (Translated from the interview, January 2023).

The informant argues the importance of park management in supporting job creation. The current need of residents is the availability of jobs for those unemployed. Hence, managing the park as a tourist attraction allows the surrounding community to preserve the park. In other words, the park provides a positive value for the surrounding community.



(Source: Authors, 2023)

Figure 5. Supporting and inhibiting factors for managing Maccini Sombala Park

The fourth plan for managing and developing tourist parks is identifying opportunities to establish partners between park managers and related stakeholders. Planning in the first stage indicates the importance of clarity for park management. The fourth planning stage encourages managers to improve partnership programs with related parties. Partnership programs can provide opportunities for park managers to implement programs. Implementation of various programs in tourist parks can support the quality of tourist experience while visiting tourist parks (Lee et al., 2019; Milman, 2009). Planning at this stage aims to ensure the ability of competent staff or managers to manage the park with its various facilities. Partnerships are an essential step to improving the ability or human resources of managers of tourist attractions (Darwis & Junaid, 2016; Saputra et al., 2019). Communities and park managers need to improve human resources to support park management.

The government is the leading partner of the manager of Maccini Sombala Park. Furthermore, park managers can strengthen institutional partners with various industries. Potential partners for tourist parks are event organisers who directly plan and carry out events or activities at national and international levels. At the beginning of the inauguration of Maccini Sombala Park in 2011, managers, government and event organisers had chosen the park to hold the event. Therefore, the partnership between the manager and the event organiser is a strategy for sustainably managing the tourism park.

Managers can establish partners with the tourism industry in the travel, accommodation, and tourist attraction businesses. Travel industry players, accommodation businesses and tourist attractions make Maccini Sombala Park one of the visiting locations for tourism industry customers. The partnership between the park management and the tourism industry is an opportunity to encourage tourist visits. Furthermore, park managers can form partners with educational institutions in order to improve the human resources of park managers. The development of human resources in tourism is inseparable from the role of educational institutions in assisting development programs. Park staff and managers need assistance in park management and development. Partnerships are essential for tourist attraction managers to ensure sustainable management (Valente et al., 2015). The fourth approach emphasises the importance of increasing the human resources of park managers (figure 5).

Conclusions

Parks are not only a location for residents to carry out recreational activities but also support the tourism development of a destination. In addition to being a recreation centre, parks can offer facilities and an atmosphere that can be an opportunity for tourism-related activities. Furthermore, organising events at tourist parks can encourage economic improvement in local communities. This study depicts the management of the Maccini Sombala Park, the supporting and inhibiting factors for managing and the local community's views regarding the park's strategic management planning mechanism. Informants in this study admit that Maccini Sombala Park has the opportunity to support the development of urban tourism. However, current conditions require effort and hard work in rebuilding the park to benefit the community. At the beginning of park management, local people participated in park maintenance. However, existing conditions show that the park demands special attention so that the facilities are not damaged.

Maccini Sombala Park is evidence of unsustainable park management due to Covid-19. Factors such as the weak awareness of the surrounding community in maintaining the park, slow management and development and irresponsible activities by residents and visitors are challenges to park management. Park management can become a city's tourism icon if stakeholders firmly commit to re-managing parks experiencing setbacks. Some supporting factors can become strengths in managing Maccini Sombala Park as a tourist icon, namely, strategic location, availability of facilities, government efforts to rebuild the park and availability of digital information on the internet regarding the advantages of the park.

Quantitative data reveal an opportunity for the park to be one of the tourism icons in Makassar city. Visitors require a recreational or tourism space that offers better facilities and activities. The participation of the local community as the organizer may encourage the implementation of sustainable park management. Visitor management is also essential for the

park's management. Revitalization is essential to encourage sustainable park management and provide the opportunity for the local community to obtain economic benefits from the park's management as a tourism attraction.

Strategic management planning is an essential step in restoring the neglected park. This study suggests four mechanisms for planning sustainable park management. Identification, clarification, consultation and coordination with various parties is the initial stage in planning a tourist park. For the second stage, the park manager needs to ensure the implementation of the principle of flexibility, adapting to various conditions that may occur. The manager needs to accept input in the framework of park management and relevant programs to involve the community around the park. In the third stage, environmental preservation and opportunities for local communities to open businesses are priorities in strategic management planning. The role of the community is essential in managing parks, managing businesses that can support the community's economy. In the final stage, partnership in strategic management is essential for park management as a tourist attraction. This research strengthens the concept of strategic management planning in park management. Related stakeholders may implement a planning mechanism for unsustainable park management.

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