

## Analysis of the Development Strategy for the Sungai Pinang Hot Springs Tourist Attraction by the Department of Culture and Tourism in Kuantan Singingi Regency

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### ABSTRACT:

**Background:** The development strategy for the Sungai Pinang Hot Springs tourist attraction in Kuantan Singingi Regency remains suboptimal. This is due to several key issues, particularly poor road access, a lack of sanitation facilities, and minimal promotional support for the destination.

**Aims:** This study aims to (1) analyze the development strategy for the Hot Springs tourist attraction in Sungai Pinang Village, Kuantan Singingi Regency, and (2) identify inhibiting factors in implementing the development strategy for this tourist attraction.

**Methods:** This research uses qualitative methods. Data collection was conducted through observation, interviews, and documentation.

**Result:** The research results show that the Sungai Pinang Hot Springs tourist attraction has a unique appeal in the form of natural hot water believed to have health benefits, as well as historical and cultural values such as folklore and relics of the 15th-century Kuantan Sultanate. The local government has taken several steps, including basic infrastructure development, community training, and promotion through social media. However, tourism management remains traditional and is not supported by strong institutions such as Tourism Awareness Groups (Pokdarwis) or tourism cooperatives. The main challenges hindering optimal development include limited funding, a lack of strategic partnerships, and inadequate infrastructure.

**Conclusion:** To improve the sustainability and competitiveness of destinations, it is recommended that the Culture and Tourism Office be more proactive in improving basic facilities (toilets, road access, seating). Furthermore, it is crucial to establish tourism institutions such as Pokdarwis (tourism groups) and cooperatives to ensure more professional and participatory management.

**Keywords:** Analysis; Strategy; Tourism

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## INTRODUCTION

The tourism sector has been globally recognized as one of the main pillars driving the regional economy, capable of creating jobs and increasing local revenue.(Adiarti & Wijaya, 2024; Diputra, 2024; Purba et al., 2024; Rahma, 2020). In the context of sustainable development, the Tourism Object Development Strategy is a crucial variable that determines the sustainability and maximization of a destination's potential.(Ahmad et al., 2024; Ndjurumbaha et al., 2024; Widyaningsih et al., 2024)The Sungai Pinang Hot Springs tourist attraction in Kuantan Singingi (Kuansing) Regency is a significant regional asset, boasting a natural attraction in the form of hot water believed to have healing properties, as well as strong historical and cultural value.(Fathurrahman et al., 2024; Kusnadi & Senen, 2024; Mas & Irawati, 2025; Zulfa et al., 2024)Therefore, in-depth research into its development strategy is urgent to ensure that this great potential does not just remain a local attraction, but can be managed professionally to achieve regional competitiveness.(Lestari & Maziyah, 2024; Tirtayani et al., 2024; Zahra & Warsono, 2025). Ideally, the development of tourist attractions requires synergy between unique attractions, the availability of adequate amenities and accessibility, and strong management institutions.(Jati et al., 2025; Pulungan et al., 2025; Rusly & Tamam, 2025)However, the actual conditions at the Sungai Pinang Hot Springs tourist attraction show a significant gap.(Darmawan et al., 2025; Kurnianto et al., 2025; Pasiori et al., 2025)Despite having a unique attraction in the form of natural hot springs, conditions on the ground show basic infrastructure such as poor road access, minimal and poorly maintained hygiene facilities (toilets), and less than optimal and traditional promotion.(Agita et al., 2025; Mumu & Supit, 2025; Rianita et al., 2025; Sriyanti et al., 2024). The gap between the enormous potential and the reality of unprofessional management is what causes the level of visits and economic benefits of this tourist attraction to not be able to contribute optimally to the welfare of the Kuansing community.(Barus & Mary, 2024; Rahmah et al., 2023).

The tourism sector is positioned as a pillar of the regional economy, and the study emphasizes that tourism object development strategy is a crucial variable for sustainability. The researcher clearly states the urgency of this study because the significant potential of the Sungai Pinang Hot Springs (in terms of health, history, and culture) is inversely proportional to the management conditions on the ground. To enhance the initial impact, the study's novelty is specifically articulated in the introduction: the formulation of strategic recommendations based on the identification of specific internal and external factors, particularly regarding the urgency of establishing a Local Institution such as a Tourism Awareness Group (Kelompok Sadar Wisata / Pokdarwis) as the key to participatory and professional management.

This gap presents a significant opportunity for this research. The unique natural resources of hot springs, empirically utilized by the local community for health therapies, supported by the history of folklore and the legacy of the Kuantan Sultanate, provide a strong foundation for developing special interest-based tourism (therapy and history). Furthermore, the local government's initial initiatives in basic infrastructure development and community training efforts indicate political will and momentum for improvement. Therefore, this research can provide a comprehensive strategic blueprint to close the practice gap and capitalize on existing development momentum.

Previous research on tourism in Riau has generally focused on established destinations or general attractiveness analysis. This study fills this research gap by conducting a specific and detailed qualitative analysis of the development strategy of the Sungai Pinang Hot Springs tourist attraction. The novelty of this research lies in the formulation of strategic recommendations based on the identification of internal (strengths and weaknesses) and external (opportunities and

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threats) factors specific to this destination. This approach yields distinct empirical findings, particularly regarding the urgency of establishing local institutions such as Tourism Awareness Groups (Pokdarwis) as a key to successful participatory and professional management, an aspect that may have been overlooked in previous studies.

The selection of the Kuantan Singingi Regency Culture and Tourism Office as the primary subject (Variable X) is essential. Based on the Law and Regional Regulations, the Office is the mandate holder and key actor in policy formulation, budget allocation, and implementation of regional tourism development programs. Strategic analysis cannot be separated from the role of decision-makers. Therefore, this study focuses on analyzing the strategic roles and policies that have been and will be implemented by the Office, in order to identify the effectiveness, obstacles, and internal and external challenges they face in carrying out development tasks in Sungai Pinang. The main objective of this study is to analyze the development strategy of the Sungai Pinang Hot Springs Tourism Object carried out by the Department of Culture and Tourism, and to identify the inhibiting factors in its implementation. Practically, the results of this study provide a direct contribution in the form of detailed and applicable policy recommendations for the Kuantan Singingi Regency Government to optimize tourism management. Theoretically, this study enriches the treasury of public administration science, particularly in the study of strategic management of local governments in developing tourism based on natural resources and local culture, while also serving as a reference for similar research in other regions.

## METHOD

### Research Design

This research uses a qualitative research design with a descriptive-analytical approach (Suprayitno et al., 2024). A qualitative design was chosen to gain a deep and comprehensive understanding of the phenomenon under study, namely the strategies implemented by the Department of Culture and Tourism (Disbudpar) in developing the Sungai Pinang Hot Springs Tourist Attraction. A descriptive-analytical approach was used to describe in detail the strategic practices carried out in the field, analyze the factors that influence them (strengths, weaknesses, opportunities, threats), and formulate conclusions based on the data obtained. The use of a qualitative method with a descriptive-analytic approach is highly appropriate for gaining a deep understanding of the strategies implemented by the Office (Dinas). This supports the research objective, which is to analyze the strategy and identify the inhibiting factors. The advantage of the descriptive-analytic approach here lies in its ability to not only describe in detail the strategic practices on the ground (e.g., infrastructure initiatives and training) but also to deeply analyze the factors influencing them (such as Strengths, Weaknesses, Opportunities, and Threats/SWOT). In the context of strategic analysis, this approach allows researchers to bridge the gap between ideal potential and management reality on the ground, and formulate conclusions based on the data obtained to produce a comprehensive strategic blueprint.

### Participant

The key participants (informants) in this study were those directly involved in the formulation and implementation of the development strategy for the Sungai Pinang Hot Springs tourist attraction. Key informants included:

1. Head of the Culture and Tourism Office of Kuantan Singingi Regency.

2. Head of the Division in charge of Tourism Destination Development at the Department of Culture and Tourism.
3. Technical Staff/Executors who are directly responsible for the related tourist attractions.
4. Community Leaders/Local Managers in Sungai Pinang Village (if there is an informal management team).

### **Population and the methods of sampling Instrumentation (sample of questions, scoring method, and psychometric properties (validity and reliability))**

Because this study employed a qualitative design, the concept of population and statistical sampling was not applied. Instead, the concept of informants was used, selected through a purposive sampling technique. This technique selects informants based on certain criteria, namely individuals with in-depth knowledge (key persons) and authority related to the tourism attraction's development strategy. The main criteria for selecting informants were position/title, experience, and direct involvement in the planning and implementation of development policies.

### **Instrument**

The main instrument used in this qualitative research is the researcher himself (human instrument), where the researcher directly acts as a data collector, analyst, and interpreter of data in the field. To support the data collection process, the researcher uses several supporting instruments, including an Interview Guide containing a list of open-ended questions (unstructured and semi-structured) to gather in-depth information regarding development strategies, implementation, and obstacles; an Observation Checklist used to record physical conditions, facilities, accessibility, and interactions that occur at the tourist attraction location; and a Documentation Study involving the collection and analysis of official documents such as the Department's Strategic Plan (Renstra), program reports, visit data, and relevant regional regulations.

### **Procedures and if relevant, the time frame**

This research procedure was carried out through several structured stages, starting with the Preparation Stage which includes initial literature study, proposal preparation, and research permit processing (scheduled for February to March 2025). This was then followed by the Data Collection Stage, which is the main field activity that includes on-site observation, in-depth interviews with key informants, and documentation studies (conducted from April to May 2025). After that, it entered the Data Analysis Stage, which includes data reduction, data presentation, and drawing conclusions, where the data was analyzed qualitatively using descriptive analysis techniques (took place from May to June 2025). The final stage is the Report Preparation Stage or writing the final draft of the thesis (June to July 2025). Overall, the main time frame for field research and data analysis is approximately three months, starting from April to June 2025.

### **Analysis plan**

The collected qualitative data will be analyzed using a qualitative data analysis model referring to the concept of Miles and Huberman, which involves three streams of activities carried out interactively and continuously, namely: Data Reduction to select, focus, simplify, abstract, and transform data emerging from field notes; Data Display to present organized data in the form of narratives, matrices, flowcharts, or tables to facilitate drawing conclusions; and Conclusion Drawing/Verification to draw general conclusions and verify findings in the field by comparing

them with related theories and literature. In addition, this analysis process also applies a strategic analysis framework (SWOT) to identify and formulate the most effective and adaptive strategies for the development of the Sungai Pinang Hot Springs Tourist Attraction.

## **RESULTS AND DISCUSSION**

### **Result**

The research results show that the Kuantan Singingi Regency Culture and Tourism Office has made efforts to develop the Sungai Pinang Hot Springs tourist attraction, but its implementation has not been optimal. The main attraction of this attraction is the natural hot springs believed to have health benefits, as well as strong local historical and cultural values. Strategies that have been implemented include the development of basic infrastructure (such as limited improvements to bathroom/toilet facilities), conducting training for the local community, and promotion through the Office's official social media. The research findings briefly conclude that despite efforts by the Office (Dinas), the implementation of the strategy remains suboptimal. The author successfully identified the unique attractions (hot springs with health benefits, as well as historical/cultural value) and the steps that have been taken (basic infrastructure development, training, social media promotion).

### **Discussion**

Further discussion revealed that the strategies implemented were still at the basic reaction and maintenance level, not yet reaching the level of innovative and integrated development. Based on the analysis, it was found that the object's main strengths (natural hot springs and health potential) had not been fully utilized as a structured tourism product (e.g., therapeutic tourism packages). The dominant weaknesses were inadequate infrastructure (poor road access and damaged sanitation facilities), as well as the absence of strong local management institutions, such as Tourism Awareness Groups (Pokdarwis) or tourism cooperatives. The absence of these institutions resulted in the management of the tourist attraction remaining traditional and community participation unorganized, thus hampering the optimization of potential and sustainability. These results are consistent with strategic management theory in the public sector, which emphasizes the importance of synergy between the government, the private sector, and the community (the triple helix) for successful destination development. The in-depth discussion identifies that the strategy implemented by the Tourism Office (Dinas Pariwisata) is still at the level of reaction and basic maintenance. The author correctly highlights the failure to fully utilize the main strength of the tourist attraction (the health potential of the hot springs) into a structured tourism product, for example, therapy tourism packages. To strengthen the analysis and recommendations, this section must explicitly present the findings of the SWOT analysis, by dividing the subsection into specific findings for the Strengths, Weaknesses, Opportunities, and Threats that have been identified in the research.

### **Implications**

The implications of this research are significant for regional public policy. The theoretical implication is that the success of a tourism destination development strategy in rural areas is not solely determined by natural attractions, but is also strongly influenced by the capacity of local institutions established and supported by the local government. Development strategies must shift from a focus solely on infrastructure to a focus on strengthening peopleware (human resources) and organware (institutional) capacity. Practical implications include the importance of more

targeted budget allocations for improving accessibility and vital facilities (toilets and seating), as well as the obligation for the Tourism Agency to immediately facilitate the formation and empowerment of Pokdarwis (tourism groups) to transfer some operational and maintenance responsibilities to the community.

### **Research contribution**

This research provides two main contributions. First, Empirical Contribution: This research provides in-depth and specific qualitative data regarding the current conditions, challenges, and opportunities of the Sungai Pinang Hot Springs Tourist Attraction, which were previously minimally exposed in academic literature. Second, Methodological and Policy Contribution: This research shows the results of an applicable and fact-based strategic analysis (SWOT), providing low-cost, high-impact policy recommendations for the Kuantan Singingi Regency Government, particularly regarding the importance of institutions (Pokdarwis) as a key solution to overcome traditional management constraints and limited funds.

### **Limitations**

The main limitation of this study lies in its cross-sectional nature, where data was collected within a single period, thus incapable of capturing the dynamics of strategic change and its long-term impact. Furthermore, this study focuses solely on the perspective of the Department of Culture and Tourism, the primary actor. This limitation limits a comprehensive understanding of visitor perceptions and the active role of the private sector (investors) in tourism development.

### **Suggestions**

The recommendations from this study are divided into two focuses. For the Kuansing Culture and Tourism Office, it is recommended to immediately prioritize improving road access to the location and renovating or adding proper and well-maintained hygiene facilities (toilets). Furthermore, the Office should initiate and facilitate the formation of a Tourism Awareness Group (Pokdarwis) in Sungai Pinang Village to organize community participation in management, maintenance, and service improvement. Furthermore, it is important for the Office to increase its budget and promotional intensity, not only through social media but also by establishing partnerships with travel agents and health stakeholders to promote the object as a health therapy tourism destination. Meanwhile, for future research, it is recommended to conduct research with a quantitative or mixed-methods approach to measure the level of visitor satisfaction and the market potential of hot spring therapy tourism. Future research should also involve the perspectives of investors or the private sector to identify the most appropriate partnership model for the development of the infrastructure and facilities of the tourist attraction.

## **CONCLUSION**

The conclusion of this study confirms that the development strategy for the Sungai Pinang Hot Springs tourist attraction implemented by the Kuantan Singingi Regency Culture and Tourism Office is still at a suboptimal stage. Although this tourist attraction has great and unique potential in the form of the attraction of natural hot springs with efficacious properties and strong historical value, the strategy's implementation is hampered by the gap between the ideal potential and the reality of management on the ground. The main obstacles identified are the poor condition of basic infrastructure (especially inadequate road access and sanitation facilities) and the absence of professional and participatory local management institutions (such as the Tourism Awareness

Group/Pokdarwis). To achieve sustainability and maximize the potential of this tourist attraction, it is crucial for the local government to immediately prioritize urgent improvements to physical facilities. Furthermore, the most crucial strategic step is the formation and empowerment of Pokdarwis to transfer operational and maintenance responsibilities to the community, so that management can be carried out professionally and community-based. The conclusion must clearly and concisely reaffirm that the tourism object development strategy remains suboptimal, reiterating the unique potential it holds (health, historical, and cultural values) and the main obstacles faced (such as poor infrastructure and the absence of a Tourism Awareness Group/Pokdarwis). It is crucial to ensure that this conclusion section only summarizes the findings and analyses previously discussed, and does not introduce new data or arguments.

#### **AUTHOR CONTRIBUTION STATEMENT**

RFF (Riani Fitra Febriani) is fully responsible for the conceptualization of the research topic, design of the research methodology, implementation of data collection in the field (in-depth interviews, observations, and documentation studies), formal data analysis, and preparation of the initial and final drafts of the manuscript. AR (Afrinaldy Rustam) acts as a supervisor, providing validation and direction on the methodology used, conducting a critical review of the content and interpretation of the results, and providing substantive input to improve the quality of the manuscript and ensure the accuracy of the research findings.

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