

Analysis of the Impact of Moian Beach Tourism Development on Local Community Income from the Perspective of Sustainable Tourism

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ABSTRACT

This research aims to: (1) Determine the impact of the development of Moian Beach tourism object on increasing local community income; (2) Formulate development strategies for Moian Beach tourism based on SWOT Analysis in order to establish it as a sustainable tourism destination; and (3) Identify obstacles and issues in the development of beach tourism and formulate appropriate solutions.. The type of research used is descriptive qualitative with a simple quantitative approach. Data collection techniques were carried out through observation, interviews, and distributing questionnaires to respondents consisting of managers/BUMDes, local communities, and tourists. Data analysis was conducted using descriptive analysis methods, IFAS-EFAS matrix analysis, as well as SWOT and TOWS analysis. The results show that: An income increase of 34.8% indicates that the management of Moian Beach tourism by BUMDes has provided a positive economic impact on the local community. Furthermore, there is a multiplier effect mechanism, where the circulation of money is not only enjoyed by managers but also impacts the income increase of traders, service providers, and the wider community. Based on the calculation results, the IFAS matrix obtained a score of 2.88 and the EFAS matrix obtained a score of 2.81. These results place Moian Beach in Quadrant I on the strategic map, meaning it is in a very advantageous position with strong internal strengths supported by great external opportunities. The most appropriate strategy to implement is an Aggressive Strategy (Growth Strategy), which is to maximize existing strengths to seize market opportunities, carry out development expansion, and expand promotion.

However, several obstacles were found in the implementation, such as limited infrastructure, less professional human resource capacity, and profit-sharing management that has not been fully equitable. Therefore, the concept of sustainable tourism is very important to be applied to balance economic aspects, socio-cultural aspects, and environmental preservation. The conclusion of this study suggests improvements to management, enhancement of facilities, and the establishment of firm village regulations so that economic benefits can be felt fairly and sustainably by the present and future generations.

INTRODUCTION

The Tourism sector plays an important role in increasing the country's economic growth. This growth was triggered by increased income, the creation of new job opportunities, and contributions to the balance of payments through tourism activities. For developing countries, this economic growth is the main reason to start focusing on developing the tourism industry. Tourism functions as a means of job creation, economic diversification, and increased foreign exchange earnings. Therefore, various countries around the world consider tourism development as one of the main strategies. This is due to the positive impact of international tourism on long-term economic growth (Risso, 2011).

Based on the Law of the Republic of Indonesia Number 10 of 2009, tourism activities are defined as trips made by individuals or groups to visit certain destinations within a limited period of time. This activity is carried out with the aim of recreation, self-development, or learning about the specialties of existing tourist attractions. In addition, tourism is understood as a series of tourist activities, where various facilities and services are provided by the community, business actors, and the central and regional governments (Law of the Republic of Indonesia No. 10 of 2009).

Indonesia is included in the category of developing countries that are actively increasing efforts to improve the tourism sector. One of the factors underlying this development is the existence of potential Tourist Objects and Attractions (ODTW). This potential includes biodiversity, wealth of natural resources, uniqueness and authenticity of traditional culture, the beauty of natural landscapes and geological phenomena, to historical and cultural heritage spread across various regions of Indonesia. Tourism empowerment is directed to create and optimize tourist attractions that are able to increase tourist interest in traveling and tourist activities. Thus, this development effort is expected to contribute to increasing the number of tourist visits to a destination.

One of the strategic steps in increasing the number of tourist visits is through tourism sector innovation. Tourism development is a process to build synergy in the optimal use of various tourism resources. This process also includes the integration of various non-tourism aspects that are related, both directly and indirectly, to tourism activities. The main focus of this development is to manage and optimize tourism resources and opportunities so that it can become an attractive attraction for tourists. Forms of quality improvement can be in the form of the creation of new tourist attractions or quality improvements to existing facilities and attractions.

In the future, the demand for the development of tourism products that are oriented towards sustainability principles is expected to increase. These tourism products are expected to be able to adapt to the characteristics of the local environment and contribute to environmental conservation efforts (Evita, 2012). Sustainable tourism development plays a crucial role in ensuring the welfare of future generations. The implementation of sustainability principles in the tourism sector allows the next generation to still be able to enjoy, feel, and recognize the resources available today. Therefore, the tourism development process needs to be carried out in a planned manner by considering its impact on environmental, economic, social, and cultural aspects.

Sustainable tourism aims to meet today's needs while managing resources wisely to preserve culture, biodiversity, ecosystems, and the sustainability of life. Therefore, sustainable tourism is understood as a form of tourism activity that is not limited to current conditions, but also takes into account potential future impacts, both in the economic, socio-cultural, and environmental fields. This concept seeks to balance meeting the needs of tourists, industry players, local communities, and the current environment without reducing the capacity of future generations to meet their needs (Zamfir, 2015).

Balancing economic aspects with environmental preservation is a challenge that can only be overcome through collaboration between the government, the community, and industry players in an effort to develop sustainable tourism. (Edgel) *et al*, 2008) stated that the increasing complexity of challenges in building cooperation between members of the tourism community to support the creation of sustainable tourism is one of the important issues in the future. The concept of sustainable tourism positions the development of the tourism sector as a stimulus of economic growth that remains oriented towards the preservation of the natural environment. This issue is now receiving greater attention and developing in parallel among industry, government, and academia.

Central Sulawesi Province has a variety of natural tourist destinations that have the potential to be developed sustainably, one of which is Moian Beach. The beach has the beauty of a natural panorama with clear sea water, a clean expanse of white sand, a natural atmosphere, and the potential of marine resources that support marine tourism activities. Facilities such as gazebos, local friendliness, and preserved cultural values are an added attraction for tourists. In addition, at certain times, such as holiday celebrations, various activities are often held, including traditional art performances, music concerts, and Hindu religious ceremonies. This activity also strengthens the attractiveness of Moian Beach as a leading tourist destination in Central Sulawesi.

Moian Beach is located in Palapi village, Taopa district, Parigi Moutong Regency, Central Sulawesi Province. To reach the Moian Tourism Beach area, visitors need to travel about 10 minutes from the Trans Desa Palapi road. Along the route to the location, tourists can enjoy a diverse natural panorama, characterized by rows of thriving coconut trees that are characteristic of the area. When entering the beach area, visitors will also be presented with a view of ponds or ponds belonging to the local community that stretch wide until they reach the Moian coastline.

Moian Tourism Beach is managed by Village-Owned Enterprises (BUMDes) is an economic institution established by the village government. Management by BUMDes shows that all activities related to the development, maintenance, and tourism services at Moian Beach are carried out directly by the village government through the institution. The existence of BUMDes as a manager allows the village community to actively participate in the regulation and utilization of the tourism potential of the area. The purpose of this management is not limited only to increasing the number of tourist visits, but also to efforts to increase village income and the welfare of the surrounding community. BUMDes has responsibility for various aspects of management, including maintaining the cleanliness and comfort of the beach, setting entrance fees and levies, managing tourist facilities such as parking areas, stalls, and play areas, and carrying out promotional activities to support tourism development in the area.

Despite having great potential, the use of Moian Beach as a tourist destination has not been carried out optimally. Based on the results of initial observations, several obstacles were still found, including the limitations of tourism supporting infrastructure, the low level of community participation in the management of tourist areas, and the lack of implementation of the concept of sustainable development. This condition has caused Moian Beach to not have gained a wide level of popularity among tourists.

Tourism is a key sector in encouraging regional economic growth, including in Parigi Moutong Regency. Moian Beach, located in Plapi Village, Taopa District, has attractive natural potential with white sand and crystal clear waters. Since 2020, the management of this tourist attraction has been taken over by BUMDes Palapi Mandiri, with the aim of improving the welfare of the local community through sustainable tourism development.

Before the management by BUMDes, Moian Beach was only managed independently by some people with very basic facilities, and the economic benefits obtained were uneven. After BUMDes are involved, various efforts are made such as the construction of supporting facilities, community training, and more structured financial management. However, challenges such as limited capital, lack of human resource capacity, and environmental impact risks are still obstacles in realizing tourism that is truly sustainable and provides optimal benefits to the community. Therefore, an in-depth analysis is needed to evaluate the impact of BUMDes management on local community income and formulate the right development strategy.

Along with the increasing understanding of the urgency of maintaining a balance between economic development and environmental sustainability, the concept of sustainable tourism has developed into a key paradigm in the development of the tourism sector. According to the *World Tourism Organization* (WTO), the concept of sustainable tourism includes tourism activities that pay attention to the economy, social, and environment in a balanced manner, with the aim of meeting the needs of tourists and industry players without compromising the ability of the next generation to meet their own needs.

Through the application of a sustainable tourism sector approach, the development of tourist destinations is not solely directed at increasing the number of tourist visits, but also at efforts to preserve the environment, empower local communities, and improve social and economic welfare. Thus, a thorough study is needed to analyze the potential, problems, and strategies of Moian Beach tourism development as a whole.

This study applies a qualitative approach by utilizing SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis to identify and examine internal and external factors that affect the development process of Moian Beach. The results of this research are expected to produce a concrete strategy to realize the development of tourism in Moian Beach that is sustainable, competitive, and able to provide benefits to the local community and support environmental conservation efforts.

These efforts are carried out with the aim that the management of tourist attractions can take place in a more targeted manner and ensure their sustainability. Located in Parigi Moutong Regency, Moian Beach is a popular tourist destination that is often visited by tourists. The high number of visits every week encourages the management to develop so that the tourist area can be well maintained, and has a more beautiful and wide attraction. Based on this description, the researcher is interested in conducting a study related to the development of Moian Beach tourism.

RESEARCH METHODS

Types and Approaches to Research

This study applies a qualitative descriptive approach supported by simple quantitative data. According to Creswell (2015), mixed method research is a research procedure where researchers collect and combine qualitative data and quantitative data in the same study to understand a research problem more comprehensively. This is strengthened by the opinion of Sudaryono (2019) who states that the combination of these two methods aims to obtain more complete, valid, reliable and objective data, where qualitative data is used to clarify existing circumstances or figures. Qualitative data was obtained through interviews, observations, and documentation, while quantitative data was obtained by a public perception questionnaire which was analyzed using a percentage score.

Research Location

This research was carried out on Moian Beach, Moian Beach is in Plapi Village, Taopa District, Parigi Moutong Regency or located in the coastal area of Central Sulawesi Province. This location was chosen because it has great natural potential but has not been optimally utilized as a sustainable tourist destination.

Data Analysis Techniques

Data analysis is the process of organizing and sorting data into patterns, categories, and units of basic description so that themes can be found and can be formulated as suggested by the data. According to Miles, Huberman, and Saldana (2014), activities in qualitative data analysis are carried out continuously until complete, so that the data is saturated. Activities in data analysis include: *Data Collection, Data Reduction, Data Display*, and *Conclusion Drawing/Verifying*. In this study, the data technique used is a combination of qualitative

descriptive analysis and simple quantitative analysis, with the following steps:

Qualitative Analysis

This analysis is used to describe the phenomenon that occurs in the field in the form of an in-depth description of social, economic, and management conditions of Moian Beach tourism. The analysis process is carried out through the following stages:

1. *Data Reduction*

Collecting data obtained from the field (interviews, observations, and documentation), then selection, focusing on simplification, abstraction, and transformation of raw data. Irrelevant data is discarded, while important data is summarized to get a clear picture.

2. *Data Display*

The data that has been reduced is then presented in the form of narrative texts that are descriptive, tables, and matrices. The goal is to be organized and arranged in a relationship pattern so that it is easy to understand.

3. *Conclusion Drawing and Verification*

The initial conclusions presented are still temporary, and will change if no strong evidence is found to support them at the next stage of data collection. However, if the conclusion of the evidence is valid and consistent when the researcher returns to the field, the resulting conclusion is a credible conclusion.

RESULTS AND DISCUSSION

Development and Growth of Economic Actors in Moian Beach Tourism

Based on the data obtained, it can be seen that the existence of Moian Beach tourism has a positive impact on the community's economy. The community is no longer dependent only on marine products or farmers. But it also has an additional source of income from the service and trade sectors. However, the main challenge is revenue savability. High income is only obtained during the holiday season. Therefore, innovation is needed so that this tour can attract visitors not only during long holidays, but also on weekdays.

Based on the results of interviews with the community, the impact of the opening of the Moian Beach tourist attraction on the development of the local economy is to increase the income of people who were previously not working and people who previously worked but whose income is lower than after starting a business in Moian Beach Tourism. After BUMDes took over and developed this area became a considerable economic leap. The average income before the management of BUMDes was IDR 890,000 and after it became IDR 1,200,000, with an increase of IDR 310,000 or 34.8%. Systematically, there was an increase in income of IDR 310,000 per month, an increase of 34.8%. The average income is now Rp. 1,200,000 per month. Although nominally it is still classified as medium, this increase is very meaningful for rural communities because it is able to cover basic needs and other needs.

The increase in revenue of 34.8% shows that the management of Moian Beach tourism by BUMDes has a positive economic impact on the local community. However, the increase is still limited as people's income is highly dependent on the number of tourist visits, especially on weekends and holiday seasons.

The development of economic actors and communities in Moian Beach Tourism after its inauguration has increased, economic actors who were previously active are 15 and now are 48 economic actors active in Moian Beach tourism. The development of these economic actors is followed by the growth of consumers who are increasingly from year to year, even though there has been a decline in income, economic actors are able to survive and continue to improve the tourism situation of Moian Beach to be better like shellfish and have an attraction for tourists. This can be seen from the success of the Moian Beach tourism management which used to be unmaintained, causing it to have no attraction. This proves that the development and growth of economic actors and the community has a positive impact on increasing the income of culinary businesses and ride rental places in Moian Beach Tourism.

Moian Beach tourist attractions on the economy.

The government's strategy in the development of Moian Beach tourist attractions is realized by promoting Moian Beach tourist attractions, building suggestions and infrastructure and holding tourist events every year. With the hope that the community will take advantage of the results of the development of tourist attractions to improve the economy of the people of Parigi Moutong district. In the development of Moian Beach tourist attractions, it has experienced quite a good increase. The consequences of this development will have an impact on the economic conditions of the surrounding community such as:

Jobs

The tourism development that occurs has an impact on the main work of the community. Before the development of this tourist attraction, the people around the Moian Beach area only worked as fishermen and housewives, but with the development carried out by the local government, they had jobs.

The impact of tourism development provides job opportunities and tries to show that business fields such as food stalls, selling regional souvenirs such as coconut shell souvenirs that are transformed into souvenirs that have a fairly high selling price, recycled handicrafts and pastries to be used as souvenirs by tourists outside the region. The community around the tourist attraction sees the opportunities that exist and participates to complete the needs of tourists in the field of services in the form of parking attendants. The development of Moian Beach tourist attractions has an impact on the economy by opening up jobs for the community.

Revenue

Revenue is the value of all goods and services produced by a business entity in a certain period. In this case, people who travel, namely tourists, must pay for services provided in the destination area in order to enjoy various activities during the trip. The community must provide services to tourists so that tourists feel comfortable when they are at tourist attractions. Tourism is a trip that is done for recreation or vacation, and also preparations made for the activity. Tourism today is a mega business. Thousands or even millions of people spend trillions of dollars, leave their homes and jobs for self-satisfaction or pleasure and spend leisure or leisure. Tourism has become an important part and lifestyle in developed countries.

The potential of tourist attractions in Parigi Moutong Regency has Moian Beach tourist attractions that have potential and are still of high quality, Moian Beach has very unique rocky characteristics so that it will be a focus in the development of tourist attractions in Parigi Moutong Regency the condition of Moian Beach objects is still natural and quite widely known which has always been or has its own attraction and makes tourists to visit Moian Beach tourist attractions.

Analysis of Tourism Development Strategies Using SWOT Method

In determining the right strategy for the development of Moian Beach, a quantitative analysis was carried out through the stages of weighting, rating, and score calculation using IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. The determination of weight is based on the degree of influence of these factors on the tourist attraction, with a total weight of 1.00. Meanwhile, the rating determination is based on questionnaire responses and field observations with a scale:

- a. 5 = Very Strong
- b. 4 = Strong
- c. 3 = Enough
- d. 2 = Weak
- e. 1 = Very Weak

Internal Factor Analysis (IFAS)

The following table presents the weights and scores calculations for internal factors (*Strengths and Weaknesses*):

Table 1. IFAS (Internal Factor Analysis Summary) Matrix

No.	Internal Strategic Factors	Weight	Rating	Score (Weight x Rating)
	Strengths			
1	The natural beauty and stunning panorama of the beach.	0,15	5	0,75
2	High hospitality and participation of local people	0,12	4	0,48
3	Managed independently by BUMDes	0,10	3	0,30
4	Have an impact on increasing income for the community	0,10	3	0,30
5	The availability of large land for development	0,08	3	0,24
	Sub total Strengths	0,55		2,07
	Weaknesses			
1	Inadequate access road infrastructure	0,12	2	0,24
2	Limited capital and investment	0,10	2	0,20
3	Limited tourism support facilities	0,09	1	0,09
4	The distribution of economic benefits has not been optimal.	0,08	2	0,16

5	The quality of human resources and management is still low	0,06	2	0,12
	Sub total weaknesses	0,45		0,81
	Total	1,00		2,88

Source: Processed Primary Data, 2026

Based on the table above, the total IFAS score is 2.88. This value is above average (>2.50), which indicates that the internal condition of the Moian coast is generally strong.

External Factor Analysis (EFAS)

The following is the calculation for external factors (*Opportunities and Threats*):

Table 2. EFAS Matrix (External Factor Analysis Summary)

No.	External Strategic Factors	Weight	Rating	Score (Weight x Rating)
	Opportunities			
1	Support for local government policies in the field of tourism	0,14	4	0,56
2	Increasing tourist interest in nature tourism	0,12	3	0,36
3	Development of information technology for promotion	0,10	3	0,30
4	The potential for a large economic multiplier effect	0,10	3	0,30
5	Opportunities for cooperation with investors and the private sector.	0,08	3	0,24
	Sub total Opportunities	0,54		1,76
	Threats			
1	Competition with other beach destinations	0,13	3	0,39
2	Risk of environmental damage and pollution	0,11	2	0,22
3	Volatile number of unstable tourist visits	0,09	2	0,18
4	Potential social inequality and income inequality	0,07	2	0,14
5	Uncertainty in macroeconomic conditions	0,06	2	0,12
	Sub total	0,46		1,05
	Total	1,00		2,81

Source: research data processing (2026)

From the calculation results, the total EFAS score was obtained of 2.81. This value is also above average (>2.50), which indicates that external conditions in general provide favorable opportunities for the development of the Moian Coast.

Positioning Strategy

Based on the results of the calculation above, the following coordinates were obtained:

- IFAS score = 2.88 (Internal Condition: Strong)
- EFAS score = 2.81 (External Condition: Strong)

If included in the Internal – External (IE) Matrix, then the position of Moian Beach is in Quadrant I.

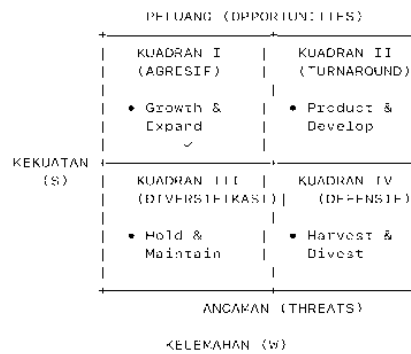


Figure 4. 1 Internal Matrix – External

The position in Quadrant I is a very favorable condition. Destinations have greater internal power and are supported by excellent external opportunities. Therefore, the most appropriate strategy to implement is the Aggressive Strategy (Growth Strategy).

This strategy emphasizes efforts to continue to carry out maximum growth, expansion, and development to make the most of existing strengths and opportunities to increase people's income and realize sustainable tourism.

Based on the results of observations and interviews, the following is a mapping of internal and external factors.

SWOT Matrix

Table 3. SWOT Matrix

Strategic Factors	Description
Strengths	It has natural beauty and an interesting panorama of the sea. The local community is very friendly and participatory. Managed by BUMDes. Have a real impact in the form of increasing community income. There are cultural activities, religious activities (Hindu ceremonies), as well as events on big days that are additional attractions.
Weaknesses	The distribution and distribution of economic benefits has not been completely evenly distributed. Limited capital and investment for facility development. The capacity of human resources and management management is still not professional. Infrastructure and supporting facilities for tourism are inadequate. There is no strict regulation in maintaining environmental sustainability.
Opportunities	There is support for local government policies in the tourism sector. The trend of tourists' interest in natural and cultural tourism is increasing. Opportunities for cooperation with investors and the private sector. The development of information technology facilitates promotion and marketing. The potential for creating a large economic multiplier effect for the community.
Threats	Fierce competition with other beach tourist destinations. The risk of environmental damage and pollution if not managed properly. The potential for social inequality and inequality. The number of tourist visits is fluent and unstable. Uncertainty of economic conditions that can affect people's purchasing power.

Based on the results of the identification of internal and external factors presented in the matrix above, the conditions for the development of Moian Beach tourism can be analyzed as follows:

In general, Moian Beach has a very strong basic capital seen from the strength factor, especially in terms of beautiful natural and cultural potential and the role of the community and BUMDes in its management. This is the main capital to increase the economic income of local residents. However, there are still some internal weaknesses *that* need to be the main concern, especially related to the management of economic revenue sharing and the quality of Human Resources. If this is not corrected, then the benefits of tourism will not be felt optimally by the wider community, which is contrary to the principle of sustainable tourism.

From the external side, the existing *opportunities* are very wide open, both from government support and positive market trends. This is the right moment to do development. However, we must remain vigilant against threats such as competition from other destinations and the risk of environmental damage that can eliminate tourist attractions and have a negative impact on people's income in the future. Therefore, the right strategy is needed that is not only oriented to economic growth, but also pays attention to social justice and environmental sustainability in order to create truly sustainable tourism (*Sustainable Tourism*).

Alternative Strategies (TWOS Matrix)

Based on the analysis above, the development strategy was formulated as follows:

Table 4. TWOS Matrix

Alternative Strategies	Description
(Aggressive) Strategy	1. Maximize digital promotion and government support to increase the number of tourist visits. 2. Develop nature and culture-based tour packages. 3. Utilizing the role of BUMDes to open up new business opportunities for the community so that income increases. 4. Optimizing the local economic potential through money turnover (multiplier effect).
(Turnaround) Strategy	1. Submit proposals for financial assistance and facilities to the government to cover the capital shortfall. 2. Participating in training and management assistance from related agencies to increase human resource capacity. 3. Building partnerships with the private sector to improve infrastructure without overriding local wisdom. 4. Prepare SOPs for financial management for transparency.
Strategy (Diversification)	1. Creating unique attractions in the form of local wisdom and environmental cleanliness to compete with other destinations. 2. Diversify tourism products, such as culinary tourism, homestays, and typical souvenirs, so that income increases. 3. Increasing the role of the community in maintaining the authenticity of nature so that environmental degradation does not occur. 4. Build a friendly and safe image of the destination to stabilize visits.
Strategy (Defensive)	1. Drafting strict village regulations related to waste management and environmental conservation to prevent damage to tourism assets. 2. To achieve operational cost efficiency and neatly closed management so that it survives even though visits decrease. 3. Limiting negative social impacts so that there is no sharp economic gap between residents. 4. Focus on maintaining existing facilities to remain viable and comfortable without forcing new developments that require large costs.

Based on the preparation of the TOWS matrix above, alternative strategies that can be applied can be explained as follows:

1. SO Strategy (*Strength – Opportunities*)

This strategy is the most important choice because the conditions of the Moian Beach have strong natural assets and are supported by good market opportunities. The implementation of this strategy will have a direct impact on increasing the number of tourists and the length of time tourists shop on location, which will ultimately trigger a greater economic multiplier effect.

2. WO Strategy (*Weaknesses- Opportunities*)

This strategy is essential for addressing internal issues. Although the market opportunities are wide open, if

management and human resources are weak, then economic benefits will not be properly channeled to the community. Therefore, improving the management system and increasing human resource capacity is the key so that tourism benefits are truly felt by Okal residents in a sustainable manner.

3. *ST Strategy (Strengths – Threats)*

Faced with stiff competition and the risk of environmental damage, Moian Beach must play the main card of natural and cultural authenticity. By diversifying businesses and preserving the environment, this destination will have its own selling value that is different from other beaches, so that the threat of competition can be minimized and people's income is guaranteed.

4. *WT Strategy (Weaknesses – Threats)*

This strategy is vigilant. Given that there are still many weaknesses in management and the risk of environmental damage, desensitization measures need to be taken. Strict rulemaking and transparent financial management are needed so that weak internal conditions do not worsen due to external pressures, so that the goal of sustainable tourism can be achieved.

To realize Moian Beach as a tourist destination that is able to increase community income in a sustainable manner, the main priority must be placed on the SO Strategy and the WO Strategy, which is to grow and develop while continuing to improve internal quality.

Analysis of Obstacles in Realizing Sustainable Tourism

Based on the results of the research, there are several obstacles faced:

1. Constraints on Management and Human Resources Aspects

Based on observations and interviews, the most dominant obstacle lies in the management aspect. Although the management has been carried out by BUMDes, the management system implemented is still simple and not fully professional.

- a. Still Low Quality of Human Resources: managers and local communities do not have adequate knowledge and skills regarding the concept of modern tourism management, excellent service, and a deep understanding of sustainability principles.
- b. There is no firm regulation: there has been no clear village regulation or SOP regarding visit limits, sanctions for cleanliness violations, and transparent business revenue sharing mechanisms. This has the potential to cause conflicts and misuse of assets in the future.
- c. Short-term planning: tourism development has been more oriented towards fulfilling momentary needs, not based on long-term strategic planning that considers environmental carrying capacity.

2. Economic Constraints

Although tourism has a positive impact on income, there are still obstacles in the distribution of sustainable economic benefits.

- a. Limited Capital and Investment: the limited availability of funds is the main obstacle in the construction of environmentally friendly tourism facilities and the improvement of infrastructure quality.
- b. Uneven Distribution of Income: based on the results of the study, the benefits of the tourism sector have not been enjoyed equally by all levels of society. There is still a gap where most of the profits are enjoyed by the management or certain groups only, while the general public has not fully felt the impact of their welfare to the maximum.
- c. The level of economic *leakage (Leakages)* is quite high: tourist needs such as foodstuffs and equipment are still imported from outside the region, so that the money turnover (*multiplier effect*) in the village has not been maximized.

3. Constraints of Natural Environment Aspects

As a natural tourist attraction, environmental sustainability is the main capital. However, in practice, there are still various challenges:

- a. Less than optimal waste management: the lack of an integrated waste and waste management system is a serious threat. If left unchecked, tourist garbage can pollute the beach environment and damage the natural beauty that is the main attraction.
- b. Risk of ecosystem damage: an increase in the number of tourist visits without proper supervision has the potential to damage coastal ecosystems, such as indiscriminate logging and seawater pollution.
- c. Lack of conservation awareness: awareness from both tourists and local communities to maintain cleanliness and preservation of nature still needs to be improved.

4. Infrastructure and Facility Aspect Constraints

- a. Inadequate road access: the condition of the road to tourist sites that is still damaged makes it difficult for tourists to access, especially during the rainy season.

- b. Limited supporting facilities: the availability of public facilities such as toilets, places of worship, and parking areas that are still minimal makes the comfort of tourists disturbed, which can ultimately affect the image of the destination.

Based on the analysis of the obstacles above, it can be concluded that the biggest challenge in realizing sustainable tourism in Moian Beach does not only lie in physical and financial limitations, but rather in institutional, management, and public awareness aspects. Therefore, the strategy that must be implemented should not only focus on physical development, but should also include:

- a. Strengthening human resource capacity through training and counseling.
- b. Preparation of firm and fair village regulations related to environmental management and revenue sharing.
- c. Optimization of local products to minimize economic leakage and enlarge *multiplier effect*.
- d. Increasing community participation to become an active subject in maintaining tourism sustainability.

By overcoming these various obstacles, it is hoped that the development of Moian Beach can run in balance between economic, social, and environmental aspects, so that truly sustainable tourism can be realized.

CONCLUSION

The management of Moian Beach tourist attractions has a positive impact on the income of the local community. There was an average increase of 34.8% after tourism development, which was reflected in the growth of business opportunities, the opening of new jobs, and an increase in the turnover of traders and service providers around tourist sites. In addition, there is a multiplier effect mechanism, where the turnover of money from tourism activities is not only enjoyed by managers, but also flows to other sectors such as trade, transportation services, and culinary. So as to encourage the economic growth of the community at large.

Based on the analysis of the IFAS matrix with a score of 2.88 and the EFAS matrix with a score of 2.81, the position of Moian Beach is in Quadrant I, which is a very favorable condition with great internal strength and supported by extensive external opportunities. Therefore, the most appropriate development strategy to be implemented is the Aggressive Strategy (Growth Strategy), which includes: expanding promotion through digital media and tourism networks; expanding and improving the quality of supporting facilities; developing new tourism products based on local culture and potential; and strengthening cooperation between managers, communities, local governments, and the private sector. This strategy is directed so that tourism development goes hand in hand with sustainable principles, namely balancing economic benefits, environmental conservation, and protection of socio-cultural values.

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