Jurnal Ilmiah Administrasi Pemerintahan Daerah (JIAPD)
Vol. X, No. X (20XX) pp. X-XX
e-ISSN: 2615-3351
p-ISSN: 1829-5193
url: https://ejournal.ipdn.ac.id/JAPD/index
DOI: 10.33701/jiapd.v18i1.6452

STRATEGIES FOR THE DEVELOPMENT OF THE SULAMADAHA BEACH TOURISM AREA TO INCREASE LOCALLY GENERATED REVENUE IN THE CITY OF TERNATE

Grietha Emelia Karambut
Universitas Sam Ratulangi
Siti Nur Janna Tuanany
Institut Pemerintahan Dalam Negeri
Ayu Widowati Johannes
Universitas Langlangbuana

Correspondence: griethakarambut@gmail.com

ARTICLE INFO

Article History:
received: 01-06-2026
revised: 21-06-20226
accepted: 27-06-2026

Keywords:
development strategy; sustainable tourism; SWOT; IFAS–EFAS; tourism levy; locally generated revenue (PAD); Sulamadaha Beach

DOI: 10.33701/jiapd.v18i1.6452

ABSTRACT

On the PAD data of Ternate City from 2020 until 2024, tourism sector only contributed a number of around 0.29 per cent while in addition to Ternate they have coastal assets with high qualityThis irony shows that much better; This research study the strategy of developing Sulamadaha Beach as a tourism area and its implication to fiscal performance. Grounded on Sustainable Tourism Development theory and Strategic Management theory, the paper proposes a integrated metric-based fiscalstrategic model linking a quantitative IFAS–EFAS analysis (the results of a SWOT retrospective mapped within an IFAS and EFAS matrix) to destination-level fiscal indicators associated with operational policy alternatives. The analysis is a descriptive qualitative, data were obtained from semi-structured interviews with twelve informants (echelons of the Ternate City Tourism Office, local tourism awareness group, business actors, visitors and residents), field observations and documentation; and aquaculated using source presenting triangulation methods as well as theory triangulation member checkings audit trail. The strategic position of Sulamadaha is in Quadrant I with an aggressive strategy: IFAS score = 0.66 and EFAS score = 0.83 where the strategic theme refers to glass-beach branding; a communitybased marine tourism programme, subterranean zeitgeist delivery via e-ticketing at tiered entrance fee Sulamadaha's Rp. 5,055 per visitor revenue efficiency cannot boast against freeentrance destinations. Revenue = V × t × (1–e) with 25,986 visits in 2024, across Rp. 5,000–10,000 tariff assumptions and 0–15 percent elasticity assumptions yields maximum potential entrance-fee receipts of Rp. 110. 4259. 9 million per year. These are not predictions of the future, but rather simulated policy scenarios.

INTRODUCTION

Tourism had long been viewed in Indonesian development policy as a strategic sectors. Able to generate jobs, foreign exchange and a ripple effect in the local. This function was legalised through Law Number 10 of 2009 about tourism. For local on the one hand, governments but the sector on other carried an additional more pragmatic meaning it one of few revenue handles they directly control. Pursuant to: Law Number 1 of 2022 on Financial Relations if it is really for the better, since we need to create a good harmony between Central and Regional Governments which restructured regional taxes and levies (retribusi), identical to destinations managed from district or city government predicted to transform transferring visitation into LocallyGenerated Revenue (PendapatanAsliDaerah, PAD) through recreation and attraction levies.

This expectation is in line with the spirit of the spirit distortion of fiscal decentralisation that has been crystallized in Law Number 23 Years 2014 regulating Local Government, where regions are encouraged to be independently financially by creating an optimal local revenue. Internationally, the same logic is visible in the widespread use of tourism levies and entrance fees to finance destination management and conservation; a review of the world's fifty leading destinations shows that taxation of tourism activities has become a standard fiscal instrument for sustaining destination quality (Durán Román et al., 2020), and global benchmarking of protected-area fees demonstrates that entrance charges are the principal own-revenue source for nature-based attractions when they are designed with affordability in mind (Van Zyl et al., 2019).

In this respect, Ternate City is puzzle. The city, which serves as both the administrative centre and historic entry point to North Maluku featuring arguably the finest volcanic-marine landscapes found in any Indonesian city make this town a hub where visitors pass through for excursions into the larger archipelago. Well, the financial gain from tourism is negligible. Table 1 Tourism-sector levy revenue towards Ternate's PAD from 2020–2024.

Tabel 1. Contribution of Tourism-Sector Levy Revenue to Ternate City's PAD, 2020–2024

Year	PAD (Rp billion)	Tourism levies (Rp million)	Percentage (%)
2020	78.2	191.3	0.24
2021	87.0	368.8	0.42
2022	95.5	303.1	0.32
2023	103.5	298.6	0.29
2024	106.1	312.7	0.29

Source: Ternate City Tourism Office, 2025.

The numbers vary between 0.3 and 0.42 per cent, hitting a high in 2021, but then declining to around the still very low number of about 0.29 in both 2023 and 2024, never rising near one per cent. In absolute terms, TRs add only about Rp. 300 million a year on top of more than Rp. 100 billion to the PAD. This pattern has not gone unnoticed. The KNPI Ternate branch issued an open letter to the Tourism Office asking why a city with so many tourists every day collects so little:

> "The Ternate City Tourism Office is requested to seriously maximise tourism levies as a source of original local revenue," he said, Saturday (29/10). Places like Sulamadaha get visitors every day, yet hardly anything goes into the city coffers. Alafanews, 2025 (Sahmar Ishak, Chair of KNPI Ternate,)

This low contribution seems to be explained by four interrelated factors. First, the city's flagship coastal destination Sulamadaha Beach has sub-optimal levy policy: revenue is collected only from informal parking charges, no entrance ticket just yet for the most visited beach of the city. Infrastructure is another point: toilets and gazebos, rubbish facilities, the footpath to the acclaimed Hol Bay leaves something to be desired. Promotion: and this still tends to be much more seed word-of-mouth rather than structured digital mechanism. Fourth, the human resources managing the site have been trained very little in a formal manner. These are not just instances of poor management; they connect to the larger gulf between how a destination is managed as a strategic, long-term entity in tourism and then treated from a fiscal policy standpoint.

We can decipher this disconnection through two theoretical lenses rarely coupled in the literature. According to Sustainable Tourism Development (STD), destinations need to achieve economic, socio-cultural, and environmental goals simultaneously, and that this balanced development needs to be achieved via institutionalised indicators rather than proclaimed as a rhetorical position (Miller & Torres-Delgado, 2023; Ngo & Creutz, 2022).

Assessments of community-based tourism confirm that economic viability, social legitimacy, and environmental protection rise or fall together (Ngo & Creutz, 2022), while indicator research increasingly adapts sustainability criteria to fragile ecosystems such as coastal and marine environments (Jeelani et al., 2025). Strategic Management theory, by contrast, supplies the analytical machinery, internal and external factor evaluation, matching of strengths and weaknesses against opportunities and threats, and formal strategy selection through which an organisation positions itself competitively (David & David, 2017; Pearce & Robinson, 2015). Applied to destinations, this tradition converges with the resource-based view, in which sustained advantage rests on resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991), and with destination competitiveness models that treat endowed resources and their management as jointly determinative of success (Crouch & Ritchie, 1999). A destination's fiscal yield, we argue, is best understood as one measurable outcome of this strategic positioning and therefore belongs inside, not outside, a strategic analysis.

The state of the art leaves this intersection largely empty. Studies of tourism and PAD in Indonesia are typically econometric or normative: they confirm that levies drive own-source revenue (Indiraswari, 2024) or document chronically low tourism contributions, such as the 0.57 per cent recorded for Kerinci Regency over 2010–2014 (Mardianis & Syartika, 2018), without offering any framework for destination level strategy. In contrast, multiple quantified studies of individual destinations Samosir Regency (Tambunan, 2020), community based halal tourism with explicit IFAS–EFAS and Internal–External matrices as well as coastal applications elsewhere pass only to quadrant identification and narrative strategy lists without fiscal dimension nor consensus on the weight given assigned. For Ternate in particular, the literature addresses the problem from respective angles: Pratama et al. (2021) state that tourism development for PAD in Ternate is also insignificant and below-target, reiterated with weak attractions and infrastructure; Latif et al. (2023) rank community based tourism in the Sulamadaha coastal area among priority strategies for sustainable ecotourism, using an AHP-weighted SWOT of nine coastal attractions; Hasyim et al. (2023) revise area-level strategy rather than human-resource development, based on island destinations around Ternate. None of these works quantifies a destination's strategic position and then translates it into measurable fiscal terms.

Three gaps follow. The first is contextual: quantified SWOT–IFAS/EFAS studies of the 2019–2025 period are dominated by mainland destinations and large regencies, leaving small coastal island cities such as Ternate without an area-specific, matrix-based strategy linked to fiscal performance. The second is methodological: typical IFAS–EFAS studies halt at quadrant identification, without structured multi-stakeholder validation of weights and without deriving measurable policy consequences from the strategic position obtained. The third, and most consequential, is substantive: the intersection between destination strategy (SWOT) and regional fiscal performance (PAD) is virtually unoccupied the PAD literature has no strategic framework, and the destination-SWOT literature has no fiscal indicator.

Against these gaps, this study offers a novelty it terms a fiscal–strategic integration framework, composed of three layers: (1) quantification of SWOT through IFAS–EFAS matrices whose weights are assessed with multiple stakeholder groups rather than by the researcher alone, in line with the hybridisation trend in contemporary SWOT scholarship (Benzaghta et al., 2021; Falcone, 2019); (2) a destination fiscal indicator revenue efficiency per visitor (levy receipts per visit) that connects strategic position to PAD performance; and (3) tourism-levy policy scenarios built on a transparent model, Revenue = $V \times t \times (1 - e)$, where V is visitation, t the tariff, and e an assumed elasticity of visitation response, presented explicitly as policy scenarios rather than predictions. The framework is simultaneously anchored in STD and Strategic Management theory.

This research aims: (1) to develop a market-oriented development strategy for the Sulamadaha Beach tourism area using a validated multi-criteria SWOT analysis; (2) internal and external factors influencing it; and (3) by analyzing how the strategic options produced can also increase the contribution of Sulamadaha to Ternate City PAD in terms of revenue efficiency and tax policy scenarios.

METHOD

The methodological design of this study is a qualitative descriptive strategic design. Since this study is about how actors in/ around the destination understand its problems and opportunities, and because the fiscal issue at stake is embedded in institutional practices¿how levies are collected, recorded and justified which cannot be directly observed or measured by aggregate statistics (Creswell & Poth, 2018; Moleong, 2017), an appropriate qualitative strategy was chosen. The title, which is both descriptive and strategic, conveys a twofold nature of the research: it must provide an accurate description of what is going on with the destination while likewise being subjected to some rational strategic assessment.

This analytical framework is built around three instruments. First, SWOT analysis operationalised via the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices that is commonplace in strategic management, where indicated factors were weighted in relation to their relative importance and rated by strength of organisational response thereby yielding coordinates on a four-quadrant diagram (Rangkuti 2017; David & David 2017). Weighting was not done solely by the researchers but discussed with informants from the stakeholder groups presented below, which adheres to a multi-stakeholder weighting approach taken in previous hybrid SWOT implementations (Falcone, 2019). Secondly, a fiscal indicator for the destination, revenue efficiency per visitor defined as annual receipts in levies collected at the destination site divided by total annual visits which allows inter-destination comparisons between destinations with different levy designs. Third, a generalized levy policy scenario model Revenue = $V \times t \times (1\text{-}e)$, with parameter definitions; where V is the number of visits; t is the proposed entrance tariff and e is the assumed proportionate reduction in visitation because of that levy-type tariff (elasticity assumption); with all parameter values stated explicitly.

Data were collected between April and July 2025 through three techniques: semi-structured in-depth interviews, non-participant field observation at Sulamadaha Beach and Hol Bay, and documentation, including Ternate City Tourism Office reports, visitation records, and PAD revenue data for 2020–2025. Informants were selected purposively to cover the institutional, commercial, communal, and consumer sides of the destination (Campbell et al., 2020), expanding the informant base beyond the government officials typically relied upon in similar studies. Twelve informants participated, as listed in Table 2.

Table 2. Research Informants

Code	Role / category	Basis of selection
INF-01	Head of Destination Division, Ternate City Tourism Office	Destination policy and infrastructure authority
INF-02	Head of Marketing Division, Ternate City Tourism Office	Promotion and visitation data
INF-03	Head of Industry Development Division, Ternate City Tourism Office	Tourism industry and partnership policy
INF-04	Member of the Sulamadaha Tourism Awareness Group (Pokdarwis)	Community-based site management
INF-05	Parking attendant and informal fee collector at Sulamadaha	Daily levy collection practice
INF-06	Food-stall (warung) operator at Sulamadaha	Micro-business perspective
INF-07	Guesthouse owner and prospective tourism investor	Capital and investment perspective
INF-08	Domestic visitor from outside North Maluku	Demand-side perspective
INF-09	Domestic visitor from Ternate	Repeat-visitor perspective
INF-10	Resident of Sulamadaha village	Host-community perspective
INF-11	Customary (adat) figure of Sulamadaha village	Cultural values and the Cidorang tradition
INF-12	Tourism academic, Khairun University	Independent expert perspective

Source: compiled by the authors, 2025.

Based on this, we developed an interview protocol by each category: officials policy, budgets and revenue; operators and members of Pokdarwis, daily managements as well as constraints; visitors willingness to pay, site quality; residents benefits disturbances. All interviews ranged from 30–60 minutes, were audio-recorded (consent obtained) and then transcribed verbatim. Named informants are referred to by their informant codes, INF-01 to INF-12 throughout the results section.

Data ANALYSIS The analysis of data was performed in two steps. The first was an interactive qualitative analysis model of data reduction, data display, and drawing/verifying conclusions (Miles et al., 2014), which was applied to interview, observation, and documentary material. The synthesized data was organised within the internal and external strategic factors identified, weighed in IFAS/EFAS, plotted on the SWOT quadrant diagram to obtain an indication of where a destination sits from a strategic perspective and the resulting strategy set (SO, WO, ST, WT) were compared against these outcomes as well through the fiscal indicator and levy scenario model.

Since qualitative strategy studies face threats of single-source bias, this study executed a layered data-validation protocol. Method and source triangulation contrasted interview statements by informant category as well as with observation and documentary evidence (that is, claims made by officials about facilities vs observed conditions; visitation figures vs office records), while theory triangulation interpreted the findings variously through STD and Strategic Management perspectives (Denzin, 1978; Natow, 2020). Member checking was conducted by returning interview summaries and the draft list of strategic factors to the informants for confirmation and correction, consistent with participatory practice in contemporary qualitative research (Lincoln & Guba, 1985; Kullman & Chudyk, 2025). An audit trail interview recordings, transcripts, coding sheets, matrix worksheets, and successive analysis drafts was maintained so that each analytical step can be re-examined (Amin et al., 2020; Ahmed, 2024). Together these procedures address the four trustworthiness criteria of credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985).

RESULT AND DISCUSSION

Identification of Strategic Factors: Evidence from the Field

Triangulated analysis of interviews, observation, and documents yielded seven strengths, seven weaknesses, six opportunities, and six threats. Rather than presenting these as an unverified inventory, each cluster is anchored in the words of the actors concerned.

Strengths

The most frequently cited strength is the exceptional clarity of Sulamadaha's seawater, which has earned the site its popular nickname:

> The water is so clear that from a boat you can see the coral and the fish underneath. People call it the glass beach, and honestly that is not an exaggeration you can photograph the seabed from above the surface. (INF-08, domestic visitor from outside North Maluku, interview, 2025).

The site's physical endowment combines several attractions within one stretch of coast snorkelling and diving sites over preserved coral reefs inside Hol Bay (Teluk Hol), volcanic black sand, rocky cliffs, and a natural hot spring nearby a conjunction officials themselves recognise as unusual:

> “Nowhere else in Ternate do you have calm snorkelling water inside Hol Bay and a black-sand volcanic beach within the same bay. That combination is our strongest selling point, and it cannot be copied by other destinations”. (INF-01, Head of Destination Division, Ternate City Tourism Office, interview, 2025)

Accessibility is another natural asset: only twenty to thirty minutes from Ternate's centre is the beach. Cultural and community resources complement the internal image. The Cidorang tradition is still practiced by village, and the people support tourism activity broadly:

"Cidorang is still something we do every year, the whole village come down to take part. The visitors visiting at that time do not only see the sea, well they see how does this community celebrate its coastline". (INF-11, local leader of Sulamadaha village (interview in 2025)

Weaknesses

Weaknesses cluster around three themes: no admission fee, weak infrastructure and access facilities, and weak management capacity. You are not going to learn about fiscal weakness better than this from the only person collecting on the sole charge:

"Parking is two thousand for a motorbike, five thousand for a car and we only collect it once. It looks like there is not even a entrance ticket. Yet the city sees no revenue from them, exceptions exist for Sundays when hundreds come". (INF-05, parking attendant and fee collector, interview, 2025)

The State of Access The community managers raised concerns about the limitations of facilities, and they repeatedly enquired that why wasn't the access path to Hol Bay in better condition:

"Teluk Hol is around a 1 kilometre walk from the main beach. Elderly visitors often have to turn around halfway. There are too few, and not always clean toilets; too few gazebos on hot days; rubbish bins are lacking". (INF-04, Pokdarwis member, interview, 2025)

Untrained staff, word-of-mouth promotion, no official website, unprofessional social media presence and fees being recorded manually was recognised in the Tourism Office itself:

"Promotion is more or less still: You tell a bunch of people about it. Sulamadaha does not have an official website; the social media account bounces back and forth each month, depending on who has time. As recording fee at the site is still manual, this will be de-coherent with our reports". Source: (INF-02, Kepala bidang pemasaran Dinas Pariwisata Kota Ternate; Interview 2025)

The data for the safety and service gaps were confirmed by observation i.e. no SAR post, no lockers, no ATMs, poorly lit.

Opportunities

From informants in each category, a post-pandemic shift to nature and marine tourism, inexpensive digital promotion, concrete government support. The most concrete opportunity comes from the general budget side of things:

"The city received Rp 2. Special Allocation Fund (DAK) for tourism facility, part of which is allocated for this coastal area reached Rp²,5 billion. The question is simply how closely and consistently the money is followed". (Interview with Ternate City Tourism Office official, 2025)

Of course, from the demand side, business operators feel a turnaround:

"After the pandemic things changed and more families started to come searching for tranquility, nature spots instead of crowded entertainment in cities. They would have stayed longer and spent more if the beach was cleaner and better managed". (INF-06, food-stall operator, interview, 2025)

With cross-sector collaboration; hosting of the 2026 National Coastal and Small Islands Festival (JKPI) in the city, as well as central-government priority for tourism at the outermost regions then they are external opportunities. One prospective investor framed the opportunity with conditions:

"We would be interested in sinking capital into cottages or a dive centre here if the management were professional and there was a well defined set of rules regarding the sharing of levies, how long permits run etc". (INF-07, guesthouse owner and potential investor, interview 2025)

Threats

Competition and threats all center on environmental risk and declining visitation, primarily due to better-promoted sites (Jikomalamo Beach above all).

“Jikomalamo is one of the most aggressively marketed and already a well-known location among divers. Standing still, they will go visiting and Sulamadaha just be a place to stop by”. Source: Interview, October 2023 (INF-03, Head of Industry Development Division, Ternate City Tourism Office)

This anxiety is further justified using visitation data, which showed that visits were down, from 45,049 in 2021 to 25,986 in 2024: a 42.3 per cent decline. The community members link to this trend with the condition of the site and visitor behaviour:

“At the weekend this was busy place. It was less noisy last year. Others claim there is not much new to be seen, while some visitors leave behind plastic being a bottle and food waste on the sand that makes it discouraging”. Interview, Sulamadaha village (INF-10)

Weak coordination among stakeholders and the limited local budget were cited by officials as persistent structural threats. Low cleanliness awareness among some tourists compounds the risk of environmental damage to the very asset the clear water and coral of Hol Bay on which the destination's strength rests.

Strategic Position: IFAS–EFAS Matrices and the SWOT Quadrant

The factors identified above were weighted and rated through deliberation with the informant groups. Table 3 presents the IFAS matrix; Table 4 the EFAS matrix.

Table 3. Internal Factor Analysis Summary (IFAS)

No.	Internal factor	Weight	Rating	Score
Strengths				
1	Clear seawater ("glass beach")	0.12	4	0.48
2	Snorkelling/diving sites with preserved coral reefs in Hol Bay	0.10	4	0.40
3	Volcanic black sand and rocky cliffs	0.08	3	0.24
4	Cidorang tradition as a cultural attraction	0.08	3	0.24
5	Accessibility (20–30 minutes from Ternate centre)	0.10	4	0.40
6	Local community support and natural hot springs	0.08	3	0.24
	Strengths subtotal	0.56		2.00
Weaknesses				
7	No entrance fee (parking charges only)	0.12	−4	−0.48
8	Limited facilities (toilets, gazebos, rubbish bins)	0.10	−3	−0.30
9	Hol Bay access path (1 km on foot)	0.06	−3	−0.18
10	Untrained management staff	0.06	−3	−0.18
11	Promotion reliant on word of mouth	0.05	−2	−0.10
12	No official website; unprofessional social media	0.03	−2	−0.06
13	Manual fee recording; no SAR team, lockers, ATMs, lighting	0.02	−2	−0.04
	Weaknesses subtotal	0.44		−1.34
	TOTAL	1.00		

Source: processed primary data, 2025.

Table 4. External Factor Analysis Summary (EFAS)

No.	External factor	Weight	Rating	Score
Opportunities				
1	Post-pandemic growth in nature and marine tourism	0.15	4	0.60
2	Digital technology for low-cost promotion	0.10	4	0.40
3	Local government support (DAK of Rp2.5 billion in 2022)	0.15	3	0.45
4	Potential for cross-sector collaboration	0.10	4	0.40
5	JKPI 2026 national event hosted in Ternate	0.05	3	0.15
6	Priority policy for tourism in three outermost regions	0.05	3	0.15
	Opportunities subtotal	0.60		2.15

Threats				
7	Competition from Jikomalamo Beach	0.20	−4	−0.80
8	Risk of environmental damage	0.12	−3	−0.36
9	Visitation decline (45,049 in 2021 to 25,986 in 2024)	0.04	−2	−0.08
10	Low cleanliness awareness among some tourists	0.02	−2	−0.04
11	Poor stakeholder coordination	0.01	−2	−0.02
12	Limited local budget	0.01	−2	−0.02
	Threats subtotal	0.40		−1.32
	TOTAL	1.00		0.83

Source: processed primary data, 2025.

IFAS total of 0.66 (which is a sign that strengths outweigh weaknesses internally), EFAS total of 0.83 (this indicates that opportunities outweigh threats externally). The coordinates emplaced (0.66; 0.83) in the SWOT quadrant diagram belong to Quadrant I, where the destination has an internal capacity that can leverage an external opportunity, therefore strategy should be developed thereupon.

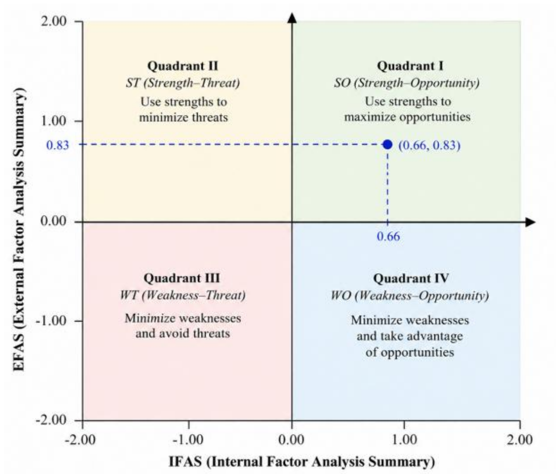

Figure 1. SWOT Quadran Diagram
Source: Processed by author, 2025

Figure 1. SWOT Quadrant Diagram (plotted point IFAS = 066 on X axis and EFAS = 083 on Y axis Quadrant I). We will highlight two aspects of the weighting. Single heaviest weight riding on the internal side (0.12) is tied not to natural capital but to a shortcoming low level of entrance fee a judgement made collectively by informants that this facet of the fiscal arrangement ranks as the most pressing misgiving around whether or not it is too special an environmental resource for external access. On the external side, easily the single most salient threat is competition from Jikomalamo(0.20), which accounts for almost half of total threat weight so dictates a lot of uncertainty in terms of differentiation strategies and urgency regarding same.

Member checking documented which draft factor lists and weights were returned to informants. The factor structure was confirmed by informants with minor wording adjustments (for example, lighting, lockers, and SAR facilities grouped in the manual fee-recording weakness group rather than as a new factor) and two refinements to weights that left the quadrant position unchanged.

Strategy Formulation for the Quadrant I Position

Individual strategies: The in-your-face approach authorises strategies that push strengths against opportunities, while the complementary strategies redress weaknesses and threats that will undermine that position. The four strategy groups were derived from the SWOT matrix and expanded by consulting literature from other countries.

Strength–Opportunity (SO) strategies. First, develop "glass beach" branding through coordinated digital promotion, using the visual distinctiveness of the site as the core message and the 2026 JKPI national event as a promotional platform, in partnership with content creators and travel agents. Second, build an integrated marine-tourism product snorkelling, diving, and conservation education in Hol Bay, guided by certified local guides drawn from the community, consistent with the community-based tourism strategy that Latif et al. (2023) identify as a priority for the Sulamadaha coastal area and with evidence that community-based tourism can jointly serve economic, social, and environmental objectives (Ngo & Creutz, 2022; Zielinski, Jeong, et al., 2020).

Weakness–Opportunity (WO) strategies. First, introduce a tiered entrance fee (Rp5,000–10,000) administered through e-ticketing rather than cash collection, exploiting the digital-technology opportunity to close the levy gap. In fact, the legal basis of such a charge is already derived from the city's regional levy framework Ternate City Regional Regulation Number 1 of 2023 which supersedes the previous regime under Regional Regulation Number 4 of 2004 as amended by Regional Regulation Number 17 of 2008 henceforth requiring regulatory push rather than legislative mandate. Non cash money can reduce leakage as it does not go through the officer's hand, this means it could also be applied to collection at tourism levy posts (Pawahow & Eprilianto 2022; Suhartapa et al., 2025).

Second, DAK allocation and public–private partnerships should be directed to toilets/roads/gazebos/waste management/ the Hol Bay access path towards partnership models in which government, private actors and a community are implicated/governed/subsumed (Fadlurrahman etal., 2025). Third, arrange large grouping work force and Pokdarwis preparing, and set up an authority site alongside expertly overseen online media to supplant verbal advertising.

Strength–Threat (ST) strategies. Then, instead of continuing to compete on the diving segment, distinguish Sulamadaha from Jikomalamo by pushing (1) the Cidorang tradition, and (2) a blended glass-beach/hot-spring offering. The second is designating a marine protected area in Hol Bay for coral-reef conservation tourism, so the environmental danger becomes part of the draw. Third, the weakness of existing coordination with the Tourism Office, the village government, Pokdarwis and business operators can be repaired by institutionalising regular meetings to coordinate.

Weakness–Threat (WT) strategies. First of all, this implies that an official Tourism Management Board (Badan Pengelola) for the site has to be established, because a professional board would ensure the strategic management at destination-management-organisation level - which is already regarded as a precondition for destination performance (Foris et al., 2020). Second, promote and implement environmental legislation with progressive fines, complemented by campaigns on cleanliness. Third, broaden the tourism offer and seek funding through such sources as public–private partnerships to limit risk if budgetary pressures on local governments get worse.

From Strategy to Fiscal Impact: Revenue Efficiency and Levy Policy Scenarios

The revenue-efficiency indicator (levy receipts per visit) makes the fiscal dimension of the strategy tangible and allows Sulamadaha to be compared with Ternate destinations where gates already operate. The comparison for the years 2024–2025 is depicted in Table 5.

Table 5. Revenue Efficiency per Visitor at Selected Ternate Destinations, 2024–2025

Destination	2024 (Rp/visitor)	2025 (Rp/visitor)	Change (%)	Entrance fee
Sulamadaha	5,055	4,384	−13.3	No
Batu Angus	4,671	4,647	−0.5	Yes
Tolire Besar	4,671	6,704	+43.5	Yes

Source: Ternate City Tourism Office (compiled by the authors, 2026).

Two patterns stand out. And Sulamadaha is the only location in this comparison whose return on revenue saw a drastic drop (- CR13.3 per cent) and it is also the only site to which no access fee applies, which means all revenue obtained here comes via parking, meaning that efficiency works downwards with visiting volumes. In contrast, Tolire Besar upscaled its per-visitor yield by 43.5 per cent after consolidating its entrance fee proving that the levy instrument (and not merely visitor volume) is a determinant of fiscal performance.

Any projection of the revenue potential from an entrance fee at Sulamadaha cannot, however, be responsibly expressed as a prediction: neither exists local information on recent visitors' responsiveness to prices nor stability in visitation itself. Here we then construct direct policy scenarios using a deliberately simple model,

$$\boxed{\textbf{Revenue} = \mathbf{V} \times \mathbf{t} \times (\mathbf{1} - \mathbf{e})}$$

V is the number of visits in the base year, t the proposed entrance tariff, and e an elasticity proxy for the proportion of visits that would be deterred from making by each unit rise in tariffs. Three scenarios are built upon the following assumptions: V=25,986 (2024 visits record); t possible RP5,000;RP7,500 dan RP10.000 (tiered range proposed in WO strategy); e 15 per cent (conservative scenario since assumes the exorbitant fee deters each price-sensitive local visitors), 7.5 per cent (moderate) and 0 percent (optimistic scenario since negligible deterrence to pay for entry align with empirical data that demonstrates national park visitors willingness to pay as long benefits of payment is apparent). All scenarios assume an underlying visitation remains stable and that e-ticketing achieves full collection, while parking receipts continue as at present.
Table 6 reports the results.

Table 6. Entrance-Fee Policy Scenarios for Sulamadaha Beach (Policy Scenarios, Not Empirical Predictions)

Scenario	Tariff (t)	Elasticity (e)	Computation: 25,986 × t × (1 − e)	Annual revenue	Equivalent share of 2024 PAD (Rp106.1 bn)
Conservative	Rp5,000	15%	25,986 × 5,000 × 0.85	Rp110.4 million	0.10%
Moderate	Rp7,500	7.5%	25,986 × 7,500 × 0.925	Rp180.3 million	0.17%
Optimistic	Rp10,000	0%	25,986 × 10,000 × 1.00	Rp259.9 million	0.24%

Source: authors' computation, 2026. Assumptions as stated in the text.

Three observations follow. First, even the conservative scenario would add roughly Rp110 million per year from a single destination against total city tourism levy receipts of Rp312.7 million in 2024 while the optimistic scenario approaches Rp260 million, nearly doubling the destination's fiscal footprint before any growth in visitation. Second, the scenarios are additive to existing parking receipts, so the moderate scenario implies a combined destination yield in the order of Rp310 million per year. Third, and soberingly, even the optimistic scenario lifts tourism's share of PAD only from 0.29 per cent towards roughly half a per cent: an entrance fee is necessary, but on its own it is not sufficient to transform tourism's fiscal role, which will also require visitation growth, longer stays, and higher on-site spending. These figures are scenarios for policy deliberation, bounded by the stated assumptions not forecasts, and not claims about what will happen. Further caution is justified in that recreation-levy receipts can be sensitive to exogenous shocks, as seen for plagued tourism levy receipts harkening back to the time before the Covid-19 pandemic (Purwaningsih & Sunaningsih 2021) so revenue design must allow for aftershocks of visitation volatility.

Discussion

Framed within the theoretical anchors of this study, these findings have relevance for multiple existing discussions. In the guise of Strategic Management theory, its IFAS profile strengthens an interpretation of Sulamadaha through a resource-based lens as well. The characteristics of glass-beach water clarity, the coral reefs of Hol Bay, and the volcanic black-sand landscape are resources that fulfil (i) valuable; (ii) rare; and (iii) imperfectly imitable conditions among VRIN Resource conditions along which resources sustain competitive advantage in destinations (Barney 1991). But the resource-based view points out that a competitive advantage is only gained when resources are dressed up into capabilities that can be exploited: Sulamadaha's hefty weakness weights tell us just how well endowed with resource any organism, but note too: the institution(s) through which this knowledge can be turned into some form of value (care homes; trained staff; levy systems) remain in their infancy. At destination level, the same is made sense of in destination competitiveness theory, where endowed resources determine potential and their management determines outcomes (Crouch & Ritchie, 1999). The practical originality here is that instead of an abstract competitiveness play, the "outcome" constitutes a fiscal measure in the form of revenue per visit

A dialogue with previous Ternate studies is equally sharp. Pratama et al. Tourism Development Model for PAD in Ternate (2021) found that PAD tourism development had neither been optimal nor achieved targets due to weak attractions, facilities and infrastructure. Five years on, our research confirms this diagnosis is still valid at the capital's premier coastal site: the contribution remains stuck at 0.29 per cent, and the deficiencies they outlined in broad brush used fiscal detail at destination level trumpeting that a lack of visitors is not what the problem lies with but a lack of mechanism to realise value from them.

Where Pratama et al. (2021) stopped at institutional optimisation, this study supplies the instrument-level follow-through. Latif et al. (2023), ranking nine Ternate coastal attractions through an AHP-weighted SWOT, placed community-based tourism for the Sulamadaha area among the priority strategies; our community-validated quadrant result converges with theirs, and the SO strategies proposed here give their recommendation operational content. Methodologically, this study extends the dominant design of quantified destination SWOT, exemplified by Tambunan (2020) for Samosir and by Nurhayati et al. (2025), who combine SWOT with IFAS/EFAS and an Internal–External matrix but stop at strategic positioning in two directions: multi-stakeholder validation of the weights, and a fiscal translation layer that converts the quadrant into measurable policy scenarios. The sub-one-per-cent tourism contribution pattern is not only found in Ternate; Kerinci was reported as 0.57 per cent (Mardianis and Syartika, 2018) and East Sumba, facing similar problems (Ndjurumbaha et al., 2024). What this study adds to that descriptive literature is some mechanism: low contribution persists where levy design (rather than visitation) is the binding constraint.

The sub one percent tourism contribution pattern is not only found in Ternate; Kerinci was reported as 0.57 per cent (Mardianis and Syartika, 2018) and East Sumba, facing similar problems (Ndjurumbaha et al., 2024). What this study adds to that descriptive literature is some mechanism: low contribution persists where levy design (rather than visitation) is the binding constraint.

The international evidence is both a support and an expedient on the levy instrument itself. Universally, entrance fees are the conventional own-revenue instrument for nature attractions (Van Zyl et al., 2019; Durán Román et al., 2020), and non-cash e-ticketing has proven effective to reduce leakage at collection posts (Prohansah & Eprilianto, 2022; Suhartapa et al., 2025). But Su et al. The careful case study of Xitang, China (2021) illustrates a negative outcome where local communities and businesses not consulted on the design of an entrance fee played an active role in helping visitors avoid the fee resulting in no revenue. The lesson has direct implications for Sulamadaha, where the parking collection is informal and whether a fee gate will work will depend on community consent, and underlies why the WO strategy embeds the Pokdarwis and revenue sharing instead of imposin a unilateral tariff.

In Zanzibar, Carius and Job (2019) show that by sharing entrance-fee revenue with communities–with backing from local government–the fee is recast from a source of grievance into one of legitimacy and conservation finance. The volume of willingness to pay literature also finds that visitors accept destination charges whenever they are visible in the benefits (Cetin et al., 20017)

Finally, the findings engage the community-based tourism and sustainability literature. The conditions under which community tourism initiatives succeed operational capacity, structural support, and cultural alignment (Zielinski, Kim, et al., 2020) map closely onto Sulamadaha's weakness profile: the Pokdarwis exists but is weak, structural support (budget, training, permits) is intermittent, and cultural assets such as Cidorang remain uncommercialised. Continuation of participation challenges documented elsewhere in maritime Southeast Asia (Kunjuraman et al., 2022) resonates with the coordination threats identified here. The case study also shows why, from an STD perspective, institutionalisation of sustainability indicators not mere rhetoric (Miller & Torres-Delgado 2023) is necessary: For a destination that tallies visits only but fails to measure revenue per visit, waste and reef condition alongside this number will consistently preclude effective management as evidenced by Sulamadaha's 42.3% decline in visitation over the same period it has maintained a static fiscal yield. Therefore, one of the contributions of this study is to propose a fiscal–strategic integration framework where a fiscal indicator is melded into the strategic analysis, thus addressing that measurement gap (Benzaghta et al., 2021; Samal & Dash, 2025) and fulfilling what hybrid SWOT scholarship has long called for but so far mainly achieved through multi-criteria techniques (AHP: analytic hierarchy process; ANP: analytic network process; QSPM: qualitative strategic planning matrix), rather than a fiscal model. We must openly acknowledge, however, the limitation of our framework: its single destination reliance, one-year visitation base, stylised elasticity assumptions and no causal claim. What it does is to make the fiscal effects of strategic decisions visible, contestable and revisable: which is precisely what policy deliberation must do.

CONCLUSION

This research aimed to create a development strategy for the Sulamadaha Beach tourism area combined with internal and external factors that shape it as well as analyze how the strategic measure can increase the contribution of this destination to Ternate City PAD. Three conclusions follow.

First, the validated IFAS–EFAS analysis puts Sulamadaha in Quadrant I (0.66; 0.83), which points to an aggressive strategy: the strengths of the destination glass-beach water clarity, Garampung coral reefs at Hol Bay, volcanic black sand, Cidorang tradition/neighborhood support and accessibility are greater than all 13 weaknesses together while opportunities overpower all threats. Second, the determining internal gap is now fiscal rather than environmental: no entry fee ranks at c. 1st in the internal matrix in weight, with revenue efficiency of IDR5,055 per visitor (2024), dropping to IDR4,384 by 2025 underperforming fee charging comparators such as Tolire Besar. Third, based on the model Revenue = $V \times t \times (1 - e)$ 25,986 visits, tariffs of Rp5,000–10,000 and elasticity assumptions of 0–15 per cent suggest potential added receipts of Rp110. 4–259. Note: PAD is the production, net of exports and imports, of all energy products; 0.10–0.24 per cent of 2024 PAD; shown as policy scenarios at full numbers framing qualitative limits to what levy reform can deliver.

Based on this, the study recommends to: Ternate City Government and Tourism Office: 1) enact a tiered entrance fee within the framework of applicable local tax regulations using e-ticketing with clear reporting; form an Institutional Tourism Management Body for Sulamadaha; allocate an infrastructure budget including follow up of DAK allocation (APBN/PKP-P2SDM) year 2023 for access path Hol Bay, sanitation and waste management. For site managers and the Sulamadaha community : revitalise Pokdarwis with formal participation in revenue sharing in the levy system, aim for certified guide and hospitality training, maintain cleanliness and Cidorang tradition as edge assets; develop local-wisdom tour packages.

For future researchers: test the scenarios empirically through willingness-to-pay surveys and post-implementation evaluation, extend the fiscal–strategic framework comparatively across destinations and regions, and consider quantitative prioritisation (for example QSPM) as a complement to the quadrant analysis.

Acknowledgement

The authors would like to express their sincere gratitude to the Ternate City Tourism Office, the Sulamadaha Tourism Awareness Group (Pokdarwis), the local community, tourism business operators, visitors, and all informants who contributed their time, information, and insights to this study. The authors also acknowledge the support and cooperation of the relevant stakeholders who facilitated field observations and data collection in the Sulamadaha Beach tourism area.

Abbreviation

PAD: Pendapatan Asli Daerah (Locally Generated Revenue); SWOT: Strengths, Weaknesses, Opportunities, and Threats; IFAS: Internal Factor Analysis Summary; EFAS: External Factor Analysis Summary; SO: Strength–Opportunity; WO: Weakness–Opportunity; ST: Strength–Threat; WT: Weakness–Threat; STD: Sustainable Tourism Development; DMO: Destination Management Organization; DAK: Dana Alokasi Khusus (Special Allocation Fund); JKPI: Jaringan Kota Pusaka Indonesia (Indonesian Heritage Cities Network); SAR: Search and Rescue; VRIN: Valuable, Rare, Inimitable, and Non-substitutable; QSPM: Quantitative Strategic Planning Matrix.

REFERENCE

Alafanews. (2025, June 4). PAD sektor wisata di Ternate minim, KNPI beri pesan menohok [Local revenue from the tourism sector in Ternate is low; KNPI delivers a stinging message]. Alafa News. https://www.alafanews.com/2025/06/pad-sektor-wisata-di-ternate-minim-knpi.html

Ahmed, S. K. (2024). The pillars of trustworthiness in qualitative research. Journal of Medicine, Surgery, and Public Health, 2, Article 100051. https://doi.org/10.1016/j.glmedi.2024.100051

Amin, M. E. K., Nørgaard, L. S., Cavaco, A. M., Witry, M. J., Hillman, L., Cernasev, A., & Desselle, S. P. (2020). Establishing trustworthiness and authenticity in qualitative pharmacy research. Research in Social and Administrative Pharmacy, 16(10), 1472–1482. https://doi.org/10.1016/j.sapharm.2020.02.005

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120. https://doi.org/10.1177/014920639101700108

Benzaghta, M. A., Elwalda, A., Mousa, M. M., Erkan, I., & Rahman, M. (2021). SWOT analysis applications: An integrative literature review. Journal of Global Business Insights, 6(1), 55–73. https://doi.org/10.5038/2640-6489.6.1.1148

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. Journal of Research in Nursing, 25(8), 652–661. https://doi.org/10.1177/1744987120927206

Carius, F., & Job, H. (2019). Community involvement and tourism revenue sharing as contributing factors to the UN Sustainable Development Goals in Jozani–Chwaka Bay National Park and Jambiani–Kizimkazi, Zanzibar. Journal of Sustainable Tourism, 27(6), 826–846. https://doi.org/10.1080/09669582.2018.1560457

Cetin, G., Alrawadieh, Z., Dincer, M. Z., Istanbullu Dincer, F., & Ioannides, D. (2017). Willingness to pay for tourist tax in destinations: Empirical evidence from Istanbul. Economies, 5(2), Article 21. https://doi.org/10.3390/economies5020021

Creswell, J. W., & Poth, C. N. (2018). Qualitative inquiry and research design: Choosing among five approaches (4th ed.). SAGE Publications.

Crouch, G. I., & Ritchie, J. R. B. (1999). Tourism, competitiveness, and societal prosperity. Journal of Business Research, 44(3), 137–152. https://doi.org/10.1016/S0148-2963(97)00196-3

Durán Román, J. L., Cárdenas García, P. J., & Pulido Fernández, J. I. (2020). Taxation of tourism activities: A review of the top 50 tourism destinations. Revista de Economía Mundial, 55. https://doi.org/10.33776/rem.v0i55.3838

David, F. R., & David, F. R. (2017). Strategic management: A competitive advantage approach, concepts and cases (16th ed.). Pearson Education.

Denzin, N. K. (1978). The research act: A theoretical introduction to sociological methods (2nd ed.). McGraw-Hill.
Fadlurrahman, F., Nugraha, J., Mukti, A., Orbawati, E., Ikhtiara, S., & Amaliatulwalidain, A. (2025). Strengthening community-based tourism through the 4P model: The selected coastal tourism case in Indonesia. Journal of the Geographical Institute Jovan Cvijić, SASA, 75(3), 383–399. https://doi.org/10.2298/IJGI241230012F
Falcone, P. M. (2019). Tourism-based circular economy in Salento (South Italy): A SWOT-ANP analysis. Social Sciences, 8(7), Article 216. https://doi.org/10.3390/socsci8070216
Foris, D., Florescu, A., Foris, T., & Barabas, S. (2020). Improving the management of tourist destinations: A new approach to strategic management at the DMO level by integrating lean techniques. Sustainability, 12(23), Article 10201. https://doi.org/10.3390/su122310201
Governments. State Gazette of the Republic of Indonesia Year 2022 Number 4. State Secretariat, Jakarta.
Hasyim, A. W., Sabuhari, R., & Jabid, A. W. (2023). The impact of human resource development on the management of island tourism destination: The mediation role of adaptability and innovation speed. African Journal of Hospitality, Tourism and Leisure, 12(2), 735–748. https://doi.org/10.46222/ajhtl.19770720.396
Indiraswari, S. D. (2024). Determination of local own-source revenue (PAD) in districts and cities across East Java Province in 2020–2021. Journal of Tourism Economics and Policy, 4(2), 221–231. https://doi.org/10.38142/jtep.v4i2.1072
Jeelani, P., Shah, S. A., Dar, S. N., Ahad, F., & Rashid, H. (2025). Managing mass tourism in mountain ecosystems through instrument of sustainable tourism indicators. Environment, Development and Sustainability, 27(12), 30309–30336. https://doi.org/10.1007/s10668-024-04915-9
Kullman, S. M., & Chudyk, A. M. (2025). Participatory member checking: A novel approach for engaging participants in co-creating qualitative findings. International Journal of Qualitative Methods, 24. https://doi.org/10.1177/16094069251321211
Kunjuraman, V. (2022). Local community participation challenges in community-based ecotourism development in Sabah, Malaysian Borneo. Community Development Journal, 57(3), 487–508. https://doi.org/10.1093/cdj/bsaa065
Latif, J. M., Rustiadi, E., & Hidayat, J. T. (2023). Strategi pengembangan pariwisata pantai di Kota Ternate, Provinsi Maluku Utara. Journal of Regional and Rural Development Planning (JP2WD), 7(3), 263–283. https://doi.org/10.29244/jp2wd.2023.7.3.263-283
Lincoln, Y. S., & Guba, E. G. (1985). Naturalistic inquiry. SAGE Publications.
Mardianis, M., & Syartika, H. (2018). Kontribusi sektor pariwisata terhadap Pendapatan Asli Daerah (PAD) di Kabupaten Kerinci. Jurnal Ekonomi dan Kebijakan Publik, 9(1), 53–65. https://doi.org/10.22212/jekp.v9i1.972
Miller, G., & Torres-Delgado, A. (2023). Measuring sustainable tourism: A state of the art review of sustainable tourism indicators. Journal of Sustainable Tourism, 31(7), 1483–1496. https://doi.org/10.1080/09669582.2023.2213859
Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). Qualitative data analysis: A methods sourcebook (3rd ed.). SAGE Publications.
Moleong, L. J. (2017). Metodologi penelitian kualitatif (Edisi Revisi). PT Remaja Rosdakarya.
Natow, R. S. (2020). The use of triangulation in qualitative studies employing elite interviews. Qualitative Research, 20(2), 160–173. https://doi.org/10.1177/1468794119830077
Ndjurumbaha, V. Y. L., Tiwu, M. I. H., & Ballo, F. W. (2024). Peran sektor pariwisata dalam meningkatkan pendapatan asli daerah Kabupaten Sumba Timur. Jurnal Manajemen dan Ekonomi Kreatif (JUMEK), 2(3), 46–55. https://doi.org/10.59024/jumek.v2i3.366
Ngo, T. H., & Creutz, S. (2022). Assessing the sustainability of community-based tourism: A case study in rural areas of Hoi An, Vietnam. Cogent Social Sciences, 8(1), Article 2116812. https://doi.org/10.1080/23311886.2022.2116812

Nurhayati, I., Gustiawati, S., Rofiáh, R., Pujiastuti, S., Mutmainah, I., Rainanto, B. H., Harini, S., & Endri, E. (2025). Community-based halal tourism and information digitalization: Sustainable tourism analysis. Tourism and Hospitality, 6(3), Article 148. https://doi.org/10.3390/tourhosp6030148

Pearce, J. A., II, & Robinson, R. B., Jr. (2015). Strategic management: Planning for domestic and global competition (14th ed.). McGraw-Hill Education.

Pratama, A., Kusworo, & Priyono, B. (2021). Strategi pengembangan pariwisata dalam peningkatan Pendapatan Asli Daerah (PAD) Kota Ternate Provinsi Maluku Utara. VISIONER: Jurnal Pemerintahan Daerah di Indonesia, 13(3), 541–553. https://doi.org/10.54783/jv.v13i3.475

Prohansah, S. D., & Eprilianto, D. F. (2022). Upaya optimalisasi pariwisata dalam meningkatkan Pendapatan Asli Daerah Kabupaten Magetan menggunakan prinsip dasar manajemen. Publika, 10(4), 1293–1304. https://doi.org/10.26740/publika.v10n4.p1293-1304

Purwaningsih, N., & Sunaningsih, S. N. (2021). Analisis kontribusi retribusi pariwisata terhadap Pendapatan Asli Daerah sebelum dan sesudah pandemi Covid-19. Jurnal Ilmiah Akuntansi Kesatuan, 9(3), 471–478. https://doi.org/10.37641/jiakes.v9i3.892

Rangkuti, F. (2017). Analisis SWOT: Teknik membedah kasus bisnis. PT Gramedia Pustaka Utama.

Republic of Indonesia. (2009). Law of the Republic of Indonesia Number 10 of 2009 concerning Tourism. State Gazette of the Republic of Indonesia Year 2009 Number 11. State Secretariat, Jakarta.

Republic of Indonesia. (2014). Law of the Republic of Indonesia Number 23 of 2014 concerning Local Government. State Gazette of the Republic of Indonesia Year 2014 Number 244. State Secretariat, Jakarta.

Republic of Indonesia. (2022). Law of the Republic of Indonesia Number 1 of 2022 concerning Financial Relations between the Central Government and Regional

Samal, R., & Dash, M. (2025). From strengths to strategies: Mapping the sustainable path for ecotourism in Chilika wetland through SWOT-QSPM analysis. Journal for Nature Conservation, 84, Article 126817. https://doi.org/10.1016/j.jnc.2024.126817

Su, M. M., Yu, J., Qin, Y., Wall, G., & Zhu, Y. (2021). Ancient town tourism and the community supported entrance fee avoidance — Xitang Ancient Town of China. Journal of Tourism and Cultural Change, 19(5), 709–731. https://doi.org/10.1080/14766825.2021.1880418

Suhartapa, Kurniawati, L., & Kiswantoro, A. (2025). Efektivitas pelayanan pembayaran non tunai pada tempat pemungutan retribusi pariwisata di Kabupaten Gunungkidul. Journal of Tourism and Economic, 8(1), 52–64. https://doi.org/10.36594/jtec/s6g10c30

Tambunan, T. S. (2020). SWOT analysis for tourism development strategy of Samosir Regency. TIJAB (The International Journal of Applied Business), 4(2), 90–105. https://doi.org/10.20473/tijab.v4.i2.2020.90-105

Ternate City Government. (2008). Ternate City Regional Regulation Number 17 of 2008 concerning the Amendment to Regional Regulation Number 4 of 2004. Ternate.

Ternate City Government. (2023). Ternate City Regional Regulation Number 1 of 2023 concerning Regional Financial Management. Ternate City Gazette Year 2023. Ternate.

Van Zyl, H., Kinghorn, J., & Emerton, L. (2019). National park entrance fees: A global benchmarking focussed on affordability. PARKS, 25(1), 39–54. https://doi.org/10.2305/IUCN.CH.2019.PARKS-25-1HVZ.en

Zielinski, S., Jeong, Y., Kim, S., & B. Milanés, C. (2020). Why community-based tourism and rural tourism in developing and developed nations are treated differently? A review. Sustainability, 12(15), Article 5938. https://doi.org/10.3390/su12155938

Zielinski, S., Kim, S., Botero, C., & Yanes, A. (2020). Factors that facilitate and inhibit community-based tourism initiatives in developing countries. Current Issues in Tourism, 23(6), 723–739. https://doi.org/10.1080/13683500.2018.1543254