

RESILIENCE IN CULTURAL ATTRACTION: A STUDY AT SOMBA OPU FORT, GOWA REGENCY

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Abstract

This paper breaks down what resilience really means and how it helps the destination bounce back from tough times. The research aims to identify the challenges and opportunities in managing cultural tourism at Fort Somba Opu, and to propose strategies for managing Fort Somba Opu from a resilience perspective. This research applies a qualitative method, with the study location being Fort Somba Opu, Gowa Regency, during the period of August-October 2025. The research results indicate that Fort Somba Opu faces various challenges, both between the managers and the community and between the managers and relevant government agencies. These challenges include limited basic and supporting tourism facilities, land use conflicts between the fort area and the local community due to the area's location being mixed with the community, a lack of income sources, and damaged traditional houses. Besides these challenges, Fort Somba Opu also has opportunities that allow it to develop further and survive in the long term, such as being a center for cultural festivals and activities related to culture, and having great potential for collaboration with the private sector to obtain development and expansion funds. The proposed strategy involves short, medium, and long-term approaches, allowing the destination to develop gradually by building a strong foundation at each stage before moving to the next level. The strategy includes: infrastructure improvements (accessibility and providing access for public transportation like busses to enter the fort area), adding facilities such as a Tourist Information Center, souvenir shops, more decent sanitation facilities, and a better lighting system, collaborating with the private sector to obtain development capital, developing innovative tourism packages, and government support by creating policies to separate the tourism area from public road access for the community. The above strategies are part of the Sombu Opu Fort's resilience perspective, applying the concept of resilience and requiring revitalization efforts to revive the fort tourism area amidst external challenges and changes. This research reinforces the urgency of resilience in cultural attractions to protect historical sites from significant threats. This research is expected to make a significant contribution to the development of an applicable resilience concept for the preservation and development of cultural destinations in Indonesia.

Keywords: resilience, cultural attraction, somba opu fort, cultural tourism

1. INTRODUCTION

Cultural heritage is one of the important factors that must be maintained and preserved amidst global challenges. One of the cultural heritage sites that is the focus of this research is Fort Somba Opu, located in Gowa Regency, Makassar City, South Sulawesi Province. This fort is a site rich in stories and history, and it is also the identity of the Gowa Regency. It played a strategic role in preserving cultural identity and is a significant attraction. This area offers various places to visit, such as the Karaeng Patingaloang Museum, which houses excavation results from the Somba Opu fort excavation, and the replica traditional house area, which attracts tourists to visit the Somba Opu fort area (Junaid et al., 2019). Besides presenting historical values visually, this area can also be developed into a tourist attraction that offers more than just what is available in the Benteng Somba Opu area (Fahlevi & Hildayanti, 2021). Therefore, in this study, it is necessary to apply the concept

of resilience to help this cultural attraction recover in order to preserve its history and culture, and to attract tourists to visit again.

Several previous studies also discuss how to rebuild tourist attractions that have experienced difficult times or the preservation of a tourist attraction. Research findings by Junaid et al. (2020), indicate that Somba Opu Fort has a number of benefits, but there are drawbacks as well, including traditional homes that are not well kept, a lack of public awareness, and security issues. The significance of educating the public about managing tourist attractions, enforcing community and visitor regulations, disseminating information, and hiring qualified guides was thus the subject of a proposal. A study conducted by Fadilah et al. (2021:1) noted the shift in Fort Rotterdam's function from a defense center to a center for cultural research and tourism, as well as the urgency of its preservation as a cultural heritage site. Achmad (2024:19) emphasized the need for increased government and stakeholder involvement to make preservation more effective and sustainable, reflecting its importance, and to ensure the site remains a meaningful educational and historical journey for the community. Green (2015:2), in his research, highlights the importance of preserving historical heritage as a symbol of community resilience in the face of challenges. Therefore, overall, these studies emphasize the importance of preserving cultural heritage, community involvement, and the role of stakeholders in maintaining the historical value and historical relics.

In 2019, the Coronavirus or COVID-19 pandemic spread and had a significant impact on various sectors. One of the resulting impacts is a drastic decrease in the number of international and domestic tourist visits, which occurred due to mobility restrictions and government lockdown policies. This decline disrupted operations in various sectors supporting or supporting tourism, such as transportation, accommodation, and tourist attractions. The cultural attraction of Fort Somba Opu is one of those affected by the pandemic. The resilience of this fort will be identified by its factors, the cultural resilience aspects of the fort will also be examined, and a concept of resilience will be formulated to ensure the sustainability of cultural attractions amidst changing times. Safitri et al. (2023:748) affirm that the resilience of tourist destinations is a key factor in facing challenges like this pandemic. In the face of various challenges and threats such as social change, urban development pressure, and intense competition with other attractions, Fort Somba Opu must be able to survive and recover from its difficult times. Therefore, the resilience of a tourist destination is a key factor in facing this challenge.

This research aims to identify challenges and opportunities for the management of cultural tourism at Somba Opu Fort, also to propose strategies to manage the fort from the perspective of resilience. The urgency of this research is to provide a solution for Fort Somba Opu so that it can be visited by people again after experiencing difficult times. The proposed resilience concept is expected to rebuild Fort Somba Opu so that tourists regain their motivation to visit. This is because the fort is a historical site that needs to be preserved together. This research is expected to provide input to local governments and the management of Somba Opu Fort for the sustainability of this tourist attraction. This research is also needed to provide in-depth insights into how Fort Somba Opu can become a lasting cultural attraction.

2. RESEARCH METHODOLOGY

2.1 Data Collection Methods

This study is overall a qualitative study. This research is the result of a study and analysis of the current conditions at Somba Opu Fort. Research at Somba Opu Fort is one of the cultural attractions in Makassar City. This cultural attraction requires more attention from the academics, stakeholders, and other relevant parties. The importance of the topic of resilience lies in its broad applicability and relevance to various aspects of life, especially in tourism destinations. By studying this topic, the ability to cope with any challenges, foster sustainable practices, and build stronger, more adaptive communities or destinations. The research location is in Somba Opu Fort, Gowa Regency, South Sulawesi. The research location was chosen based on the consideration of cultural tourism attractions that have experienced difficult times and need to apply the concept of resilience to recover. Data was collected by conducting direct reviews or observations at the research site,

conducting interviews with the locals and manager, and analyzing research-related documents. Data collection took approximately 1 month. The collected data aimed to obtain valid and relevant information that supports the achievement of research objectives. Data collection ensured that the information obtained could be used to obtain accurate, easily implementable, and site-appropriate research results. The data was presented in descriptive form to help readers more easily understand the research content. Accurate and complete data help make the formulation of strategies or solutions more effective.

2.2 Data Processing Methods

Direct observation or on-site review to gain a contextual understanding of the physical conditions of the location. Understanding the real circumstances of a place and the lives of its residents, as well as providing context for those social conditions, is the goal of observation. An interview is a data collection method in qualitative research where the researcher and informant engage in a question-and-answer session regarding the research topic. The primary focus of this research interview is to gather information related to the challenges and opportunities in managing cultural tourism at Somba Opu Fort. Document analysis to examine various documents related to the research topic and other relevant supporting data. Furthermore, the data were then analyzed using qualitative descriptive analysis methods. This method aims to describe the conditions and the proposed resilience concept systematically. The analysis was conducted by breaking down the information based on the sub-chapter categories that emerged from the field data and documents. SWOT analysis is also conducted to identify the potential/strengths, opportunities, weaknesses, and threats of a destination. In the context of this research, SWOT analysis will be very helpful in identifying why the fort is experiencing a decline in attractiveness, what strengths can still be relied upon for recovery, what opportunities can be utilized, and what threats need to be guarded against to build a long-term resilience strategy by applying the concept of resilience. SWOT will be the foundation for formulating realistic and appropriate recovery strategies.

3. FINDINGS AND DISCUSSION

3.1 An Overview Of Somba Opu Fort, Gowa Regency

Somba Opu Fort is one of the historical sites in Makassar City that holds significant cultural and historical value. This fort is a relic of the Gowa Sultanate, built by the 9th King of Gowa, named Daeng Matanre Karaeng Tumapa'risi' Kalonna (1511-1547), and then continued by the King of Gowa X Karaeng Tunipallangga Ulaweng. Basically, the name "Somba Opu" translates to "the place of the great", reflecting its importance in the region. This fort was built in the 16th century during the reign of the Gowa Sultanate, becoming a bustling center for trade and a spice port frequented by Asian and European foreign merchants. Also served as a strategic military stronghold. But nowadays, it has become a center of education and research. Also, it serves as a tourist attraction, and cultural festivals are sometimes held in this place. The fort was built using a combination of stone and wood, reflecting regional architectural. There are several attractions in Somba Opu Fort, including the Karaeng Pattingalloang Museum, where tourists can learn about South Sulawesi's culture. Then, there is Somba Opu Baruga, which shows the luxury of traditional architecture. Replicas of traditional houses from various tribes in South Sulawesi are also located within the fort area.



Figure 1: Somba Opu Fort

Source: Authors, 2025

The location of the fort is quite strategic, located on Jalan Daeng Tata, Somba Opu Village, Barombong District, Gowa Regency, South Sulawesi. It covers an area of approximately 113,590 m² or 11.6 hectares, flanked by two rivers, namely the Balang Baru River and the Jene'berang River. Sudarwani et al. (2020:186) said that "the Somba Opu fort is believed to be made of clay bricks with a unique egg white adhesive, which is an attraction for tourists." From Sudarwani's research, it can be concluded that the fort is rectangular in shape. Its shape and size are appropriate for the geomorphological conditions at that time. Somba Opu Fortress is rectangular in shape, measuring less than 2 km in length, with walls 7-8 m high and 3.6 m thick, reinforced by four bastions (Sudawarni et al., 2020:191). It is also mentioned that among several forts in Gowa Regency, the largest and strongest is Somba Opu. In its historical records, the fort was also reinforced with heavy cannons, proving how important this fort was in the defense of the Gowa Kingdom at that time. The fort area, as a historical site, needs to be given attention and properly maintained by stakeholders and the surrounding community.

Within the fortress area, there are several bastions (structures that protrude from the fortress walls, serving as strong defensive points) that were used to monitor enemy movements. North South to the north, attached to the outer wall, is a market, and the relatives of the kings are located in the northern part, divided into two by the main road. This fort was once believed to house one of the largest cannons ever owned by the Kingdom of Gowa, measuring approximately 9 meters in length and weighing around 9,500 kilograms. This fort is a silent witness to the Kingdom of Gowa's struggle against the Dutch. On June 24, 1669, the fort was captured by the VOC and subsequently destroyed, submerged by tidal waves, and later rediscovered by several scientists who visited the area (Nurfaida et al. 2023:70). Currently, Somba Opu Fortress, as a cultural heritage site, is also used as an educational tourist attraction and has been visited by many tourists and students. Various activities such as cultural festivals, study tours, competitions, camps, and so on are held here at certain times, seeing the potential in the area. The spacious grounds located in the center of the area are used for these activities. Its strategic location makes this area suitable for holding various kinds of activities.



Figure 2: Junior High School 6 Topoyo's PMR Organisation Camping Activities
Source: Authors, 2025

This area is often used as a venue for traditional Makassar art performances such as Pakarena dance, traditional music performances, and craft exhibitions. Cultural festivals are also held here every few months. Many educational institutions conduct research in this location, focusing on historical topics. Academics utilize the area to conduct in-depth studies, particularly on the history of the Gowa Regency. As a historical tourist destination in Makassar City, this area is equipped with the Karaeng Pattingalloang Museum, which displays historical artifacts, replicas of phinisi ships, and other information related to the maritime history of South Sulawesi. In addition, the local government also uses the area to hold state ceremonies, historical commemorations, and other official events that require a historical atmosphere. Sometimes, families even choose this area for picnics, family gatherings, and so on. The diverse utilization of the Somba Opu Fort area demonstrates how a historical site can be revitalized while still preserving its historical and cultural values.

3.2 SWOT Analysis

A SWOT analysis will provide a comprehensive overview of the position of Somba Opu Fort as a historical/cultural tourist attraction. To facilitate reader understanding, the analysis information is presented in tabular form for greater clarity. Presenting the information in tables allows for a more structured arrangement of information in rows and columns, making it more organized. Tables can also present a lot of information in a relatively limited space compared to long paragraphs, have a cleaner appearance, separate information with clear boundaries, and convey complex information more simply. The following are the results of the SWOT analysis of Somba Opu Fort:

Table 1. Somba Opu Fort SWOT Analysis

Elements	Analysis Results
Strength	• As the identity of the people of Gowa Regency • Status as a National Cultural Heritage Site • A complex of traditional houses from all regencies/cities in South Sulawesi (Mini South Sulawesi) • The location is quite accessible • The Karaeng Pattingalloang Museum
Weaknesses	• The condition of several traditional houses is poor • Facilities supporting tourism activities are still limited • Budget constraints in management • Lack of attention from the government • Maintenance of buildings is not routine • Limited human resources competent in the field of tourism

	• Minimal innovation in terms of tourism product development • No public road access • The tourism experience is not yet immersive
Opportunities	• Cultural tourism trends • Annual events involving district/city governments • Budget allocation for the management and development of fortress infrastructure • Preferences of tourists who enjoy cultural tourism destinations • Cooperation with the private sector
Threats	• Land ownership conflicts between the fort management and the surrounding community • Competition with other historical sites • The preferences of millennial and Gen Z travelers, who are generally more interested in modern destinations (more Instagrammable) • Travelers' ever-increasing expectations for more modern facilities

Based on the above analysis, in terms of strengths, Somba Opu Fortress plays an important role in preserving the culture of Gowa Regency and South Sulawesi, considering that this site is a symbol of pride and identity for the people of Gowa. Its accessible location and free admission are also strengths of this tourist attraction. In terms of access or roads leading to the location, they are quite good because the roads are flat and smooth. The Karaeng Pattingalloang Museum, located within the fort area, is also an icon that houses many historical relics. In short, the strengths and potential of this fort must continue to be recognized and maximized so that this cultural tourism can continue to thrive in the long term and continue to provide education about history and culture.

After strength, there are internal weaknesses or inherent weaknesses in the tourist attraction. The maintenance of traditional houses within the complex is neglected, and some are even damaged. Management and maintenance need to be carried out regularly by relevant parties, such as managers and the government so that the main attraction is always well maintained. The limited budget or funds from the government also make it difficult for this fort to develop and attract more tourists. This statement is supported by one of the community members who, when interviewed, said that everything needed for the development or construction of the area requires a budget. There is still a severe lack of competent and skilled human resources in the field of cultural tourism for this cultural tourism area, while it is precisely these human resources that are crucial for the development and sustainability of the fort. These weaknesses could become an ultimatum if they are not immediately addressed properly and appropriately, which will ultimately have an impact on the sustainability of cultural tourism.

Furthermore, there are several opportunities arising from cultural tourism, one of which is that this location can be used as a venue for cultural performances at least once every few months so that the existence of this fort is recognized and can survive amid fierce competition between tourist destinations. In addition, the government and related parties can design tourism programs for cultural conservation and preservation. These cultural tourism programs will help build the destination's branding and differentiate it from other destinations. The government should also allocate a budget specifically for the development of basic infrastructure, such as wider access roads so that public transportation can access the tourist area, as well as tourism facilities such as a Tourist Information Center (TIC) and universal access that allows for the construction of facilities that are friendly to all groups, including people with disabilities and the elderly. All of these opportunities will greatly assist the development of cultural tourism at Somba Opu Fort from a sustainability perspective.

Finally, in terms of threats, most come from environmental factors, changing tourist preferences, and competition with other destinations. These threats are external or outside the tourist area. In this case, the government, managers, and the community must consult, discuss, and

immediately develop strategies to overcome these threats. These threats highlight the challenge of maintaining the relevance of historical sites in the modern era, where there is a gap between traditional or historical characteristics and the expectations or preferences of tourists who desire a more modern experience. The key to success lies in the ability to anticipate and respond to the various threats faced. With the right strategy, cultural tourism will not only survive these threats but also thrive in the long term.

In the context of cultural tourism, SWOT analysis enables cultural tourism to comprehensively understand its internal conditions. Research conducted by Nega (2018) shows that a priority and decision matrix has been conducted to identify internal and external variables for heritage conservation using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix for heritage management. This case study in Lalibela also reveals that it is commendable to look into and evaluate the rock-hewn churches of Lalibela's advantages, disadvantages, opportunities, and dangers over time in order to guarantee the destination's sustainable tourism growth. This shows that this analysis provides a comprehensive overview of the condition of cultural sites and helps identify appropriate strategies to balance conservation with tourism development. Furthermore, research in the Philippines by Rebuya & Gasga (2022) explains that SWOT analysis is used as a strategy for local tourism development planning in the Tourism Assessment Process (TAP) in Local Government Units (LGUs), which involves all relevant stakeholders in the decision-making process. In short, SWOT analysis in the context of cultural tourism is vital because it provides a structured framework for evaluating the internal and external conditions of a destination, as well as balancing cultural conservation with tourism needs.

3.3 Challenges & Opportunities of Cultural Management at Somba Opu Fort

Cultural tourism management plays a vital role in preserving cultural heritage communities in the era of modernization. Research conducted by Choirunnisa & Karmilah (2021) reveals that cultural tourism is important to preserve because it can serve as a platform for future generations to continue to learn about local traditions and culture amid rapid technological advances. This shows that cultural tourism is not merely an economic activity, but rather an instrument of sustainable preservation. Effective cultural tourism management must include physical and non-physical preservation, namely maintaining existing historical buildings as cultural heritage sites and preserving the traditions or cultural practices of local communities. The development of infrastructure, such as access and supporting facilities, is also necessary to improve the quality of a more comfortable tourist experience, as well as the active participation of local communities as key players. However, all of the above will certainly face various challenges or obstacles in its management. The management of cultural tourism will face complex challenges in balancing cultural preservation with the economic needs of tourists. In addition to challenges, there are always opportunities that tourist destinations can utilize to improve the quality of tourism in the destination. Good management will have a positive long-term impact.

The Somba Opu Fortress area faces several challenges in its management, both in terms of infrastructure and facilities, and in terms of preserving historical and cultural values. Based on the acknowledgments of local communities and local managers interviewed, the lack of facilities to support tourist activities is a major challenge. The lack of street lighting makes the area very dark, especially in the afternoon and evening. This has an impact on the comfort and safety of tourists and the surrounding community. Cleaner tourist information centers and public toilets are also important for the quality of the tourist experience. The traditional houses in the area are also damaged due to a lack of maintenance and attention. Tourists will tend to feel uncomfortable and have difficulty meeting their basic needs during their visit, which will result in reduced satisfaction levels and a preference for alternative destinations that may offer more convenience and comfort. In addition, the destination will risk gaining a negative image from tourists and hampering its long-term development. This will affect the competitiveness of a destination as it will find it difficult to compete with other destinations.

The next challenge is the location of the fort area, which is mixed with the community, causing difficulties in developing the area, where the roads within the area are included in the destination area. However, the roads within this area are used as public roads by the surrounding community and the community outside the fort area. The community claims that the fort area is their land. This problem arises because there is no fence separating the fort area from the community's land. This creates complexity in the management of the fort area. The fort area, which has become part of the community's life, poses a dilemma between preserving historical values and meeting the community's need for accessibility. Currently, there are two public transportation routes connecting the roads in the area, which should be part of tourist visits. This problem certainly has an impact, such as inappropriate traffic routes that risk damaging the road structure and buildings within the area, and the division of conservation and utilization zones becomes complex due to overlapping interests. Accessibility and preservation are in conflict here, as there is a need for preservation and a demand for public access. The government needs to follow up on this to ensure the sustainability of the fort as a historical site.

Then, there was the impact of COVID-19. Previously, Somba Opu Fort had collaborated with private entities such as Gowa Discovery Park (GDP). Before the pandemic, the collaboration was still running well and attracted quite a number of tourists. This was very helpful in terms of income or revenue. The provincial government established this partnership to restore the Somba Opu Fort site through the construction of GDP, with the aim of providing tourism facilities to strengthen this historical site. This partnership offers a unique experience for tourists. In addition to water activities, tourists can also learn about the history of Somba Opu Fort. The partnership with GDP provides new opportunities for the fort to survive. The diversification of tourist attractions is the result of this collaboration. After the pandemic, it can be said that the impact on the decline in visits was quite significant. Another consequence is that the collaboration with GDP, which was previously a source of income for the maintenance of the area, is now threatened due to the decline in visits. Somba Opu Fortress lost its development momentum and resilience after being affected by the pandemic. The impact of COVID-19 highlights the vulnerability of the collaboration model between cultural-commercial tourist areas that rely on visitor volume.

Apart from issues surrounding the fort area and the community, another issue is that people who trade within the area are not charged any fees. Normally, a monthly fee is paid to the tourist area management. However, in this case, the community is allowed to trade freely without paying a penny. The area management believes that the community needs to meet their daily needs. The maintenance, conservation, and development of facilities in historical tourist areas require significant operational costs. The management is fully responsible for the costs if the traders who use the area do not contribute. Regional levies are charges imposed by local governments as payment for certain services or permits granted or provided by local governments for the benefit of individuals or organizations. In other tourist areas, a levy system has been implemented with varying rates, such as in Banda Aceh in the Banda Aceh Mayor Regulation Number 1 of 2022 concerning Amendments to the Banda Aceh Mayor Regulation Number 28 of 2020 concerning Market Asset Rental Rates and Services at the Regional Public Service Agency, Technical Implementation Unit of the Market Office at the Banda Aceh City Cooperative, Small and Medium Enterprises and Trade Office.

The final challenge is the ever-changing and increasingly high expectations and preferences of tourists as times change. This poses a significant threat to every cultural destination because it can shift the focus from preserving cultural and historical values to commercialization. The commodification of culture and the degradation of authentic cultural values are the consequences of this threat. Cultural commodification is the process by which cultural elements are transformed into marketable goods that are marketed and sold. In this context, the original meaning of culture can be lost due to the transformation of cultural values into economic values. This problem will lead to threats to the preservation of cultural heritage objects (physical). A balanced approach between meeting the needs of contemporary tourists and maintaining the original cultural values of tourist destinations such as Fort Somba Opu is needed to overcome the threat of changing tourist

expectations of such cultural destinations. In an effort to meet the demands of an ever-changing market, cultural heritage destinations risk losing their cultural identity.

After facing various challenges, there will always be opportunities for a destination to grow bigger. Somba Opu Fort, with its strategic location, makes this area a center for organizing various cultural activities, attracting tourists who enjoy authentic cultural experiences. The annual cultural festival, supported by the government, is a means to encourage younger generations to recognize, understand, and preserve cultural heritage. Its high historical value, as it was once a center of trade and a spice port, also makes this area a suitable location for tourism recovery programs. There is also vast potential for cooperation with the private sector through the development of innovative tour packages, investment in accommodation and souvenir shops, and CSR (Corporate Social Responsibility) programs for cultural preservation. These opportunities must be utilized properly. The combination of these opportunities will create an ecosystem that supports the long-term resilience and sustainability of Benteng Somba Opu, not only as a historical asset but also as a vibrant cultural tourism destination.

The fort management wants to maintain a balance between preserving historical value and the need for tourist facilities. But on the other hand, there is a dilemma between meeting the needs of tourist facilities. The provincial government does provide a budget because there are several traditional houses that are handled directly by the provincial government, and some are handled by the regency/city government. When it comes to renovating and developing facilities or tourist needs in the fort, the budget required is not small. This budget limitation makes it difficult for the area to develop, which in turn affects the fort's sustainability. This challenge is commonly experienced by various destinations in Indonesia. Without adequate funds for routine maintenance of the destination, the fort's structure can gradually deteriorate. Fragile building materials require special care at a high cost. Budget constraints also prevent the area from developing adequate basic and supporting facilities, such as visitor information centers, proper sanitation facilities (toilets), road access (infrastructure), and better lighting systems. The relevant parties must know and focus on which issues are more urgent to address first.

3.4 Strategies in Managing Somba Opu Fort from a Resilience Perspective

Based on the issues discussed above, it is necessary to develop and formulate appropriate strategies or solutions in terms of resilience to overcome various problems. The resilience of cultural destinations is not only about physical preservation, but also about how these destinations are able to adapt to external changes. The right strategy will ensure the resilience and sustainability of cultural heritage. A good resilience strategy enables cultural destinations to adapt to external threats, such as changing tourism trends and fluctuating tourist preferences. In the case of Somba Opu Fort, strategies to preserve cultural destinations are becoming increasingly important given the various problems faced, such as budget constraints, integration with local communities, and the impact of the pandemic. Without the right approach, cultural heritage areas risk losing their economic potential and cultural value.

There are five main issues affecting the Somba Opu Fortress area in terms of its sustainability: (1) limited basic and supporting facilities for tourism, (2) land use conflicts between the fort area and the local community due to the location of the area being mixed with the community, (3) changing and increasingly high expectations and preferences of tourists, (4) lack of sources of income/revenue, and (5) damaged traditional houses. To overcome these problems, a comprehensive integrated strategy is needed, namely, a strategy categorization or grouping strategies based on short, medium, and long-term. The implementation of short, medium, and long-term strategies is very important for the development of cultural destinations. To ensure that cultural destinations can maintain their sustainability and authenticity, these three strategies must be planned simultaneously.

Short Term → Medium Term → Long Term
(Survive) (Grow) (Transform)

The above statement describes the strategic evolution in the development of cultural destinations through three sequential stages or phases. The short term leads to the survival stage,

which means maintaining the existence of cultural destinations from the threat of extinction, meeting the basic needs of destinations, protecting cultural assets from damage, and building initial foundations. At this stage, the main goal and focus is to ensure that cultural destinations can “survive,” maintain their existence, and not simply become extinct. The medium term leads to growth, which means increasing capacity in terms of facilities, human resources, and tourism products, strengthening institutional and destination management, and collaborating with other parties. Once the destination has successfully “survived” this stage, it begins to develop its potential in a more organized manner. Finally, the long term is a transformation with fundamental changes from an ordinary destination to a leading one, becoming a benchmark or model for other cultural destinations, and providing a transformative impact on the local community and the tourism industry. The third sequence of these stages reflects Maslow's hierarchy of needs, which explains that human needs are arranged in five levels, ranging from basic needs to the need to reach full potential. In the context of cultural destinations, survive (physiological needs/basic infrastructure), grow (security and social needs/stability), and transform (self-actualization needs/achieving full potential). If a destination fails to “survive,” it will not be able to “grow.” And when it fails to “grow,” transformation cannot be achieved. Each phase or stage is a prerequisite for the next stage, which will enable the destination to evolve and survive. Strategies or solutions are proposed after examining the various problems faced by Benteng Somba Opu.

Table 2. Survive Phase (Short Term: less than 1 year)

Problem	Solution	Solution Function
Lack of toilet facilities and poorly maintained toilets	Addition of toilets with clean standards and regular maintenance	Fulfill the basic sanitation needs of tourists and provide comfort
There is no road access for public transportation (buses) to enter the fort area	Improvements to road infrastructure for public transportation (buses)	Increasing the possibility of more tourist visits
Insufficient lighting system (lights/lamps)	Addition of lights inside and around the area	Improving the safety and comfort of tourist activities
Several traditional houses were damaged	Repairs and routine maintenance	Protecting and preserving cultural assets from permanent damage
Limited number of competent human resources in the field of tourism	Skill training and certification programs	Improving skills, professionalism, and service quality

The table presented illustrates the strategic approach of the “survive” phase, which focuses on urgent and fundamental improvements to basic infrastructure, such as sanitation and security facilities, accessibility, and human resource quality. This short-term strategy reflects the principles of research conducted by Luekveerawattana (2024), namely that investments in facility development and effective tourism management strategies, including pricing policies and personnel management, can be implemented promptly to enhance visitor experience and foster innovation in cultural heritage tourism, as revealed in research on cultural heritage tourism innovation. In less than a year, improvements in sanitation facilities, public road access, lighting systems, conservation of historic buildings, and workforce capacity building have demonstrated the importance of meeting basic needs in order for destinations to “survive” and begin to attract visitors. This approach is in line with the concept that “investment in tourism infrastructure development to make destinations and services increasingly attractive is considered a key measure in developing a country's tourist destinations”

(Nguyen, 2024:1), where the proposed solutions are not only to solve urgent problems but also to build the initial foundation for destinations to move on to the next stage.

Basic facilities such as toilets require regular maintenance so that tourists feel comfortable when visiting. Sanitation facilities in the Somba Opu Fort area need more attention because they are poorly maintained and unsuitable for use. In this regard, a solution has been proposed in the form of adding toilets with clean standards (clean water and odorless toilets) and regular maintenance. This solution is intended to meet the basic sanitation requirements that must be fulfilled at every destination and to improve tourist comfort. In addition, there is no public transportation access to the tourist area. With the provision of this access, public transportation entering the area can increase tourist interest and facilitate social interaction. The probability of tourists visiting will also be greater. Cultural assets such as damaged traditional houses are a serious problem. These buildings are key assets, so they must be handled appropriately and quickly. Then, there is the issue of limited and competent human resources. Qualified human resources are important for destination management because they will be able to provide the best service. Good service will create a pleasant and memorable experience for tourists.

In addition, destinations will be able to compete with other destinations. Tourists will tend to choose destinations that provide more professional services and satisfying experiences. Destinations will stand out with the availability of competent human resources in their fields. Image and reputation are built through the positive image of the destination with appropriate services and handling. This is supported by research conducted by Setiawan (2016:23) which states that “The existence of human resources plays an important role in tourism development.” Setiawan (2016:24) also says that humans as human resources in the tourism sector are the most important resources in most organizations. From these statements, it can be concluded that in addition to managing the destination, human resources also need to be managed appropriately. Proper human resource management will produce competent and superior human resources. The research by Setiawan (2016) also emphasizes that human resources not only play a major role as workers, but also as drivers and creators of experiences.

Table 3. Growing Phase (Medium Term: 1-5 years)

Problems	Solution	Solution Function
Limited tourism support facilities (souvenir shops and tourist information centers)	Building a tourist information center and souvenir shop	The TIC serves to provide tourists with information about destinations and acts as a promotional medium, while souvenir shops serve as reminders of travel experiences (memories), increase attractiveness, and become a source of income.
Lack of innovation in terms of tourism product development	Development of innovative cultural tourism product	Strengthening destination identity and preserving cultural values
Limited budget for management	Maximizing cultural potential and establishing cooperation with the private sector, or possibly by establishing a levy system for traders in tourist areas.	Obtaining capital for management
Lack of cooperation with private parties/travel agents	Cooperation with private parties and travel agents	Expanding market reach and gaining capital for management

Low visitor numbers	Provision of public transportation access from outside the fort area and regular promotion through social media	Increasing visitors and expanding reach
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In this “grow” phase, five issues were identified along with proposed solutions. The main priority is focused on developing tourism infrastructure and diversifying tourism products to increase the competitiveness of the destination. The tourism sector is experiencing a phase of rapid growth, resulting in significant infrastructure development and external investment, in line with the strategy to build a tourist information center and souvenir shop. The proposed solutions include innovation in cultural tourism products, optimization of cooperation with the private sector, and improved accessibility through the provision of road access so that public transportation, such as the Trans Mamminasata Bus, can enter. In the 2030 Sustainable Development Goals agenda, specifically in goal 9, it is stated that “sustained investment in infrastructure and innovation is a crucial driver of economic growth and development.” Tourism development relies on good public policy for infrastructure. The sector can influence public policy for infrastructure upgrades and retrofits to be more sustainable and innovative. These solutions aim to address issues of infrastructure limitations, management capital, and low visitor numbers.

The lack of facilities to support tourist activities, such as the absence of souvenir shops and tourist information centers, is another pressing issue. This problem must be addressed in order to increase the attractiveness of the destination. Souvenir shops provide tourists with memorable souvenirs and experiences, serving as a reminder that they have visited the destination. Information centers play a role in providing accurate information about the destination and its history. Hakim (2012), in his research in Semarang, argues that TICs are useful for facilitating tourism information and developing tourism and cultural potential. Another problem is the lack of innovation in the development of cultural tourism products. With product innovation, destinations can strengthen their identity and character, thereby differentiating themselves from their competitors. The lack of capital for management is also an obstacle for Somba Opu to grow bigger. Therefore, cooperation with the private sector, the establishment of levies for traders, and the optimization of cultural potential are needed. If the Somba Opu Fortress can maximize its potential, the private sector will be interested in investing or collaborating. The next proposed solution is the need for cooperation with the private sector or other parties, such as travel agents. Travel agents will help reach a wider market.

This phase in the strategy of maintaining cultural destinations is the stage where destinations begin to develop their management capacity. Improving quality and attractiveness is also included so that destinations are able to maintain their image and existence. Through the solutions provided, the destination is also expected to be able to develop more rapidly. Destination managers at this stage must strive to manage better. This includes innovating cultural products, improving accessibility, and supporting facilities. All of this is to ensure that Benteng Somba Opu remains attractive to the market segment while maintaining cultural preservation. Not only cultural preservation, but environmental aspects must also be maintained. This strategy is important to avoid a decline in visitor numbers and ensure that Somba Opu Fortress survives amid challenges. Wilopo and Hakim (2017), in their research, also discuss strategies for developing cultural destinations. One of the proposed strategies is the development of roads, transport, and directional accessibility.

Table 4. Transform Phase (Long Term: 5 years or more)

Problem	Solution	Solution Function
An experience that is not yet immersive	Development of AR technology for cultural interpretation	Creating a unique and different travel experience while also meeting the preferences of tourists.

The location of the tourist area is mixed with the locals, so the locals use the area as a public road.	Policy-making regarding the separation of tourist areas from public road access or adaptive traffic management, which involves regulating operating hours for the public.	Providing space for tourism activities at Fort Somba Opu and ensuring comfort for tourists during their activities.
The area is experiencing difficult times/lagging behind and underutilizing its cultural potential.	Revitalization	Revitalizing cultural destinations

This proposed long-term strategy outlines a transformative approach to cultural destination development that aims to create a more unique and distinctive tourist experience. The implementation of Augmented Reality (AR) technology as a solution to enhance the quality of the tourist's immersive experience. This statement is supported by Shekhawat et al. (2024:34) in their book entitled "Heritage tourism as a tool for sustainable tourism", which states that "Tourists increasingly seek immersive and authentic cultural experiences. Therefore, a more immersive experience does play a role in increasing visitor numbers and improving the quality of the experience. This AR application research shows that the AR system allows tourists to get an immersive experience and produce a good digital effect of intangible cultural heritage. This technology is capable of bridging the gap between the physical and digital worlds, as well as changing the way tourists interact with and understand cultural heritage through memorable experiences. Meanwhile, the issue of separating tourist areas from public access reflects the complex challenges in managing cultural destinations that are integrated with the lives of local communities. The solutions offered aim to create mutual comfort, especially for tourists when visiting tourist areas. Both strategies show that this stage focuses not only on advanced technology, but also on spatial planning for destinations that can function optimally without hindering the activities of the surrounding community.

Revitalization efforts are also included as one of the important solutions to keep destinations alive and revive them. Revitalization is a process of reviving the function, value, and potential of an area that has experienced a decline or loss of function. In general, revitalization restores life to an area or place that has experienced degradation. In order for Somba Opu Fort to shine again, revitalization is one of the crucial efforts. Due to its suboptimal potential, revitalization is needed through the restoration of historic buildings, improvement of tourist facilities, and training programs to improve the quality of human resources. All of these efforts are aimed at reviving cultural tourism and providing economic benefits. The same applies to the revitalization carried out in the Old Town area of Surabaya. Revitalization in Surabaya involves infrastructure improvements, the establishment of MSME stalls, and training programs for local residents, which have an impact on the social, economic, and cultural development of the city of Surabaya. This proves that revitalization efforts play an important role in reviving an area and making it a more adaptive and resilient destination.

Other regions in Indonesia that have implemented this revitalization strategy to preserve cultural destinations include Penglipuran Village in Bali, which focuses on the arrangement and management of bamboo forests. The Taman Mini Indonesia Indah area in Jakarta focuses on cultural preservation and facility improvements. Next, there are the Yogyakarta Palace and Borobudur Temple, which have undergone consistent renovations to preserve their heritage while improving access. Indonesia's cultural tourism destinations can preserve cultural and historical values that form part of the local identity and attract more tourists by continuing to revitalize these various areas. Therefore, revitalization is an important way to keep cultural destinations alive while helping the economic growth and prosperity of local communities. This revitalization has many impacts in various aspects, including economic, social, cultural, and environmental aspects.

4. CONCLUSION

The resilience of cultural attractions can be defined as the ability of a destination to survive, adapt, and thrive in the face of various pressures, challenges, and changes, both internal and external, without losing its cultural value. In other words, the ability to maintain the sustainability and quality of cultural attractions as tourist attractions while preserving cultural identity and traditions in the long term is known as the resilience of cultural attractions. The appeal of cultural tourism does not only depend on its cultural potential, but also on the availability of facilities and infrastructure. The infrastructure must be adequate for tourists to easily access tourist attractions. In addition to infrastructure, supporting facilities for tourism also need to be provided. Tourists will have a better and more satisfying travel experience when basic needs are met. The resilience of the cultural attraction of Benteng Somba Opu is highly dependent on the active role of the relevant government and other sectors (private and similar). Somba Opu Fort faces various challenges, such as challenges in management and increasing visitor numbers. In addition to these challenges, short, medium, and long-term strategies have been developed. The goal is for the fort to develop gradually, starting from internal matters to be maximized towards bigger things.

In addition, it is important for destinations to be able to adapt to changes in demand and tourist preferences. Somba Opu Fortress must be able to survive in difficult times and amid fierce competition. The fortress has also faded due to the problems it faces, making it difficult for the destination to compete. In order for the fortress to regain its function, value, and potential, revitalization efforts are proposed as a long-term strategy. This revitalization will help the fortress to develop in a bigger direction. Various benefits will also be felt by those responsible for managing this destination. Therefore, strategies that affect all aspects have been designed, including social, cultural, economic, and environmental aspects. This research contributes to the field of cultural tourism destination management and sustainable tourism. In particular, this research provides information on ways to develop and maintain historical destinations that rely on a cultural preservation paradigm while increasing tourist appeal. In the theoretical context, this research enhances the understanding of cultural tourism destination management by emphasizing the importance of integrating conservation elements, creating new products, collaborating with the private sector, and managing risks related to pandemics and changing tourism preferences. This study also supports the theory of culture-based destination management strategies that focus on sustainability and resilience.

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