

The Strategy for Developing Siguntang Hill as A Pilgrimage Tourist Attraction in Palembang City

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Abstract

Siguntang Hill is a small hill or the highest point in Palembang City with an altitude of 26 meters above sea level. It has historical significance from the royal period found in Palembang City and has various potential as a pilgrimage tour because there are 7 tombs located there. However, the condition of the tombs has deteriorated, and many buildings are not suitable for visiting. The purpose of this research is to review and analyze the management and development strategies of tourist attractions in Siguntang Hill as pilgrimage tourism. The research method used is a qualitative method with a descriptive approach, with data collection techniques in the form of documentation studies, observations, and interviews. The results of the study explain that the strengths of Bukit Siguntang include its central location in the city, accessibility via various transportation fleets, beautiful and cool panorama, and the presence of a King's Tomb which is an icon on Siguntang Hill. The weaknesses include the poor condition of the tombs, lack of human resources in the field of tourism, and limited physical resources for the development and management of facilities at Siguntang Hill. The opportunities include the support of the central government to make Siguntang Hill more attractive, hosting the Siguntang festival activities held regularly every year, and renovations to change the image of Siguntang Hill into a pleasant place to visit. The threats include the lack of dominance of pilgrimage tourism activities at Siguntang Hill, the emergence of competitors as tourist destinations in Palembang City, and the condition of the tombs eroded by time. Bukit Siguntang has significant potential as seen from the SWOT (IFAS and EFAS) analysis, with an IFAS matrix value of 1.7 and an EFAS matrix value of 1.31.

Keywords: Strategy, Pilgrimage Tourism, Tourism Attractions, SWOT Analysis

A. INTRODUCTION

The phenomenon of the increasing growth of Muslim tourists provides a new segmentation for the tourism sector and influences the tourism industry globally. One type of tourism that is currently developing is halal tourism. Based on the report of the Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC) in 2016, the arrival of Muslim visitors to OIC (The Organization of Islamic Cooperation) and non-OIC countries was estimated to reach 116 million in 2014 and is projected to grow to 178 million in 2020. The Global Muslim Travel Index (GMTI 2018) reports that the market share of Muslim tourists is growing very rapidly, predicted to increase by USD 220 billion in 2020 and expected to increase from USD 80 billion to USD 300 billion in 2026 (COMEC, 2016).

Along with the development of holy places such as historical and religious places or people who were respected in the past, now many places in the regions are presented as historical tourist attractions and at the same time as places of worship and educational facilities in the area, so that the general public knows this tour as religious tourism or pilgrimage tourism. Pilgrimage tourism itself is a form of tourism derived from religious tourism and is usually seen from the architectural conditions and uniqueness of the place and seen from the history of legends and myths. According to Khomuna & Yusrizal, (2018) in Arabic terminology, travel or tourism is termed *As-safar* or *Az-ziyarah*, so pilgrimage tourism is a form of ritual

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visit and is carried out to historic tombs and mosques. Pilgrimage is part of religious rituals and has become a culture in society. Thus, the act of pilgrimage is referred to as a cultural act that has its own meaning and function for the perpetrators (Muliadi et al., 2020).

Siguntang Hill is one of the pilgrimage tours in Palembang City and has been considered sacred and full of charisma since the 14th-17th centuries. This place contains tombs of figures who are descendants of the Sriwijaya Kingdom. There are around seven tombs that are often visited by visitors at Siguntang Hill, namely the Tomb of Radja Segentar Alam, the Tomb of Putri Kembang Dadar, the Tomb of Panglima Bagus Kuning, the Tomb of Panglima Bagus Karang, the Tomb of Prince Radja Batu Api, the Tomb of Putri Rambut Selako, and the Tomb of Panglima Tuan Djundjungan. It is not surprising that the Siguntang Hill area is one of the historical tourist destinations of the Sriwijaya Kingdom, which was once the center of Buddhist activities in the archipelago. At the top of the hill, there are several tombs associated with figures of kings, nobles, and Malay-Sriwijaya heroes. However, Siguntang Hill is currently experiencing a decline in visitor numbers. Based on initial data from the Siguntang Hill Manager, the number of tourist visits from 2019 to 2022 (Table 1).

Table 1. Number of Tourist Visits to Siguntang Hill in 2019 – 2022

No.	Year	Number of Tourist
1.	2019	2.221
2.	2020	120
3.	2021	1,557
4.	2022	1,428
	Amount	5.326

Source: Service Tourist Government Province South Sumatra, (2023)

Based on the information in Table 1, there is a decrease in the number of visits each year. There was a drastic decline in 2020 because Siguntang Hill closed and stopped its operational activities at the beginning of the pandemic. The number of visitors in 2019 was 2,221. However, in 2020, there was a drastic decline to 120 visitors, which was very concerning. In 2021, visits to Siguntang Hill increased as usual after the Covid-19 pandemic ended. However, in 2022, there was another decline in tourist visits to Siguntang Hill. In fact, Siguntang Hill has the potential for pilgrimage tourism, which can increase the number of tourist visits to Palembang in general.

Based on data on the number of tourist visits to Siguntang Hill from 2019 to 2022, which researchers obtained from the Regional Technical Implementation Unit of the Sriwijaya Kingdom Archaeological Park, supported by the results of interviews with the Head of Session (Kasi) of Bukit Siguntang, there were around 10 tourist visits per day on weekdays and around 15 people per day on holidays. It can be seen from Table 1. that the number of tourist visits increases during school holidays and the end of the year. The advantages of Siguntang Hill as a pilgrimage tour include cultural tourism attractions such as various types of cultural relics from the past, such as stone and metal statues, stone inscriptions, ceramics, and pottery. Siguntang Hill is strategically located around 3 kilometers from the Musi River. It also offers beautiful and natural views, making it one of the tourist attractions in Palembang that is always crowded with tourists.

The needs of tourists are known as something to see, which involves offering objects that can be seen; something to do, which involves offering activities that can be done; and something to buy, which involves offering items that can be purchased while in the tourist area. Based on this theory, the research topic can be determined to identify the management of pilgrimage tourism attractions in Siguntang Hill and develop a strategy for Siguntang Hill as one of the pilgrimage tourism attractions in Palembang City. The development strategy uses the theory according to Febriyandani & Meirinawati (2013), which includes marketing or promotional activities, accessibility, tourism areas, types of tourist attractions,

tourism products, human resources, and tourism awareness campaigns. With this theory, researchers can propose the right development strategy for Siguntang Hill as one of the pilgrimage tours in Palembang City. This strategy can be proposed to the manager in cooperation with the Government Service to advance Siguntang Hill as a pilgrimage tour in Palembang City.

Based on the background described, the formulation of the problem in this study is to determine the development strategy of Siguntang Hill as a pilgrimage tourism attraction in Palembang City by utilizing the potential of attractions, amenities, accessibility, and ancillary services. Additionally, it is necessary to recognize the potential to enrich the experience and activities of tourists in Siguntang Hill, including the potential for pilgrimage tourism. Based on the formulation of the problem described, the purpose of the study is to review and analyze the management of pilgrimage tourist attractions at Siguntang Hill and to examine and analyze how to develop strategies for pilgrimage tourist attractions.

B. LITERATURE REVIEW

Pilgrimage Tour

Pilgrimage is a phenomenon that has always existed throughout human history. It is part of religious rituals and has become a cultural practice in society. Thus, the act of pilgrimage is referred to as a cultural act that has its own meaning and function for the participants (Muliadi, 2020). Pilgrimage tourism, often referred to as pilgrim tourism, is a type of tourism where the purpose of the trip is to see or witness religious ceremonies (Yoeti, 2020). Hudaningsih et al. (2014) state that pilgrim tourism is a type of tourism that is associated with religion, history, customs, and beliefs of people or groups in society. Pilgrim tourism is often carried out by individuals or groups to holy places, tombs of great people, or glorified leaders.

Tourist Attractions

According to Novita et al., (2022) there are four development components that a tourist destination must have. First are tourist attractions. A significant component in attracting tourists is that an area can become a tourist destination if the conditions support it to be developed into a tourist attraction. What is developed into a tourist attraction is called capital or tourism resources. To find tourism potential in an area, people must be guided by what tourists are looking for. Furthermore Bagyono (2014), provides the opinion that a tourist attraction must basically fulfill three requirements, namely as follows:

- a. Something to see
At the location of the object must have a different tourist attraction from other areas. In the sense that the area must have special attractions that can be used as entertainment that spoils the eyes of tourists.
- b. Something to do
Apart from being able to be witnessed and seen, the tourist attraction must have facilities that make tourists feel at home and want to linger at the tourist attraction location.
- c. Something to buy
Tourist attractions must have facilities available for shopping for souvenirs and local creative economy products for tourists to take home.

The second component is amenities (facilities), which refer to all kinds of facilities and infrastructure needed by tourists while at the destination. These include accommodation, restaurants, transportation, and travel agents. Suitable infrastructure supports the development of tourism facilities such as hotels, tourist attractions, marinas, performance buildings, and more. The necessary infrastructure for tourism facilities includes highways, water supply, electricity, waste disposal, airports, ports, telephones, and others. Given the relationship between facilities and infrastructure, infrastructure development must generally precede facilities. Sometimes,

infrastructure is built simultaneously with tourism facilities. A place or area can develop as a tourist destination if its accessibility is good. There is a reciprocal relationship between facilities and infrastructure. Infrastructure is a requirement for facilities, and conversely, facilities can lead to improvements in infrastructure.

The third component is accessibility, which is the most important aspect of tourism activities. All kinds of transportation or transportation services are crucial for tourism. This access is identified with transferability, which is the ease of moving from one area to another. If an area does not have good accessibility, such as airports, ports, or highways, there will be no tourists, which influences the development of accessibility in the area. If an area has tourism potential, then adequate accessibility must be provided so that the area can be visited.

The fourth component is ancillary or additional supporting services, which must be provided by the local government of a tourist destination for both tourists and tourism actors. These services include marketing, physical development (highways, railways, drinking water, electricity, telephone, etc.), and coordinating all kinds of activities and regulations both on the highway and at tourist attractions. Ancillaries also include things that support tourism, such as management institutions, tourist information, travel agents, and stakeholders who play a role in tourism.

Development Strategy Tourist

A tourism development strategy is implemented to ensure that existing tourism can develop better in the future. The availability of complete facilities supports tourism development. According to Febriyandani & Meirinawati (2013), strategies in tourism development consist of marketing and promotion to introduce and inform the public about tourist attractions in an area. Additionally, the condition of the roads that visitors will use to reach a tourist attraction is crucial. The availability of good, smooth road access will attract many tourists.

A tourism area is a tourist attraction that must be developed by the local government and the community by providing the necessary facilities and infrastructure. This support is essential for tourist attractions. Types of tourist attractions in an area can include mountains, beaches, cultural sites, and religious sites.

Tourism products encompass everything offered by the tour, including the facilities provided and other supporting infrastructure. Human resources are a critical component in developing tourism. Groups formed with the aim of developing tourism are called tourism awareness groups. The national tourism awareness campaign is conducted to provide disciplinary affirmation related to tourism activities, and each local government usually forms a tourism awareness group whose members are the community around the tourist spot.

C. RESEARCH METHOD

The research method used in this study is a qualitative method with a descriptive approach. According to Sugiono (2018), the qualitative method is based on the philosophy of post-positivism and is used to study natural object conditions (as opposed to experiments) where the researcher is the key instrument. Data collection techniques are carried out in combination, data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization. This descriptive approach aims to uncover the nature and deeper relationships between two variables by observing specific aspects more closely to obtain data that aligns with the research objectives. The data is then processed, analyzed, and further interpreted based on the studied theories to draw conclusions.

The population in this study encompasses the entire area consisting of subjects and objects with certain quantities and characteristics determined by the researchers to be studied and from which conclusions are drawn (Sugiono, 2018). The population of interest in this study is the tourism

sector of South Sumatra Province. The sample is a subset of the population's number and characteristics. The sampling method is divided based on each respondent in the study, namely the community, tourists, and government.

Data collection techniques used include documentation study, observation, and interviews. Data obtained from the documentation study includes infrastructure facilities, accessibility to Siguntang Hill, attractions at Siguntang Hill, and supporting services for tourists at Siguntang Hill. Observations were conducted to obtain initial data about the research area in terms of tourism potential by paying attention to real conditions or phenomena in the field. The tools used in this observation include the 4A tourism product checklist, tourism potential assessment instruments, and cameras. Semi-structured interviews were conducted with key informants, including policymakers from government agencies such as the South Sumatra Provincial Culture and Tourism Office, resource persons from the Head of the Regional Technical Implementation Unit, Head of the Museum and History Session, Head of the Siguntang Hill Session, and other resource persons from the community who visit Siguntang Hill. This research utilized descriptive statistical analysis. The presentation of data in this descriptive statistical analysis uses a frequency distribution table. For the analysis, the SWOT analysis method is used.

D. RESULTS AND DISCUSSIONS

Siguntang Hill is considered an important place related to the history and culture of Palembang. At the top of the hill, there are several tombs which, according to residents, are associated with figures of kings, nobles, and Malay-Sriwijaya heroes. The tomb of King Sigentar Alam is one of the kings of Palembang who are considered the ancestor of the Palembang people. In this tomb, there are several tombstones believed to be relics of the early kings of Palembang. There are seven tombs on this hill, namely the tombs of King Sigentar Alam, Prince Raja Batu Api, Princess Kembang Dadar, Princess Rambut Selako, Panglima Tuan Junjungan, Panglima Bagus Kuning, and Panglima Bagus Karang.

The development carried out by the Palembang City Government through the Palembang City Culture and Tourism Office towards the Siguntang Hill tourist attraction considers supporting factors. Based on these factors, the development of the tourist attraction is prioritized by exploring historical values from the Sriwijaya Kingdom era. Therefore, the development of the Bukit Siguntang tourist attraction maintains and channels historical values regarding the glory of the past. The tourist attractions consist of the 4 A's (accessibility, attractions, amenities, and ancillary), which are explained as follows:

Accessibility

The route to reach Siguntang Hill is very easy to navigate because it is in the middle of Palembang City, only about 4 km from the city center. For public transportation, users can choose to take city buses or Trans Musi, which go to Bukit Besar, and other alternatives can be accessed from SMA Negeri 10. Visitors can also use private vehicles, both two-wheeled and four-wheeled.

Attractions

Siguntang Hill is a sacred place that holds stories and tales from the Sriwijaya Kingdom. Located in Bukit Lama Village, Ilir Barat I District, Palembang, it was previously believed to be a place of worship for the royal family and a place of meditation to calm the mind. Even today, this hill, with a height of 29-30 meters above sea level, is still considered sacred by the local community. Visitors who come usually perform a pilgrimage ritual to the tombs of the Palembang nobles from ancient times, who are considered important figures in the founding of Palembang. At the top of the hill, there are several tombs associated with kings, nobles, and Malay-Sriwijaya heroes. The seven tombs are:

- 1) King Sigentar Alam: His real name is Iskandar Zulkarnain Alamsyah, and he came from the Mataram Kingdom. During his reign, King Sigentar managed to conquer almost the entire island of Sumatra, as well as the neighboring countries of Johor and Malacca in Malaysia.
- 2) Princess Kembang Dadar: Not far from the tomb of Sigentar Alam is the tomb of Princess Kembang Dadar, who is believed to be the daughter of a little nature. She is glorified and admired because she was able to withstand tests and all kinds of trials due to her supernatural powers.
- 3) Princess Rambut Selako: Her real name is Princess Damar Kencana Wungsu. According to the story, she came from the Yogyakarta Palace and was the daughter of Prabu Prawijaya.
- 4) Prince Radja Batu Api: He traveled to Malay lands to spread Islamic law.
- 5) Panglima Bagus Kuning: He came from Mataram to Palembang to guard Radja Segentar Alam.
- 6) Panglima Bagus Karang: He had the same task as Panglima Bagus Kuning, which was to guard Radja Segentar Alam. Both were instrumental in leading the Palembang army troops.
- 7) Commander Tuan Djundjungan: He was an Arab scholar who came to Malay land (Swarnadwipa) to travel while spreading the Islamic religion.



Figure 1. Tomb of Princess Kembang Dadar

Source: Authors own Documentation, 2024

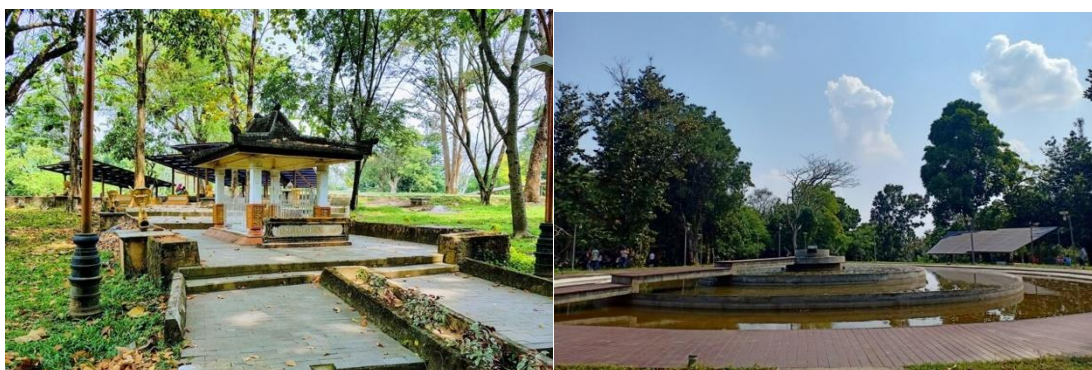


Figure 2. Front Area of the Tomb

Source: Authors own Documentation, 2024

Siguntang Hill is the tombs of the descendants of the Srivijaya Kingdom, such as King Sigentar Alam, Prince Raja Batu Api, Princess Kembang Dadar, and Princess Rambut Selako. Siguntang Hill has also been a place of worship for Buddhists since the 7th century. It features a giant Buddha statue with a height of 2.77 meters. Another attraction of Siguntang Hill is its atmosphere, filled with trees and plants. There are other activities that can be done at Siguntang Hill, such as:

1) Visiting the Siguntang Hill Museum

This museum contains information about the history and culture of Palembang, especially regarding the Sriwijaya Kingdom and the early days of Palembang's formation as the center of the kingdom. The museum houses a collection of historical objects, such as Buddha statues and artifacts from the early days of Palembang.

2) Siguntang Hill Inscription Site

This site is an inscription site from the Srivijaya Kingdom era located on Siguntang Hill. The inscription contains writing in Sanskrit stating that Palembang was the center of the kingdom and had trade relations with Asian countries.

3) Jogging exercise

Many people jog in the surrounding area when the weekend arrives. Usually, these joggers are residents who live around the complex and visitors running between the hilly complex with green scenery and cool air, enhanced by the charm of historical relics such as statues and artifacts.

4) Photo spot

In the Bukit Siguntang tourist area, visitors are allowed to take pictures and bring cameras. There are many interesting spots that can be used as a background, such as the vast expanse of green grass and trees around the hills. Statues and artifacts can also be part of the captured images.

5) Travel and Culinary Tour

In addition to historical tours, pilgrimages, and similar activities, visitors can walk around the park complex while enjoying the beauty. This is an alternative when you start to get bored with other activities. Additionally, visitors can enjoy culinary delights in the surrounding area, with many food stalls selling typical or other processed foods near the Bukit Siguntang location. Bukit Siguntang also offers beautiful views and fresh air suitable for walking or relaxing.

6) Educational Tour

As one of the historical sites that left many ruins of memories of the glory of Srivijaya and ancient Malay kingdoms, this place attracts a lot of attention from visitors. Most people who come aim to get information on historical evidence that once took place at the location.

7) The existence of the Tombs of Kings and Important Figures of the Srivijaya Kingdom.

In one of the spots on Siguntang Hill, there is a burial complex believed to be the burial place of Kings and noble figures during the Ancient Malay Kingdom. A footpath has been built to facilitate visitors who come on pilgrimage. Some of the names of the Kings or nobles buried there include Raja Sigentar Alam, Putri Kembang Dadar, Putri Rambut Selako, Pangeran Raja Batu Api, Panglima Tuan Junjungan, Panglima Bagus Karang, and Panglima Bagus Kuning. Additionally, some believe this is the place where the descendants of Iskandar Zulkarnain, namely Sang Sapurba, came.

8) Siguntang Buddha Statue

Siguntang Hill is a heritage site from the Srivijaya era. In 1920 and 1928, several fragments of statues were found in the foothills. After being assembled, the statue was 277 cm tall, 100 cm wide on the shoulders, and 48 cm thick. Made of granite, it had Unisaha and urna on the forehead between the eyes and wore a pleated and transparent robe. This statue was named the Siguntang Buddha statue. Siguntang Hill was identified by Buddhists as a religious site.

Amenities

Siguntang Hill Tourist Attraction is open every day from 07:00 WIB to 16:00 WIB. Its location is close to the city center, making it easy to find places to eat with a typical menu and according to taste in the Siguntang Hill area. Similarly, visitors can find hotels that suit their needs and budget.

The facilities at Siguntang Hill, which are increasingly crowded with visitors, have now begun to be developed. Many supporting facilities and infrastructure have been built specifically for the comfort of visitors, such as repairing and increasing the number of public toilets, as well as providing a parking area to ensure the safety of visitors' private vehicles while at Siguntang Hill. Inside Siguntang Hill, public facilities such as a prayer room, toilets, and directional signs have been provided. However, some facilities, such as the prayer room, are still not kept clean, and there are no souvenir shop facilities

The results of an interview with one of the visitors regarding the amenities at Siguntang Hill are as follows: "There is not much to see, but there are local residents you can ask about its history." Another visitor mentioned: "A green place in a hot city. This place is not well maintained." Based on the interview results, it is evident that the availability of facilities for tourists at Bukit Siguntang is still lacking and does not meet the needs of tourists. Although the manager has completed the facilities and infrastructure, care and maintenance are considered the main aspects that need to be managed first.

Ancillary

In addition to comfort, supporting facilities in each tourist attraction should be maximized to increase the number of visitors. Providing free Wi-Fi facilities is one way to achieve this, and it has also been implemented at Siguntang Hill Tourist Attraction. A total of 15 Wi-Fi points were installed in the area, as Wi-Fi facilities have become a necessity and lifestyle for most people. Almost all crowded places provide free Wi-Fi facilities. The purpose of installing Wi-Fi is to increase comfort and attract more visitors to Bukit Siguntang. Based on the results of an interview with Mr. Khairul Sahri, SH, the Siguntang Hill Tourist Attraction is currently visited by an average of 30-40 people per day, and the number of visitors is expected to increase even further.

There are several elements of tourism that must be fulfilled to ensure the development of the tourism sector in an area. These elements include attractions, amenities, and accessibility (Permatasari & Lesmana, 2022). According to previous research by Faizah, (2020), the implementation of a strategy that includes the development of the 4A's—attractions, amenities, accessibility, and additional supporting facilities—by analyzing strengths, weaknesses, opportunities, and threats is essential. This strategy was applied at the Tomb of Raden Fatah Demak and is also being used by the management of Siguntang Hill to improve strategies by considering strengths, weaknesses, opportunities, and threats.

To determine the development strategy for pilgrimage tourism at Siguntang Hill, an analysis will be conducted to examine the facts collected from the research location. A SWOT analysis will be used to assess the internal conditions and external factors influencing the development of pilgrimage tourism at Bukit Siguntang. Based on the analysis of internal and external conditions, the next stage involves creating a SWOT matrix. This matrix will clearly describe how external opportunities and threats can be aligned with the strengths and weaknesses of Siguntang Hill. The following is the SWOT matrix for this research.

Table 2. SWOT Matrix of Siguntang Hill Tourist Attractions

SWOT Analysis	<i>Strength</i>	<i>Weakness</i>
1.	The location of Siguntang Hill is in the city center	1. Condition of the grave is not maintained
2.	Access can be connected to various transportation fleets	2. Human resource capacity is still lacking in the tourism sector
3.	It has a beautiful, cool and natural panorama	3. Human resources are dominated by cleaning staff

	<ol style="list-style-type: none"> 4. There is an iconic King's Tomb on Siguntang Hill 5. The land owned is very large 6. There are relics of the Srivijaya Kingdom such as inscriptions and statues 7. Many use it as a pilgrimage tourism destination for travel agents from outside the region. 	<ol style="list-style-type: none"> 4. The facilities are not yet complete and adequate for visitors to enjoy. 5. Lack of information regarding the history of the graves, either in the form of brochures or information at each grave.
<i>Opportunities</i>	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. There is support from the central government to make Siguntang Hill more attractive in increasing the number of tourist visits. 2. Becoming the host of the Siguntang Festival which is held regularly every year 3. The renovations carried out changed the image of Siguntang Hill into a pleasant place to visit. 4. Having a gallery that can give a modern and luxurious impression to visitors who come 5. There is cooperation between various parties to organize activities at Siguntang Hill 	<ol style="list-style-type: none"> 1. Maintaining existing cooperation by improving services 2. Cooperating with <i>tour travel</i> for visitors who will undertake pilgrimage tours at Siguntang Hill 3. Carrying out more varied activities to highlight the elements of pilgrimage tourism at Siguntang Hill 	<ol style="list-style-type: none"> 1. There is a division of human resources whose duties are at the front to welcome and escort visitors to the various grave locations. 2. There is regular maintenance of facilities to improve visitor comfort while at Bukit Siguntang. 3. Developing human resource capacity in accordance with the duties and functions in Siguntang Hill
<i>Threats</i>	ST Strategy	WT Strategy
<ol style="list-style-type: none"> 1. The pilgrimage tourism element does not dominate the activity center at Siguntang Hill. 2. Lack of use of social media in promoting Siguntang Hill as an alternative tourist destination that has a lot of tourism potential. 3. The emergence of competitors as 	<ol style="list-style-type: none"> 1. The center of activity focuses more on pilgrimage tourism 2. There are operators who actively use social media to develop information about Bukit Siguntang. 3. Collaborate with the Indonesian Tour Guide Association to develop competencies as a pilgrimage tour <i>guide</i> 	<ol style="list-style-type: none"> 1. Conduct routine evaluations of activities regarding operations and services to visitors. 2. Create an information brochure about Siguntang Hill and provide a map that visitors can use while at Siguntang Hill. 3. There are additional facilities such as <i>souvenir shops</i>, bicycle rentals, etc. to increase the attraction for visitors.

- tourist destinations in Palembang City
4. The condition of the grave will fade over time
 5. There is no *guide* who can direct you directly to the various graves there.

Source: Researcher Processing, 2024

From Table 2, Siguntang Hill has more strengths and opportunities compared to its weaknesses and threats. This can be used as a development strategy for Siguntang Hill. Further discussion regarding the IFAS matrix (Table 3), the results of the analysis are as follows:

Table 3. IFAS Matrix of Tourist Attractions of Siguntang Hill

Internal Strategic Factors	Rating	Weight %	Weight x Rating
Strength (Strength)			
The location of Siguntang Hill is in the city center	4	0.1	0.4
Access can be connected to various transportation fleets	4	0.2	0.8
It has a beautiful, cool and natural panorama	4	0.2	0.8
There is an iconic King's Tomb on Siguntang Hill	3	0.2	0.6
The land owned is very large	3	0.1	0.3
There are relics of the Srivijaya Kingdom such as inscriptions and statues	3	0.1	0.3
Many use it as a pilgrimage tourism destination for travel agents from outside the region.	3	0.1	0.3
Total Strength	24	1	3.5
Weakness			
Condition of the grave is not maintained	2	0.2	0.4
Human resource capacity is still lacking in the tourism sector	2	0.3	0.6
Human resources are dominated by cleaning staff	1	0.2	0.2
The facilities are not yet complete and adequate for visitors to enjoy.	2	0.2	0.4
Lack of information regarding the history of the graves, either in the form of brochures or information at each grave.	2	0.1	0.2
Total Weakness	9	1	1.8
Difference			1.7

Source: Primary Data Processing Results, 2024

Then, to analyze external strategies, the EFAS matrix will be used, which in this study consists of five statement items in the opportunity and five statement items in the threat, as shown in Table 4. The IFAS (Internal Strategic Factor Analysis Summary) matrix analysis shows a value of 1.7, and the EFAS (External Strategic Factor Analysis Summary) value is 1.3. These results will be illustrated in a SWOT analysis diagram to determine the strategy that will be used by the Siguntang Hill management. The SWOT analysis diagram indicates that Siguntang Hill is in quadrant I, meaning it has strengths and opportunities that can be utilized for its development as a pilgrimage tourism attraction. The appropriate strategy for Siguntang Hill management is to adopt a growth-oriented

strategy or a strategy that supports an aggressive growth policy. The results of the Bukit Siguntang SWOT analysis diagram are shown in Figure 3.

Table 4. EFAS Matrix of Siguntang Hill Tourist Attractions

Internal Strategic Factors	Rating	Weight %	Weight x Rating
Opportunity			
There is support from the central government to make Siguntang Hills more attractive in increasing the number of tourist visits.	4	0.2	0.8
Becoming the host of the Siguntang Festival which is held regularly every year	3	0.2	0.6
The renovations carried out changed the image of Siguntang Hill into a pleasant place to visit.	3	0.2	0.6
Having a gallery that can give a modern and luxurious impression to visitors who come	4	0.2	0.8
There is cooperation between various parties to organize activities at Siguntang Hill	4	0.2	0.8
Total Opportunity	18	1	3.6
Threats (Threats)			
The pilgrimage tourism element does not dominate the activity center at Siguntang Hill.	3	0.3	0.9
Lack of use of social media in promoting Siguntang Hill as an alternative tourist destination that has a lot of tourism potential.	2	0.1	0.2
The emergence of competitors as tourist destinations in Palembang City	2	0.2	0.4
The condition of the grave will fade over time	2	0.2	0.4
There is no guide who can direct you directly to the various graves there.	2	0.2	0.4
Total Threats	11	1	2.3
Difference		1.00	1.3

Source: Primary Data Processing Results, 2024

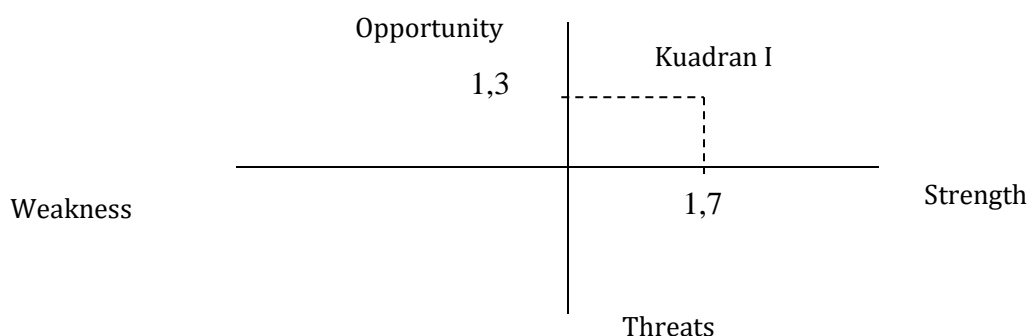


Figure 3 Grand Strategy

Source: Primary Data Processing Results, 2024

The IFAS (Internal Strategic Factor Analysis Summary) matrix analysis in Table 2 and the EFAS (External Strategic Factor Analysis Summary) in Table 3 are supporting factors for designing a development strategy for Siguntang Hill as a pilgrimage tourism attraction. The results of the analysis show that the right strategy for the manager of Siguntang Hill, which is included in

quadrant I, is to implement a growth-oriented strategy by utilizing the strengths and opportunities that exist at Siguntang Hill. From the table, it can be concluded that the SWOT diagram provides a comprehensive picture of the strategic factors that influence the development of pilgrimage tourism strategies at Siguntang Hill.

Siguntang Hill has the potential to be a pilgrimage tourist attraction in Palembang, with adequate natural tourist attractions because it is surrounded by shady trees. Given this potential, the manager must pay attention to the comfort provided to visitors. By carrying out renovations and periodic maintenance, Siguntang Hill can become one of the top tourist destinations in Palembang City for pilgrimage tourism.

The tombs at Siguntang Hill serve as one of the pilgrimage attractions for visitors who want to contemplate God's creation. The condition of the tombs must be maintained, and the atmosphere around them should create a meaningful pilgrimage experience. The presence of a caretaker, assigned as one of the tour leaders, can be a key point in enhancing the pilgrimage attraction for visitors.

Various statues from the Sriwijaya Kingdom heritage can support historical knowledge of the past. Explanations should be displayed as interestingly as possible to be read and understood, interpreting the meaning of each existing statue. The existing amenities have also met the needs of visitors, even though they are not optimally maintained. Cooperation with the public to provide business opportunities can help maintain cleanliness and comfort in serving food to visitors.

E. CONCLUSION

The management of Siguntang Hill as a pilgrimage tourist attraction falls under the Department of Culture and Tourism of South Sumatra Province, which collaborates with the Department of Education in the field of promotion and serves the public. One of the latest facilities is the Siguntang Hill Gallery, which makes it easier for travelers to get information about the history of Siguntang Hill. However, the number of officers is very limited, making travelers depend on directions and narratives from the Siguntang Hill Gallery to get information about the hill's history. The workforce at Siguntang Hill is dominated by contract employees who are responsible for cleaning the area, including parks, trees, graves, and roads.

The development strategy for Siguntang Hill, based on the SWOT analysis, shows significant potential, as illustrated by an IFAS score of 1.7 and an EFAS score of 1.3. As a tourist attraction that contains pilgrimage relics and the history of the Sriwijaya Kingdom, along with its location and easy access, Siguntang Hill has great potential for development. The hill is in the city center, with access connected to various transportation fleets. It has a beautiful natural panorama, the iconic King's Tomb, a large area of land, and relics of the Sriwijaya Kingdom such as inscriptions and statues. These factors make Siguntang Hill a popular pilgrimage destination for travelers from outside the area. However, the tombs are not well maintained, the workforce in the tourism field is insufficient, there are limitations in physical resources for development, maintenance, and management of facilities at Siguntang Hill, and the facilities are not yet complete and adequate for visitors. Additionally, there is a lack of information about the history of the tombs, either in the form of brochures or descriptions at each grave.

There is support from the central government to make Siguntang Hill more attractive and increase the number of tourist visits. The hill hosts the Siguntang Festival activities held regularly every year, and renovations have changed the image of Siguntang Hill into a pleasant place to visit. The gallery gives a modern and luxurious impression to visitors, and there are collaborations with various parties to organize activities at Siguntang Hill. However, pilgrimage tourism does not dominate the activities at Siguntang Hill, there is a lack of social media promotion, the emergence of competitors as tourist destinations in Palembang City, the condition of the graves is not well maintained, and there is no guide to direct visitors to the various tombs.

This research is still limited to the development strategy that focuses on the 4 A's: accessibility, attractions, amenities, and ancillary services, due to limited time. One of the research proposals for Siguntang Hill is to focus on marketing strategies for Bukit Siguntang.

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