

Strategic management insights from a SWOT perspective: developing tourism villages in Subang District, West Java, Indonesia

Dasril Indra ^{1*}, Endang Sinaga ², Samad Chakour ³, Anwari Masatip ⁴

^{1,2,4} Politeknik Pariwisata NHI Bandung, Indonesia

³ Highline College, Seattle, WA, United States

*Corresponding Author: dai@poltekpar-nhi.ac.id

Abstract: The research provides strategic management insights by applying a SWOT analysis framework to develop Subang District, West Java, Indonesia tourism villages. It focuses on formulating an effective management and development strategy for Sari Bunihayu Tourism Village, one of the region's earliest tourism sites. Developing tourism villages in Indonesia is a strategic effort to strengthen rural economies, preserve cultural identity, and promote sustainable tourism. Despite its strong tourism potential, Sari Bunihayu faces key challenges, including weak institutional governance, underdeveloped infrastructure, limited digital promotion, and fragmented stakeholder coordination. Using a mixed-method research design, the research integrates qualitative approaches, field observations, document analysis, and stakeholder interviews, with quantitative techniques involving weighted SWOT matrices validated by expert input. Findings show that Sari Bunihayu falls within Quadrant II of the SWOT matrix, indicating that internal strengths can be utilized to address external threats. Strategic priorities include enhancing community participation, preserving traditional knowledge, and strengthening destination branding to support cultural and agrotourism. Recommended initiatives involve developing educational tourism programs, hosting annual cultural festivals, improving digital marketing led by local youth, and forming a tourism cooperative to reinforce institutional capacity. The research recommends stronger collaboration among communities, government, academia, and the private sector. It also highlights the need for improved infrastructure, human capital development, and policy integration to ensure inclusive, adaptive, and sustainable tourism governance. Ultimately, this research presents a replicable strategy model for rural tourism development in Subang Regency, supporting broader equity, sustainability, and cultural preservation goals.

Keywords: strategy management, sustainable tourism, SWOT analysis, tourism village

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Introduction

Tourism plays a vital role in driving economic transformation in developing countries, contributing significantly to employment, income generation, and rural revitalization (Briedenhann & Wickens, 2019). As the sector grows, the demand for integrated infrastructure, spanning transportation, accommodations, attractions, and services, becomes essential in supporting visitor satisfaction and destination competitiveness (Hanafiah et al., 2021). In Indonesia, tourism is a national economic driver and a catalyst for rural transformation through locally initiated tourism models.

In this context, rural-based tourism, particularly the tourism village model, has emerged as a key approach to community empowerment and sustainable development. Tourism villages emphasize localized experiences by integrating cultural authenticity with economic participation (Dangi & Jamal, 2019). Government programs have actively promoted this model to decentralize tourism benefits and stimulate rural economies through village-led initiatives that blend traditional

livelihoods with tourism services such as culinary arts, crafts, and guided tours (Sigala, 2020). Despite these initiatives, many tourism villages still face significant challenges in maximizing their potential due to fragmented planning, limited market exposure, and weak institutional coordination.

One notable example is the Sari Bunihayu Tourism Village in Subang Regency, West Java. Established in 1989 and located at an altitude of 500–1,700 meters, this village spans three hectares and offers visitors a unique combination of ecological landscapes, agricultural activities, and cultural heritage. Despite its longstanding presence and proximity to major attractions such as Mount Tangkuban Perahu and Ciater Hot Springs, Sari Bunihayu Tourism Village suffers from underutilization due to the absence of an integrated strategy that connects its natural and cultural assets with regional tourism circuits. Its promotional efforts remain limited and outdated, relying largely on traditional word-of-mouth channels without the support of digital platforms or data-driven marketing. Additionally, the village's management system lacks professional structure and clear role division among stakeholders, which results in disjointed planning, minimal innovation, and weak institutional responsiveness. The absence of standardized service protocols and performance monitoring further hampers its ability to deliver consistent visitor experiences. These operational shortcomings are exacerbated by a lack of investment in capacity building and local tourism training, leading to underdeveloped human resources and service quality gaps. Consequently, the village struggles to build a strong destination identity and maintain competitiveness in the increasingly dynamic rural tourism market. These issues align with the concerns raised by Niezgoda and Kołodziejczak (2020), who underscore how inadequate visibility and strategic misalignment can obstruct sustainable tourism development.

However, few studies have examined how SWOT analysis can be practically applied to improve tourism village development in regions like Subang, where contextual factors such as rural governance, limited digital promotion, and fragmented stakeholder coordination remain key challenges. Most existing studies focus on theoretical discussions or general tourism development without offering concrete strategic frameworks tailored to the realities of individual villages. This gap highlights the need for practical, site-specific strategic tools that diagnose current conditions and guide the formulation of actionable, locally appropriate development strategies.

Applying a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis offers a structured method for diagnosing current conditions and formulating actionable strategies tailored to the village's local context (Gössling & Hall, 2021). Despite the village's strategic location near key tourist nodes, including the Ciater Tea Plantation and the Sacred Tomb of Ranggawulung, there is no integrated plan to capitalize on these synergies, limiting the village's ability to attract a broader visitor base and sustainably manage its tourism resources.

While previous studies have explored sustainability and community participation in rural tourism (Seraphin et al., 2021), few have operationalized SWOT analysis in real-world tourism village contexts, particularly in Indonesia. Moreover, the recent global shifts caused by the COVID-19 pandemic and digitalization underscore the need for adaptive, resilient planning (Tran et al., 2023). The Smart Village Tourism Framework and Triple Bottom Line models offer relevant paradigms for enhancing governance, innovation, and socio-environmental balance (Cavagnaro & Curiel, 2023).

Therefore, this research aims to design effective management and development strategies by producing a SWOT-based strategy tailored to the specific conditions of Sari Bunihayu Tourism Village. As one of the earliest established tourism villages in Subang District, Sari Bunihayu holds a unique position in the region's rural tourism landscape. While it may not fully represent the diversity of all tourism villages across Subang, it serves as a valuable case due to its longevity, strategic location, and hybrid offerings of ecological, cultural, and agricultural experiences. According to data from the Subang Regency Tourism Office, there are currently more than 20 officially recognized tourism villages in the district, each with a varying thematic focus, development stage, and level of community involvement. Sari Bunihayu was among the first to be promoted as a rural tourism site in the late 1980s, making it a relevant and insightful subject for examining long-term development patterns, institutional challenges, and strategic potential in a rapidly evolving tourism environment.

Tourism villages are not merely alternative destinations but represent an integrated strategic model that combines cultural heritage, natural resources, and community engagement to deliver authentic and sustainable tourism experiences (Ruhanen et al., 2021; Nuryanti, as cited in Nalayani, 2016). This concept aligns with the principles of Community-Based Tourism (CBT), which promotes equitable distribution of benefits, active local participation, and community empowerment (Dangi & Jamal, 2019; Rahmawati et al., 2021).

To strengthen the theoretical framework of this study, it is critical to revisit the original contribution of Nuryanti (1993), who conceptualized the tourism village as a postmodern response to the commodification of culture and heritage. In her seminal work, Nuryanti outlines five interrelated dimensions that are essential for effective tourism village management: economic empowerment, cultural preservation, ecological balance, political inclusion, and institutional governance. These dimensions serve not only as normative pillars but also as analytical tools for evaluating tourism village performance and sustainability.

Within the context of this research, Nuryanti's framework provides a foundation for developing SWOT-based strategies tailored to the specific characteristics of Sari Bunihayu Tourism Village. By analyzing each of the five dimensions, this study aims to identify the internal strengths and weaknesses that influence the village's capacity to evolve into a resilient, community-oriented, and competitive rural tourism destination.

Empirical studies highlight that successful tourism villages leverage indigenous resources and local knowledge to drive development, enhancing community resilience and preserving ecological and cultural integrity (Niezgoda & Kołodziejczak, 2020). Managing visitor numbers through carrying capacity frameworks helps protect the destination from overtourism, ensuring sustainable experiences for locals and tourists alike. This reinforces the relevance of SWOT analysis for formulating place-specific tourism strategies in Sari Bunihayu.

Effective governance is equally vital. Zamfir & Corbos (2015) emphasize the role of multi-stakeholder collaboration involving local government, businesses, academia, and communities in enhancing innovation and ensuring equitable outcomes. In contrast, Suansri (2003) highlights the importance of bottom-up leadership in driving sustainable tourism. Both perspectives stress that stakeholder synergy is essential for successful tourism governance. The case of Penglipuran Village in Bali, for example, demonstrates how local regulations and transparent revenue-sharing systems can strengthen destination management (Novriyanti & Ristanti, 2022).

Cultural heritage preservation further enriches tourism villages. Richards & Du Cros (2020) note that tourism sustains local traditions, while intergenerational knowledge transfer through crafts and rituals strengthens community pride and visitor engagement (Salouw, 2022). Strategic planning for tourist villages thus requires integrating governance, heritage preservation, and participatory management into holistic destination development.

From a marketing perspective, destination planning must include visitor flow management, infrastructure enhancement, and identity branding. Andrades & Dimanche (2022) highlight that tourism experiences must be emotionally resonant, while Prayag et al. (2023) emphasize the importance of cultivating strong destination identities. Complementarily, Sigala (2020) underscores digital transformation as a critical differentiator, suggesting that smart technologies and digital storytelling complement place branding.

The Triple Bottom Line framework introduced by Cavagnaro & Curiel (2023) encourages balancing economic viability, environmental responsibility, and social inclusiveness in tourism development. Additionally, digital innovations such as virtual tours, ICT platforms, and online marketing have become essential tools for expanding the reach of rural destinations (Tran et al., 2023; Sigala, 2020). This reinforces the relevance of SWOT analysis for formulating place-specific tourism strategies in Sari Bunihayu.

Despite the wealth of research on tourism village development, few studies explore how SWOT analysis can be operationalized at the village scale with a focus on integration, branding, and institutional coordination in the Indonesian context. This study seeks to bridge that gap by applying SWOT as a strategic planning framework tailored to the unique realities of Sari Bunihayu. By embedding SWOT analysis within broader paradigms of community empowerment, digital transformation, and sustainability, this research contributes theoretically and practically to tourism village development in Indonesia.

The sustainable development of tourism villages necessitates an integrated approach that harmonizes cultural heritage, community empowerment, and modern innovation. Karyono (1997) asserts that tourism villages should offer unique attractions rooted in local arts, traditional lifestyles, and natural landscapes to create meaningful visitor experiences. Supporting infrastructure, including transportation, waste management, and public utilities, must be adequately developed to meet visitor expectations and ensure environmental sustainability. Moreover, strengthening human resources and institutional governance is essential for delivering quality services and sustaining long-term tourism growth. Karyono also highlights the importance of targeting both domestic and international markets to maintain economic viability.

Contemporary scholars expand this foundation by integrating new perspectives. Sihombing et al. (2023) emphasize the significance of digital literacy and smart tourism technology in enhancing village competitiveness, particularly in the post-pandemic era. Putra and Ardiansyah (2022) stress that local entrepreneurship and innovative tourism products are key to strengthening rural destination competitiveness. Yuliani et al. (2023) advocate embedding sustainability principles—environmental conservation, cultural preservation, and social inclusiveness into tourism planning. Santosa and Hermawan (2022) emphasize participatory planning and community empowerment as drivers of success, while Rahmawati et al. (2021) underscore the role of local wisdom in enriching visitor experiences. Widodo and Nugroho (2024) further highlight how destination branding aligned with local identity enhances market appeal. Collectively, these insights suggest that the future of tourism villages depends on balancing heritage values with technological innovation to foster resilience and inclusive growth.

The development of tourism villages requires a comprehensive and integrated approach involving multiple critical components. Karyono (1997) emphasizes that tourism villages should offer unique attractions rooted in local arts, culture, historical heritage, traditional lifestyles, and natural beauty to create distinctive tourist experiences. Accommodation options, often in the form of homestays or community-based lodgings, enhance the authenticity of the stay while promoting local economic development. A competent institutional structure and well-trained human resources are crucial for ensuring effective governance, high-quality services, and long-term sustainability. Furthermore, supporting tourism infrastructure such as communication networks, waste management, and public utilities must be adequately developed to meet tourist expectations and environmental standards. Reliable drainage systems and transportation access are equally vital for maintaining operational efficiency and visitor satisfaction. Karyono also notes the importance of leveraging both domestic and international tourist markets to sustain economic viability and stimulate local growth. These foundational elements remain relevant but must be integrated with modern strategies to adapt to evolving tourism trends and challenges.

SWOT analysis serves as a fundamental framework for identifying an organization's internal strengths and weaknesses alongside external opportunities and threats that shape its strategic direction (Pearce & Robinson, 2010). Through this approach, management aligns internal resources with external factors to maximize advantages and address vulnerabilities. King et al. (2023) expand this by integrating big data analytics and external factor analysis, enhancing strategic precision. Chuang and Huang (2019) emphasize the importance of prioritizing factors by impact and scalability for better decision-making. Grant (1998) asserts that effective strategies arise when internal resources align with external opportunities, while Norberg and Brown (2001) integrate the Balanced Scorecard with SWOT to form a balanced strategic framework.

Andrade et al. (2023) underscore SWOT's enduring relevance in strategic management, supported by quantitative evaluation tools such as IFAS and EFAS matrices (Memah & Potolau, 2019). The TOWS matrix (Wehrich, 1982; Lohrke et al., 2022) enhances this by pairing internal and external factors into actionable strategies. David (2016) highlights the need for continuous matrix reassessment in dynamic environments.

Further, frameworks like the Composition-Based View (Luo & Child, 2015) suggest that ordinary resources can be recombined innovatively, while Tourism 4.0 (2021) demonstrates how digital twin and IoT technologies transform SWOT into predictive, sustainability-driven tools.

Despite the wealth of research on tourism village development, few studies explore how SWOT analysis can be operationalized at the village scale with a focus on integration, branding,

and institutional coordination in the Indonesian context. This study contributes to filling that gap by offering a site-specific strategic framework designed to strengthen the holistic development of Sari Bunihayu Tourism Village.

Methodology

This research employs a descriptive qualitative research method, where the researcher seeks to comprehensively understand a particular subject through qualitative approaches. Existing theories are further developed based on the data collected during the research process. According to Creswell and Poth (2021), qualitative research is an approach that aims to explore and understand the meanings that individuals or groups attribute to a social or human problem. This method involves emerging research questions, data typically gathered in natural settings, and positions the researcher as the key instrument, collecting data from various sources such as interviews, observations, and documents.

In alignment with the research's objectives, data collection involved direct engagement with a purposively selected group of 15 participants representing diverse institutional, managerial, socio-cultural, and economic perspectives, comprising 3 government officials from the local tourism and culture department who were directly engaged in formulating and implementing tourism development policies, regulatory frameworks, and strategic planning; 4 tourism village managers responsible for overseeing daily operations, product innovation, visitor services, and destination promotion within designated tourism villages; 4 community leaders who served as respected elders and cultural custodians with extensive knowledge of local traditions, historical heritage, and community engagement practices essential for tourism sustainability; and 4 private-sector representatives from the hospitality and tourism-related industries, including accommodation providers, travel service operators, and retail enterprises that contribute to the regional tourism value chain, thereby ensuring that the data collected reflected a comprehensive and multidimensional understanding of the tourism ecosystem while enhancing the analytical depth, credibility, and validity of the research findings through methodological triangulation.

While the core methodology is qualitative, this research also incorporates quantitative components during the strategic analysis stage, particularly through applying a SWOT matrix using weighted scores and ratings. These numerical values were derived from expert assessments and field data, combining subjective evaluations with systematic calculation to prioritize strategic factors. Thus, the approach can be classified as a mixed-method design.

This research employed documentation and observational methods to gather relevant data. The data collection process was conducted over four months directly in the field, focusing on various tourism destinations across Subang Regency. The overall research took place over five months, from February to June 2024, followed by interviews conducted in the subsequent month with several related institutions to validate findings and gather expert insights. Data analysis and further data collection were carried out in August, followed by the data processing stage after gathering all the necessary information.

The methodological rigor of this research was further reinforced through the involvement of experts whose professional backgrounds and domain knowledge were directly relevant to the research objectives. The expert panel consisted of individuals with substantial experience in tourism development, destination management, and regional policy making within the context of Subang Regency. Among them were senior officials from the regional tourism and culture department, who possess in-depth expertise in designing and implementing tourism policies, regulatory frameworks, and sustainable development strategies.

Their insights ensured the research's approach aligned with current governmental priorities and legal provisions. Additionally, the panel included seasoned tourism village managers with over a decade of operational leadership experience, bringing practical knowledge of visitor management, product innovation, and community-based tourism models. Their contributions were invaluable in contextualizing the observational findings with real-world operational challenges.

Furthermore, cultural heritage specialists and community leaders provided authoritative perspectives on preserving local traditions, intangible heritage, and cultural narratives, which are critical for ensuring the sustainability and authenticity of tourism initiatives. Including these

experts not only strengthened the methodological validity through triangulation but also enhanced the analytical depth by integrating policy-oriented and practice-based perspectives, ensuring that the findings reflect a comprehensive understanding of Subang Regency's tourism ecosystem.

A SWOT matrix analysis was utilized to determine effective development strategies for tourism destinations. This analytical approach enabled the identification of opportunities and threats by aligning them with the sector's internal strengths and weaknesses. The rating, weighting, and scoring system used in the SWOT matrix followed a structured procedure based on the relative importance of each factor, with calculations grounded in field observations, stakeholder feedback, and supporting documentation.

The research is classified as a survey-based study. It involved systematic observation of tourism-related activities and the review of supporting documentation. No experimental setup or simulation tools were used. The research did not rely on any specific software or hardware products. All observations were conducted under natural conditions without technological intervention. The framework of this research was grounded in SWOT theory, which has been widely recognized for its strategic planning capabilities. All procedures and conditions were designed to allow other researchers to replicate the research under similar contexts.

Based on the data obtained, the number of tourist visits to Subang Regency from 2020 to 2024 is shown in Table 1 as follows:

Table 1. Subang regency tourist visits (domestic & international) 2020–2024

Year	Domestic Visits (Approx.)	International Visits	Notes
2020-2021	Not Available	-	Pandemic Years
2022	7.8 million	Not separately reported	Domestic rebound
2023	10.8 million	-	Record domestic
2025	4,011,335 (drop) Ongoing	-	Decline vs 2023

(Source: Data from the Subang Regency Tourism Office, West Java, 2024)

In 2020 and 2021, tourist visits were significantly affected by the COVID-19 pandemic, resulting in limited or unavailable data for both domestic and international travelers. In 2022, tourism began to recover, with approximately 7.8 million domestic tourist visits recorded. This upward trend continued in 2023, with total domestic visits reaching around 10.8 million. However, in 2024, there was a noticeable decline. According to official data, domestic tourist visits dropped to approximately 4,011,335, marking a 23.4% decrease compared to the previous year. International visitor data remains unavailable or unrecorded, indicating minimal regional foreign tourism activity.

Results and Discussions

Results

Tourism development in Subang Regency has been systematically assessed through the construction of a 3×3 SWOT matrix, designed to map internal dynamics against external challenges and opportunities. The matrix illustrates a structured analysis of internal strategic elements, including the destination's attractiveness, efficiency in tourism operations, institutional frameworks, and promotional mechanisms. Notably, each component is evaluated through a percentage-based scoring system, enabling a more precise comparison of its contributions to overall performance. The SO (Strengths–Opportunities) strategies utilize the region's rich natural and cultural assets to promote ecotourism and agrotourism in line with sustainable tourism trends. ST (Strengths–Threats) strategies emphasize community participation and traditional knowledge to address environmental risks and over-tourism. The WO (Weaknesses–Opportunities) strategies aim to resolve infrastructure and service gaps through collaborations with public and private stakeholders. WT (Weaknesses–Threats) strategies adopt a conservative approach by leveraging digital marketing and inter-agency cooperation to overcome promotional and funding limitations. This structured matrix provides a strategic lens for aligning internal capabilities with external conditions and serves as a framework for formulating inclusive, sustainable, and community-

oriented tourism development policies. The comprehensive interpretation of this matrix is presented in Table 2 and Table 3 as follows:

Table 2. Matrix of internal aspects

Internal Attribute Framework of Subang's Tourism Villages				
Internal Strategy Component		Rating (R)	Weight (B) (%)	Score (RxB) (%)
Strength				
Tourism Destination Attributes				
1	The region boasts a wealth of natural attractions, stretching across land and marine environments.	3	7	21
2	Tourism in the area is heavily centered around natural landscapes, with a particular focus on mountainous and forested terrains.	3	5	15
3	Local traditions, including artistic expressions and cultural customs, remain well-preserved and continue to thrive.	3	6	18
4	The tourism development areas have been designated by geographic zones, northern, central, and southern, each aligned with a specific thematic focus.	3	5	15
5	A spatial master plan has been formulated to guide the long-term development of tourism across the district.	3	5	15
6	The area is easily accessible via major toll exits, including those located in Subang and Kalijati.	3	7	21
7	Basic public utilities such as clean water, electricity, drainage systems, and waste management are already in place.	2	6	12
8	Tourism-related facilities and infrastructure in Subang Regency are generally sufficient to support visitor needs.	2	6	12
Tourism Industry Development				
1	The hospitality sector, especially hotels and restaurants, is relatively well-established in the central and southern regions of the district.	2	7	14
2	Subang benefits from existing research, databases, and investment feasibility studies that provide a strong foundation for tourism planning and growth.	2	6	12
Tourism Market and Marketing				
1	There is an evident potential in both domestic and international tourism markets that can be further tapped into.	2	6	12
2	Marketing strategies have begun to leverage digital platforms, with tourists increasingly playing an active role in promotion by sharing their own experiences.	2	7	14
3	Tourism-related associations in the region show a high level of enthusiasm and commitment, particularly in organizing and coordinating tourism events and promotional activities collectively.	2	5	10
4	Subang Regency is widely recognized as a destination for family-oriented recreation, with well-known attractions such as Sari Ater and Mount Tangkuban Perahu shaping its public image.	3	7	21
Institutional Framework				

Internal Attribute Framework of Subang's Tourism Villages				
Internal Strategy Component		Rating (R)	Weight (B) (%)	Score (RxB) (%)
1	The district benefits from a sizable population of individuals within the productive age range, offering significant potential as a human resource pool for the tourism sector.	3	5	15
2	The local community's strong adherence to Islamic values contributes to shaping Subang Regency's reputation as a region that is both spiritually grounded and secure for visitors.	3	5	15
3	In specific tourist destinations, a revenue-sharing arrangement has been implemented, allowing financial benefits from tourism levies to be distributed between local authorities, private operators, and the surrounding community.	2	5	10
Total Strength (S)			100	252
Weakness				
Tourism Destination Attributes				
1	The natural ecosystems in the area are highly sensitive and prone to degradation due to the intensity and diversity of tourism-related activities.	-2	4.5	-9
2	The current tourism development is heavily concentrated in the southern region, which primarily focuses on mountain-based attractions. As a result, there is a pressing need to diversify tourism themes, including the promotion of coastal tourism in the south and urban tourism in the central region.	-2	3	-6
3	Many of the existing tourism facilities and infrastructure, particularly those serving community-level tourism hubs, fall short of acceptable standards.	-3	4.5	-13.5
4	The disparity in regional accessibility means that tourism growth tends to cluster around areas with reliable road networks, leaving other locations less developed due to limited infrastructure.	-3	4.3	-12.9
5	Public transport options to key tourist destinations remain sparse, with limited schedules and availability. Consequently, visitors often have no choice but to use private vehicles, which can involve extended travel times.	-4	5	-20
6	There is an uneven distribution of basic utilities across the district—both in terms of coverage and service quality—especially in the northern region, which remains underserved.	-4	5	-2
7	The northern parts of Subang lack adequate support services for tourism, including lodging, dining establishments, souvenir shops, directional signage, and tourist information centers.	-4	5	-2
8	Most tourism sites and supporting facilities, such as hotels, do not yet incorporate disaster risk reduction measures. Essential features like designated evacuation routes, earthquake-resistant infrastructure, and emergency rooms are largely absent.	-3	5	-15
Tourism Industry Development				

Internal Attribute Framework of Subang's Tourism Villages				
Internal Strategy Component		Rating (R)	Weight (B) (%)	Score (RxB) (%)
1	The tourism business sector lacks consistent standards of operation—for instance, some accommodations are classified as star-rated but deliver services that fall below that level.	-3	4	-12
2	Policy frameworks and planning documents are often underutilized and do not effectively inform actual tourism-related policymaking.	-2	5	-10
3	There are currently no incentive policies aimed at encouraging sustainable investment in the tourism sector by individuals or private enterprises.	-2	4	-8
4	There are no environmental accountability mechanisms or penalties to address harmful practices by tourism business operators.	-2	4	-8
5	Environmental impact assessments (AMDAL) have not been systematically developed to evaluate the consequences of tourism industry operations and expansions.	-3	5	-15
Tourism Market and Marketing				
1	There is an absence of comprehensive market research aimed at understanding tourist demographics, behavior patterns, and preferences.	-3	4	-12
2	Marketing and promotional campaigns lack precision and are not strategically directed at specific audiences or destinations.	-3	5	-15
3	Subang Regency has yet to establish an official, centralized tourism website that serves as a digital gateway for visitors.	-4	5	-20
4	There is no well-maintained database containing detailed information on tourist attractions and the available supporting services.	-4	4	-16
5	The region does not yet possess a cohesive brand identity—elements such as slogans and logos are either undeveloped or poorly publicized.	-4	6	-24
Institutional Framework				
1	Many individuals working in the tourism industry lack adequate skills, indicating an urgent need for targeted training programs to improve service quality.	-3	3,5	-10.5
2	Policy-makers and tourism planners often have limited technical expertise and practical understanding of tourism development dynamics.	-2	2,7	-5.4
3	Bureaucratic fragmentation and poor inter-agency collaboration hinder integrated tourism development due to sectoral silos.	-2	3	-6
4	The number of dedicated institutions focused on tourism remains low, limiting administrative and developmental capacity.	-2	4	-8
5	Reliable data and analytical information related to various dimensions of tourism—destinations, markets, institutions—are still scarce, particularly for emerging or underdeveloped areas.	-3	1.5	-4.5

Internal Attribute Framework of Subang's Tourism Villages			
Internal Strategy Component	Rating (R)	Weight (B) (%)	Score (RxB) (%)
6 Local communities often lack awareness and understanding of the expectations and operational standards of the tourism industry, including the core values represented by Sapta Pesona (seven tourism charms).	-2	1.5	-3
7 Collaborative frameworks involving stakeholders—especially community participation—are still underdeveloped, with engagement limited to only a handful of tourism sites.	-3	1.5	-4.5
Total Weakness (W)		100	-298.3
Total Internal Component (X)	S+W = 252 + (-298.3) =		
	-46		

Table 3. Matrix of external aspects

External Attribute Framework of Subang's Tourism Villages			
External Strategy Component	Rating (R)	Weight (B) (%)	Score (RXB) (%)
Opportunity			
Tourism Destination Attributes			
1 Specific tourist sites with high strategic value have been identified for designation as flagship attractions, priority tourism zones, and core tourism areas.	3	9	27
2 Both nature-based and urban tourism destinations continue to draw the highest levels of visitor interest.	3	15	45
3 Financial support—whether sourced from national government, local authorities, or international donors—can be directed toward tourism initiatives in line with regional development agendas.	3	10	30
4 Local commodities such as agricultural products, fisheries, plantation goods, and processed items offer strong potential to be transformed into tourism-linked economic sectors.	4	9	36
Tourism Industry Development			0
1 There is growing openness to both domestic and foreign investment in the tourism sector, creating opportunities for expanded business development.	2	7	14
2 The region has the potential to adopt sustainable tourism practices, including the integration of low-carbon travel and environmentally conscious visitor experiences.	2	8	16
Tourism Market and Marketing			0
1 Cultural tourism is increasingly favored by travelers, presenting a key area for product and experience diversification.	3	9	27
2 Advances in digital technology and the rise of geo-social platforms present new tools for enhancing tourism promotion and engagement.	3	10	30
3 National-level promotional efforts have begun to position Subang Regency as a leading recreational tourism	3	9	27

External Attribute Framework of Subang's Tourism Villages			
External Strategy Component	Rating (R)	Weight (B) (%)	Score (RXB) (%)
destination, offering marketing momentum for local stakeholders.			
Institutional Framework			0
1 The expanding tourism labor market offers chances for competitive human resources, including professionals from other regions or even international talent, to contribute to industry growth.	2	5	10
2 Corporate Social Responsibility (CSR) initiatives from various companies can be leveraged to support tourism-related infrastructure and community-based projects.	3	9	27
Total Opportunity (O)		100	289

(Source: Analysis Results, 2025)

In conducting the SWOT analysis, each internal and external factor is assigned a weight that reflects its relative significance in the context of regional development, with the total weight for all internal factors summing to 1, as does the total for all external factors, ensuring proportional representation within the analysis. Each factor is then evaluated using a rating scale ranging from -4 to +4, where higher negative scores reflect severe weaknesses or threats, while higher positive scores indicate significant strengths or promising opportunities. The importance level of each factor influences its assigned rating. Finally, the overall score of each factor is calculated by multiplying its respective weight by its assigned rating value, providing a quantified assessment of its strategic impact.

Using data from the internal and external analysis matrices, the cumulative strength score for tourism villages in Subang Regency stands at 252, while the cumulative weakness score is -298,3. These combined yield a net internal score of -46. This result places the position of tourism development on the negative side of the X-axis, indicating that current internal strengths are insufficient to compensate for the prevailing weaknesses. On the other hand, the evaluation of external conditions shows a total opportunity score of 289 and a total threat score of -279. The net external score, therefore, is 10, placing the village's development position slightly on the positive Y-axis. This suggests that, despite internal shortcomings, there is a favorable external environment. Existing opportunities, especially in expanding and enhancing tourism destinations, could be strategically leveraged to reduce or neutralize the negative effects of potential threats.

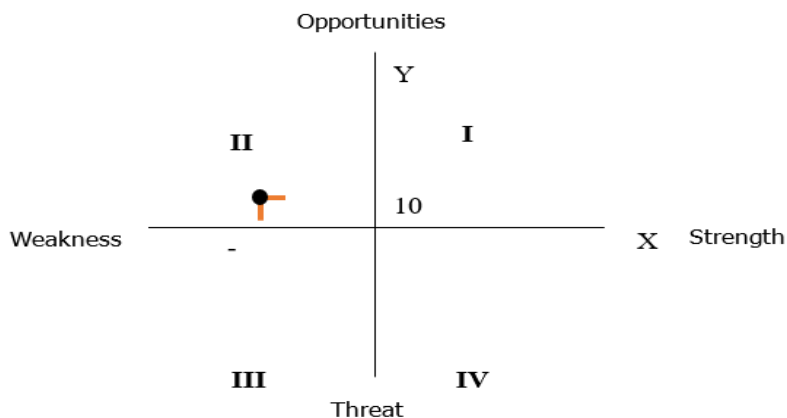


Figure 1. Subang's tourism villages

The process of determining the weights and ratings for the SWOT analysis of Sari Bunihayu Tourism Village employed a participatory approach. This approach actively involved key stakeholders, including tourism village managers, local business actors, community leaders, and representatives from the local government, ensuring that the analysis reflected diverse perspectives and local realities.

In the first stage, weights were assigned to each SWOT factor to reflect their relative importance in the village's tourism development context. The weighting scale ranged from 0.0 to 1.0, and the total weight for internal factors (strengths and weaknesses) and external factors (opportunities and threats) was normalized to 1.0, respectively. Factors considered highly influential in driving tourism growth or presenting critical challenges received greater weighting.

After assigning weights, each factor was rated based on its present condition or potential impact on the tourism village. Strengths and opportunities were evaluated using a scale of 1 to 4, where higher ratings indicated a more substantial contribution or greater potential. In contrast, weaknesses and threats were rated according to the severity of their negative impact, with higher scores reflecting higher levels of risk or vulnerability.

These weights and ratings were later multiplied to calculate composite scores, which provided a quantitative basis for mapping the tourism village's strategic position within the SWOT matrix.

The application of weights and ratings to the identified SWOT factors generated several essential insights regarding the present condition and future prospects of Sari Bunihayu Tourism Village. These insights reflect both the internal capacities and external dynamics that shape the village's tourism development potential.

The primary strengths identified include the village's rich cultural heritage, picturesque natural landscapes, and active community engagement. These elements form a solid foundation for sustainable tourism growth, aligning with community-based tourism principles that emphasize authenticity and local participation.

However, the analysis also uncovered several internal weaknesses. Most notably, the village faces limitations in its digital marketing capabilities, hindering its ability to reach broader tourism markets. In addition, deficiencies in tourism-related infrastructure, especially in transportation systems and public facilities, constrain the overall visitor experience and accessibility.

On the external front, several promising opportunities exist. The rising popularity of experiential tourism and the Indonesian government's supportive policies, such as the initiative to develop 3,000 tourism villages (Kemenparekraf, 2024), create a favorable environment for tourism growth. These factors, if leveraged effectively, can position the village competitively within the rural tourism sector.

Despite these opportunities, external threats remain. Competition from other rural tourism destinations continues to intensify, while persistent infrastructure deficits in the broader region could hinder the village's ability to attract and retain visitors. Addressing these challenges will require targeted strategies that build on internal strengths while mitigating external risks.

Based on the computed results, the tourism village of Sari Bunihayu was positioned in Quadrant II of the SWOT matrix. This strategic position suggests that the village maintains relatively strong internal capabilities, allowing it to manage external threats effectively. In this context, a Strength-Opportunity (SO) strategy is recommended to leverage internal advantages and pursue emerging opportunities, such as market expansion or product diversification. Additionally, considering the presence of specific weaknesses, a Weakness-Opportunity (WO) strategy could be applied to address internal limitations while capitalizing on external growth potential.

The SWOT analysis and the village's strategic positioning in Quadrant II produced several strategic directions to support tourism development in Subang Regency. These strategies reflect the internal and external factors identified during the analysis process and outline practical steps for enhancing the tourism sector's capacity and sustainability.

The strategic directions for tourism development in Subang Regency emphasize the identification of flagship attractions and the promotion of tourism growth in areas aligned with local characteristics. Infrastructure improvement, integration of agriculture and local industries

into tourism activities, and enhanced transportation systems are essential to support accessibility and visitor experience. Investment optimization, cultural heritage preservation, and standardized management practices in tourism enterprises aim to increase competitiveness. Collaboration with national tourism agencies will strengthen destination branding, while community-based training will develop human capital in tourism. Finally, leveraging Corporate Social Responsibility (CSR) programs from local industries will contribute to infrastructure development and empower local communities. These strategic directions represent the key outcomes of the SWOT analysis and provide a comprehensive framework for guiding the tourism development agenda in Subang Regency.

Discussions

The findings from the SWOT analysis, derived through a carefully weighted and rated process, reinforce the importance of leveraging local resources and active community involvement in shaping sustainable tourism. These internal strengths, particularly the village's rich cultural heritage and community-based initiatives, reflect the principles of community-based tourism (CBT) discussed by Nuryanti (1993) and later expanded by Dangi and Jamal (2019). Both scholars emphasize that grassroots collaboration fosters authentic and resilient tourism development in rural areas.

On the other hand, the identified weaknesses—specifically the underdeveloped digital promotion and infrastructure—correspond with the challenges highlighted by Astuti and Cahyono (2020). Their research pointed out that many rural tourism destinations in Indonesia still lack robust digital marketing strategies and adequate tourism infrastructure, limiting their competitiveness in an increasingly digitalized tourism market.

The external environment analysis further reveals promising opportunities. National tourism policies supporting the development of thousands of tourism villages align with Suansri's (2003) assertion that rural destinations must differentiate themselves by embracing their unique cultural and environmental assets. Nevertheless, the analysis highlights persistent threats like competition from other rural areas and ongoing infrastructure deficits. These concerns are consistent with the warnings from Oktaviani and Siregar (2022), who argue that rural tourism destinations risk stagnating without continuous innovation and infrastructure development.

The positioning of Sari Bunihayu Tourism Village in Quadrant II indicates a relatively strong internal condition capable of confronting external threats. This positioning supports proactive strategies that build on the village's existing advantages while addressing environmental challenges. Given its placement in Quadrant II, the strategic focus should prioritize leveraging strengths to mitigate threats (Strength-Threat strategy) and capitalize on available opportunities (Strength-Opportunity strategy). This approach enhances resilience against external challenges and positions the village for sustainable growth.

The Strengths–Opportunities (SO) strategy could involve developing agro-educational tourism packages in collaboration with local farmers and schools. By integrating agriculture with educational tourism while stimulating the local economy, the village can create authentic visitor experiences. This approach effectively connects the village's natural and cultural strengths with emerging market trends in experiential tourism.

To address external competition, the Strength–Threat (ST) strategy proposes establishing an annual cultural event, such as the Sari Bunihayu Cultural Harvest Festival. This festival would celebrate Sundanese arts, cuisine, and folklore, creating a unique identity for the village and attracting visitors seeking cultural authenticity, an important differentiator in the crowded rural tourism sector.

Addressing internal weaknesses is essential through the Weakness–Opportunity (WO) strategy. For example, youth organizations like Karang Taruna could lead digital marketing initiatives, enhancing the village's online presence through social media training and promotional content creation. These efforts could be supported by corporate social responsibility (CSR) programs or partnerships with nearby universities, turning a current weakness into a growth area.

Finally, the Weakness–Threat (WT) strategy suggests forming a village-level tourism cooperative to build institutional resilience and reduce dependency on external stakeholders.

Additionally, business incubation programs could nurture new tourism entrepreneurs from within the local community, preparing them to face future market fluctuations.

Successfully implementing these strategies requires coordinated efforts among multiple stakeholders. Village leaders and tourism managers play a key role in mobilizing local resources and initiating product innovation aligned with the village's strengths. Youth groups are pivotal in driving digital transformation and expanding market reach through online platforms. Local government bodies must continue supporting tourism growth through infrastructure investment, policy facilitation, and institutional strengthening. External partners, including universities and corporations, can contribute technical expertise, mentorship, and financial support through collaborative programs and CSR initiatives.

Despite the promising outlook, several challenges must be addressed. Limited financial resources, gaps in human resource capacity, and fluctuating market dynamics pose risks to long-term tourism growth. Addressing these constraints will require continuous capacity-building efforts, inclusive partnerships, and adaptive management practices to ensure the tourism village remains competitive and sustainable.

Conclusions

The findings from the SWOT analysis in this study suggest that tourism villages in Subang Regency fall within Quadrant II, reflecting a moderately stable development environment. This strategic position reflects that while there are notable external threats facing the tourism sector, such as increased regional competition, environmental degradation, or fluctuating tourist trends, there remain strong internal resources and capabilities that can be optimized to maintain growth and sustainability. In such a context, the most appropriate strategic approach is to utilize existing strengths to capitalize on emerging long-term opportunities, particularly through a diversification strategy in tourism products and markets, and through institutional rationalization efforts that enhance governance and service delivery.

In alignment with the proposed strategic orientation, a series of actionable and contextually relevant initiatives is recommended to enhance the implementation of development strategies. These initiatives are designed to address identified internal weaknesses and external threats while maximizing existing strengths and emerging opportunities, thereby fostering sustainable and inclusive growth within tourism villages.

First, there is a need to further explore and map the unique tourism resources found in Subang Regency, including natural landscapes, cultural assets, local wisdom, and historical sites, to create new and diverse attractions. Second, the development and revitalization of existing tourist destinations should be prioritized to improve quality, accessibility, and visitor satisfaction. Third, the creation of tourism activities that align with the identity and potential of each village, such as eco-tourism, agritourism, or cultural tourism, will allow for greater differentiation and competitive advantage. Moreover, efforts should be made to expand market share, especially by crafting targeted promotional content that resonates with both domestic and international tourists. This includes the use of digital platforms, storytelling, and multilingual marketing tools, especially English-language materials in mass media, to attract global visitors.

In addition, the empowerment of local communities, especially those of productive working age, must be central to development strategies. This involves capacity-building programs, tourism education, and inclusive participation in tourism governance. Lastly, the role of the local government must be further strengthened, especially in terms of policy support, infrastructure investment, and cross-sectoral coordination to ensure that tourism development is sustainable, inclusive, and aligned with broader regional development goals. By combining strategic management principles with the insights provided by the SWOT framework, Subang Regency can build a resilient and competitive tourism village model that contributes meaningfully to economic growth, cultural preservation, and community welfare.

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