

Tanjungjaya Village on the Rise: Integrating SWOT Analysis and Tourism Competitiveness for Sustainable Growth

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Abstract

Village tourism development is increasingly recognized as a strategic approach to promoting sustainable tourism, enhancing local community welfare, and improving destination competitiveness. Tanjungjaya Tourism, located in the buffer zone of the Tanjung Lesung Special Economic Zone, possesses significant natural, cultural, and community-based potential, yet faces challenges related to technology integration, environmental management, and tourism governance. This study aims to analyze the competitiveness of Tanjungjaya Tourism and formulate development strategies using a SWOT framework that integrates competitiveness assessment with strategic planning. A qualitative approach was employed through in-depth interviews with village leaders, Tourism Awareness Groups (Pokdarwis), local entrepreneurs, residents, and visitors, complemented by observation and documentation. Data were analyzed thematically using NVivo 15, with five dimensions of tourism competitiveness (economic, socio-cultural, political, technological, and environmental) operationalized as primary coding categories. The findings reveal that the economic and socio-cultural dimensions are the most dominant, as evidenced by higher coding density, frequent recurrence across stakeholder groups, and strong triangulated thematic patterns. These dimensions are reflected in active community participation, the preservation of local cultural heritage, and the presence of tourism-related SMEs. However, key challenges remain, including limited technology integration, suboptimal policy implementation, and environmental management that requires more systematic planning. The SWOT-based analysis identifies strategic priorities, including strengthening digital literacy, enhancing community-based governance, developing thematic tourism products, promoting ecotourism and cultural tourism, and integrating technology into destination management. This study provides a strategic framework to strengthen Tanjungjaya Tourism as a sustainable, community-centered destination and offers actionable pathways to enhance long-term competitiveness.

KEYWORDS

tourism competitiveness, swot analysis, community-based tourism, village tourism.

Introduction

Tanjungjaya Tourism Village, located in Panimbang District, Pandeglang Regency, Banten Province, Indonesia, possesses a unique combination of pristine coastal landscapes, distinctive local culture, and a community endowed with strong economic creativity, including handicrafts, agritourism, traditional culinary offerings, and thematic village experiences. Its strategic location as a supporting area for the Tanjung Lesung Special Economic Zone provides an initial competitive advantage in regional tourism integration. However, this advantage has not yet fully translated into its status as a “developing tourism village,” which typically requires the fulfilment of key indicators such as integrated tourism products, effective digital promotion, adequate amenities, and strong institutional capacity, as reflected in both global and national tourism village development frameworks (Crouch, 1994; Eddyono, 2024; NWT0, 2011). With a population of approximately 6,000 residents, Tanjungjaya is currently in a transitional

phase where its significant potential must be synergized with professional destination management to remain competitive among other emerging tourism villages. Destination competitiveness is a critical factor in attracting and retaining tourists while ensuring the sustainability of natural resources and maximizing socio-economic benefits for the local community (Porter, 1990) (Khaeril, 2020).

In developing a tourism village, it is also essential to analyze the five main dimensions of destination competitiveness economic, governance/political, socio-cultural, technological, and environmental as a comprehensive analytical framework to evaluate the extent to which a destination can achieve sustainable competitive advantage (Ritchie & Crouch, 2003a) (Agustin, 2022). In the context of Tanjungjaya, the economic dimension pertains to the development of creative economy-based products and community tourism that can generate added value, rather than merely exploiting natural potential. The governance dimension refers to governmental policy support and multi-actor collaboration (pentahelix) among local authorities, community members, private sectors, academia, and media in developing the tourism village (Shariffuddin, 2023). The socio-cultural dimension highlights that local traditions and wisdom are strategic assets to differentiate the destination and create authentic tourism experiences (Hefny, 2023). Meanwhile, technology serves as a critical catalyst in the era of digital marketing and efficient destination management (Buhalis & Law, 2008) (González-Rodríguez, 2023). Finally, the environmental dimension emphasizes that ecosystem management and natural resource conservation are prerequisites for sustainable attractiveness (Weaver, 2006) (Saldianovitta, 2024).

Although Tanjungjaya Village has been formally designated as a tourism village under the Regent of Pandeglang Decree No. 556/Kep.315 Huk/2021 and has received government support through the recognition of craft products and the creative economy, its current development stage remains in the “nascent” category. In this study, the classification of tourism village development follows an indicator-based rubric encompassing key dimensions of destination competitiveness, including tourism product development, accessibility and amenities, digital promotion, institutional governance, and human resource capacity. A “nascent” tourism village is characterized by fragmented tourism products, limited infrastructure and accessibility, low digital presence, and emerging but not yet fully institutionalized governance structures, whereas a “developing” tourism village demonstrates integrated tourism packages, improved service quality, stronger market access, and more structured management systems.

The findings indicate that Tanjungjaya Village still exhibits several characteristics of the nascent stage, particularly reflected in the lack of integrated tourism packages, limited digital promotion, inadequate amenities and accessibility, and the need to strengthen local human resource capacity. Therefore, strategic interventions are required to facilitate its transition toward the “developing” category by systematically addressing these gaps across key competitiveness indicators. By integrating the five dimensions of destination competitiveness and positioning the local community as the primary actor in community-based tourism development, this study employs an exploratory qualitative approach with NVivo-assisted data analysis to identify key themes and factors influencing the competitiveness of Tanjungjaya Tourism Village. This study is significant as it advances previous research by providing a holistic, multi-dimensional model of tourism village competitiveness, integrating economic, governance, socio-cultural, technological, and environmental aspects to enhance both analytical completeness and practical applicability (Khaeril, 2020) (Herman, 2023).

Furthermore, in the era of digitalization and post-pandemic global competition, technological adaptation and community integration are increasingly critical to building sustainable competitive advantages at the village tourism level. This research also contributes to the development of more inclusive and sustainable local tourism policies, in alignment with the Sustainable Development Goals, particularly in strengthening the local economy, preserving cultural heritage, and managing environmental resources.

Based on the above discussion, this study aims to analyze the competitiveness of Tanjungjaya Tourism Village across five dimensions economic, governance, socio-cultural, technological, and environmental and to formulate development strategies to support its progression from a “nascent” to a “developing” tourism village based on identified competitiveness indicators. Specifically, this study aims to:

1. Identify and evaluate key factors influencing the competitiveness of Tanjungjaya Tourism Village based on thematic analysis;
2. Assess the capacity of the local community in supporting destination development; and
3. Formulate integrated and sustainable development strategies based on SWOT analysis to enhance tourism village competitiveness.

Literature Review

The development of tourism villages has become a central focus in both academic discourse and national policy agendas on community-based and sustainable tourism in Indonesia. Various studies indicate that the success of a tourism village is not solely determined by its natural and cultural assets but also by the professional management of the destination, supportive government policies, and active participation of the local community (Buhalis & Law, 2008) (Hall & Page, 2014). Destination competitiveness serves as a key indicator in assessing the success of tourism village development, as it integrates economic, political, socio-cultural, technological, and environmental factors (Ritchie & Crouch, 2003a).

The economic dimension emphasizes the importance of tourism product innovation and the strengthening of the local creative economy, which can provide direct benefits to community welfare while creating value-added experiences for tourists (Buhalis (2000); Agustin (2022)). Creative economy products, such as handicrafts, traditional culinary offerings, and community-based tourism packages, not only serve as attractions but also function as sustainable tools for local economic diversification.

Political support and governance constitute crucial factors in the development of tourism villages. Previous studies highlight that tourism-friendly regulations, supportive fiscal policies, and facilitation of local human resource capacity significantly enhance the effectiveness of village tourism management (Hall (2005); Shariffuddin (2023)). Political stability and multi-stakeholder (pentahelix) partnerships involving government, local communities, academia, private sector, and media enable the creation of a conducive and integrated tourism development ecosystem. Local community participation is central, as community-based development has been proven to be more inclusive, adaptive, and sustainable than top-down approaches (Herman (2023); Hefny (2023)).

The socio-cultural dimension represents a key competitive advantage for tourism villages. Local traditions, performing arts, customary rituals, and cultural festivals serve as strategic assets for creating authentic tourism experiences. The preservation of local culture not only strengthens village identity but also enhances tourist attraction and visitor loyalty (Smith, 2009) (Saldianovitta, 2024). Successfully integrating cultural elements into tourism packages requires community training programs, collaboration with creative communities, as well as effective documentation and promotion through digital

media.

The utilization of information and communication technology (ICT) has become an essential requirement in the development and promotion of tourism villages. Digital platforms, social media, and online reservation systems enable tourism villages to reach broader markets and improve the accessibility of destination information for tourists (Buhalis & Law (2008); González-Rodríguez (2023)). Digital marketing not only strengthens destination image and branding but also supports operational management, visitor monitoring, and tourist preference analysis. Tourism villages that effectively integrate technology tend to exhibit higher competitiveness in the era of digital transformation.

Furthermore, the environmental dimension serves as a fundamental pillar for tourism village sustainability. Conservation of natural resources, waste management, and environmental education for both communities and tourists are essential to maintaining the long-term attractiveness of natural destinations (Weaver (2006); Agustin (2022); Eddyono (2025) emphasizes that sustainable tourism village planning must integrate environmentally friendly practices with economic and cultural development strategies, ensuring that tourism village development is not only competitive but also ecologically responsible.

Thus, the development of Tanjungjaya Tourism Village requires a holistic approach that integrates economic, political, socio-cultural, technological, and environmental dimensions, while applying Porter's principles to build competitive advantage based on local resources and product differentiation. The literature indicates that strategies emphasizing collaboration, digitalization, cultural preservation, and environmental sustainability can strengthen the competitiveness of tourism villages, enabling Tanjungjaya to progress from a nascent to a developing tourism village (Eddyono (2022); Eddyono (2025); Ritchie & Crouch (2003)).

Based on this literature review, it is evident that tourism village development requires a comprehensive approach that combines economic, political, socio-cultural, technological, and environmental dimensions. Tanjungjaya Tourism Village possesses significant potential to adopt such strategies through the enhancement of local creative economy, capacity building of local communities, integration of digital technology, cultural preservation, and sustainable environmental management. This conceptual foundation provides a framework for the study to formulate development strategies capable of increasing Tanjungjaya's competitiveness, facilitating its transition from a nascent to a developing tourism village.

Methods

The conceptual framework of this study emphasizes the interaction among the five dimensions of tourism village competitiveness—economic, political, socio-cultural, technological, and environmental—with internal factors such as local community members and stakeholders (village head, tourism awareness groups, MSME actors, and residents) and external factors including government policies and technological developments. This model also incorporates Porter's competitiveness theory to analyze local competitive advantage and differentiation strategies (Porter, 1985), while reinforcing the theoretical foundation proposed by Eddyono (2025) dan Eddyono (2022) regarding sustainable tourism villages and destination competitiveness.

The research flow begins with the identification of the tourism village context, collection of primary and secondary data, analysis using NVivo software, and the extraction of themes leading to strategic conclusions that reflect

community practices in building tourism village competitiveness. The findings are expected to provide managerial recommendations for the development of sustainable and highly competitive tourism villages.

This study employs an exploratory case study approach to gain an in-depth understanding of community strategies, perceptions, and practices in developing Tanjungjaya Tourism Village as a competitive destination, focusing on key local stakeholders—including village authorities, tourism awareness groups, MSME actors, and residents within the context of tourism development over the past two years. This approach was chosen because it enables a comprehensive contextual analysis of complex and dynamic social phenomena, consistent with qualitative research principles (Yin, 2014) (Stake, 1995). The study emphasizes multi-dimensional analysis, encompassing economic, political, socio-cultural, technological, and environmental aspects, in line with Ritchie & Crouch's (2003) destination competitiveness model, Porter's (1990) competitive advantage theory, and local literature on tourism village planning and competitiveness (Eddyono, 2022; Eddyono, 2025).

Data collection was conducted through participatory observation, semi-structured interviews, and documentation. A total of 16 informants were purposively selected, including the village head, members of the Tourism Awareness Group (Pokdarwis), MSME actors, and local residents, based on their direct involvement and knowledge of tourism development in Tanjungjaya Village. Data were collected from January to April 2025, with each interview lasting approximately 30–60 minutes, complemented by field observations and the review of relevant policy documents, reports, and academic literature. Data collection continued until thematic saturation was achieved.

Observations captured the real conditions of tourism attraction management, MSME activities, technology utilization, and environmental sustainability practices (Arikunto, 2010) Semi-structured interviews allowed flexibility to develop questions according to respondents' answers, enabling more in-depth and contextual information. Key informants included the Village Head of Tanjungjaya, Tourism Awareness Groups, MSME actors, and the general community, selected purposively based on their experience, involvement, and knowledge of tourism village management (Patton, 2002) (Sugiyono, 2015) (Moleong, 2012). Documentation comprised secondary data from village regulations, tourism village guidelines, and both international and local academic literature, including Eddyono (2022, 2025), Ritchie & Crouch (2003), and Buhalis & Law (2008). The combination of primary and secondary data enables the study to depict actual conditions and comprehensively evaluate the competitiveness of the tourism village.

The object of this study is the competitiveness of Tanjungjaya tourism village, analyzed across five main dimensions. Economic competitiveness examines the contribution of MSMEs, job creation, income distribution, and tourism-based business diversification. Political competitiveness evaluates policy support, institutional roles, governance stability, and budget allocation for the tourism sector. Socio-cultural competitiveness highlights cultural preservation, traditions, social values, and community participation in tourism activities. Technological competitiveness assesses the use of ICT in promotion, destination management, online reservation systems, and digital tourism product innovation. Environmental competitiveness examines sustainability practices, natural resource conservation, waste management, and the application of ecotourism principles.

To ensure conceptual clarity and measurability, this study operationalizes the concepts using practical, field-observable

Table 1. Operational definitions of research dimensions

Dimension	Indicator	Sub-indicator	Reference
Economic Competitiveness	Community participation in tourism economy	Number of MSMEs, income contribution, tourism-based business diversification	Ritchie & Crouch (2003)
Political Competitiveness	Village government support for tourism	Regulations, village budget, roles of BPD and community leaders	Ritchie & Crouch (2003)
Socio-cultural Competitiveness	Preservation of local culture and traditions	Cultural activities, involvement of indigenous communities, transmission of local values	Smith (2009); Ritchie & Crouch (2003); UNWTO (2011)
Technological Competitiveness	Use of digital technology	Official website, social media, online tourism platforms	Buhalis (2000); Ritchie & Crouch (2003)
Environmental Competitiveness	Management of natural resources and conservation	Conservation programs, utilization of green spaces, ecotourism practices	Weaver (2006); Ritchie & Crouch (2003)

indicators (Table 1). This approach aligns with the frameworks of (Ritchie & Crouch, 2003b) on destination competitiveness, as well as Porter (2008) theory of competitive advantage.

Data coding was conducted using NVivo software through a hybrid deductive–inductive approach. The five dimensions of tourism competitiveness (economic, socio-cultural, political, technological, and environmental) were initially applied as deductive parent codes to guide the analytical framework. Subsequently, inductive sub-codes were developed iteratively during the analysis to capture emerging themes from the field data, such as community participation patterns, digital promotion practices, governance challenges, and environmental management issues. To ensure analytical rigor, coding consistency was maintained through repeated data comparison, and thematic validation was supported by triangulation across multiple data sources, including interviews, observations, and documentation.

Data validity and reliability were ensured through method triangulation, member checking, and audit trails, following the criteria of trustworthiness proposed by (Guba & Lincoln, 1994). These strategies are widely applied to establish credibility, dependability, and confirmability in qualitative research (Creswell & Poth, 2016).

Method triangulation was conducted by systematically comparing and cross-validating data obtained from in-depth interviews, field observations, and document analysis. Convergent findings across these sources were used to strengthen thematic consistency, while discrepancies were further analyzed to refine interpretations.

Member checking was implemented by returning summarized interview transcripts and preliminary thematic interpretations to selected participants, including village leaders, Pokdarwis members, and local entrepreneurs. Participants were asked to verify the accuracy and relevance of the interpretations, and their feedback was incorporated into the analysis.

An audit trail was maintained through detailed and chronological documentation of the research process, including raw data records, coding frameworks, codebook development, and analytical memos within NVivo. This ensured transparency, traceability, and consistency in the analytical process. Data were analyzed using thematic analysis (Braun & Clarke, 2006). The analysis process involved data familiarization, initial coding, theme development, theme review, theme naming, and reporting of findings. NVivo facilitated visualization of relationships among themes, query analysis, and node export, supporting consistency and transparency in the analysis (International, 2015). This approach enabled the study to uncover patterns and meanings from participants' perspectives while connecting findings to destination competitiveness theory, competitive advantage, and local literature on tourism village planning Eddyono (2022) dan Eddyono (2025).

Result and Discussion

Economic dimension

The economic dimension emerged as the most dominant factor in the development of Tanjungjaya Tourism, based on explicit analytical criteria including (1) higher coding frequency, (2) recurrence of themes across multiple stakeholder groups, and (3) greater depth of thematic elaboration within NVivo-based analysis. Compared to other dimensions, economic-related codes—such as MSMEs, homestays, and local economic activities—appeared more frequently and consistently across interviews, observations, and document sources.

Located in the buffer zone of the Tanjung Lesung Special Economic Zone (SEZ), local communities are actively engaged in six tourism and creative economy sectors, namely nature tourism, handicrafts, culinary, performing arts, agritourism, and homestays (125 units with 348 rooms). These findings indicate a diverse and community-driven economic base supporting tourism development.

Participants reported that these activities contribute to employment opportunities, increased local income, and the circulation of economic benefits within the village. However, these outcomes are based on stakeholder perceptions rather than formally measured economic indicators. Nevertheless, such perceptions reflect the perceived importance of tourism-related economic activities in supporting the village's transition from a nascent to a developing tourism stage.

Local micro-enterprises include handicraft production, traditional culinary businesses, and homestay services. However, limited market access and digital promotion remain significant barriers to maximizing economic value. NVivo-generated word clouds and tree maps highlighted frequently mentioned keywords such as "SMEs," "homestays," "local cuisine," "souvenirs," and "handicrafts," indicating the prominence of tourism-based small and medium enterprises within the local economy. These findings are consistent with previous studies that emphasize the importance of community-based economic activities in enhancing destination competitiveness (Dwyer & Kim, 2003) (Gooroochurn & Sugiyarto, 2005). Thus, the economic dimension not only provides a foundation for tourism competitiveness but also creates potential for thematic tourism packages based on creative economy sectors, supported by the Tanjung Lesung SEZ market.

Political dimension

The political dimension indicates that governance structures and regulatory support play a significant role in shaping tourism development in Tanjungjaya. This finding is primarily grounded in interview data and supported by documentary evidence, including local regulations, tourism-related decrees, and records of stakeholder coordination.

Interview excerpts from village leaders and Pokdarwis members highlight the importance of formal recognition and

regulatory backing. For example, one village official noted that “the tourism village decree provides legitimacy for developing tourism programs and facilitates coordination with external stakeholders.” Similarly, local entrepreneurs emphasized that government-led programs and policy support have enabled initial business development, although implementation remains uneven.

Document analysis further confirms the presence of governance instruments, such as the Regent’s Decree on tourism village designation and local program initiatives aimed at strengthening the creative economy. However, both interview data and field observations indicate that challenges persist in the operationalization of these policies, particularly in areas such as licensing processes, program continuity, and inter-stakeholder coordination.

While NVivo visualizations (e.g., word clouds and tree maps) indicate the salience of governance-related terms such as “regulations” and “policy support,” these outputs are used only as supplementary tools to support pattern recognition. The interpretation of governance strength and constraints is primarily derived from triangulated qualitative evidence, rather than keyword frequency alone.

These findings indicate that political competitiveness in Tanjungjaya is relatively strong regarding formal regulations but weak in implementation. Collaborative governance, including inter-stakeholder coordination and program facilitation, remains essential for advancing the from a nascent to a developing tourism destination (Ritchie & Crouch, 2003a) (Hall & Page, 2014).

Socio-cultural dimension

The socio-cultural dimension represents a key strength of Tanjungjaya Tourism, reflected in the high level of community engagement in preserving local traditions, performing arts, and customary practices. Active participation of youth through Tourism Awareness Groups (Pokdarwis) and cultural training programs demonstrates strong social capital and collective action that support sustainable tourism development. Such community-based involvement enhances cultural continuity, strengthens destination resilience, and improves local ownership of tourism benefits (Baswarani & Novianto, 2025; Hanafi et al., 2025). Text-mining visualizations, including word clouds and tree maps, further reveal dominant themes such as tradition, local culture, performing arts, community participation, and gotong royong, indicating the centrality of cultural values within destination identity. Consistent with recent community-based and heritage tourism studies, cultural identity and participatory governance are critical determinants of destination competitiveness and long-term sustainability (Jie et al., 2024; Muda, 2025). Therefore, strengthening systematic documentation, branding, and promotion of local cultural assets is essential to enhance destination attractiveness while safeguarding authenticity and socio-cultural integrity.

Technological dimension

Interviews with Pokdarwis members and local entrepreneurs reveal that social media platforms, particularly WhatsApp and Instagram, are the most commonly used tools for tourism promotion. One participant stated that “promotion is mostly done through personal social media accounts, and there is no centralized digital platform for the village.” Similarly, several homestay operators reported that booking processes are still handled manually through direct communication with visitors, rather than through integrated reservation systems.

Field observations further confirm the absence of structured digital infrastructure, such as an official tourism website, centralized booking system, or digital visitor management tools. While some initial efforts toward digital

promotion exist, these are largely fragmented and dependent on individual initiatives rather than coordinated institutional strategies.

The limited use of more advanced digital tools such as e-commerce platforms, reservation applications, and digital data management systems reflects constraints in digital literacy and institutional capacity. NVivo visualizations (e.g., word clouds and tree maps) support these findings by indicating the relative prominence of basic digital promotion terms; however, the interpretation is grounded primarily in empirical evidence from interviews and observations rather than keyword frequency alone.

Consistent with Buhalis and Law (2008), technology, particularly e-tourism, is essential for enhancing destination competitiveness. Recommendations include: 1) digital literacy training for communities and Pokdarwis, 2) development of websites and online reservation systems, 3) e-commerce for local products, and 4) creative digital content such as videos and virtual tours. Eddyono (2022) also emphasizes the importance of digital innovation for sustainable tourism development.

Environmental dimension

The environmental dimension demonstrates basic awareness among residents, particularly in cleanliness and waste management. Activities such as routine communal cleaning and tree planting are practiced, but integrated waste management and comprehensive ecotourism strategies are lacking. According to Weaver (2006) and UNWTO (2011), environmental sustainability is critical for tourism development. Strategies for improvement include establishing community-based waste management systems, integrating ecotourism principles, and increasing environmental awareness among residents and visitors.

Strategic development of Tanjungjaya tourism based on SWOT analysis

Tourism are increasingly recognized as instruments for sustainable village development, promoting local culture, environmental conservation, and economic growth (Buhalis & Law, 2008). Tanjungjaya Tourism possesses significant potential in ecotourism, cultural heritage, and creative economy (Table 2). To develop effective and sustainable strategies, a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is applied to assess internal capabilities and external environmental factors (Gürel & Tat, 2017) (Helms & Nixon, 2010).

SWOT analysis, introduced by Humphrey in the 1960s, provides a systematic framework to identify strengths and weaknesses (internal factors) and opportunities and threats (external factors) (Pickton & Wright, 1998). In tourism management, SWOT analysis is widely employed to align community resources with market dynamics, improve competitiveness, and support sustainable development (Lee, 2016). Moreover, integrating SWOT with the TOWS matrix enables strategy formulation by linking internal and external factors: SO (strength-opportunity), ST (strength-threat), WO (weakness-opportunity), and WT (weakness-threat) strategies (Wehrich, 1982).

Based on the analysis, the recommended development strategies for Tanjungjaya Tourism to advance towards a developed tourism are as follows:

1. Economic development:

- a) Strengthen local MSMEs and homestay businesses by integrating them into thematic tourism packages, such as culinary, craft, and cultural tours.
- b) Expand market access through collaborations with Tanjung Lesung Special Economic Zone and e-commerce platforms to enhance sales and visibility.

Table 2. SWOT analysis of Tanjungjaya tourism

Dimension	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
Economic	Active MSMEs, homestay development, local crafts	Limited market access, low digital promotion	Integration with Tanjung Lesung KEK, e-commerce	Competition from other tourism, economic fluctuations
Socio-Cultural	High community participation, cultural preservation	Limited formal training, weak cultural branding	Cultural packages, heritage festivals, youth involvement	Cultural commodification, youth outmigration
Political	Local government support	Weak policy implementation, limited coordination	Public-private partnerships, policy facilitation	Bureaucratic delays, policy misalignment
Technology	Basic digital platforms available	Low digital literacy, limited online reservation	Digital marketing, virtual tours, mobile applications	Rapid technology changes, cyber risks
Environmental	Basic environmental awareness	No integrated waste management	Ecotourism certification, sustainable tourism practices	Environmental degradation, natural disaster risks

- c) Promote local creative economy products to increase community income and create sustainable employment opportunities.
2. Socio-cultural enhancement:
 - a) Preserve and document local cultural heritage, traditional arts, and community festivals to maintain authenticity and attract cultural tourists.
 - b) Encourage active participation of youth in Pokdarwis and cultural programs to ensure intergenerational knowledge transfer.
 - c) Develop formal training and capacity-building programs for community members in tourism management and cultural entrepreneurship.
3. Political and governance strengthening:
 - a) Improve policy implementation and inter-stakeholder coordination to ensure effective governance and support for tourism development.
 - b) Facilitate public-private partnerships and government programs to enhance infrastructure, community empowerment, and sustainable tourism practices.
 - c) Ensure consistent regulatory frameworks and clear legal recognition of tourism initiatives to strengthen political legitimacy.
4. Technological advancement:
 - a) Increase digital literacy among community members and Pokdarwis to optimize the use of social media, websites, and online reservation platforms.
 - b) Develop creative digital content, including virtual tours, storytelling, and promotional videos, to attract a wider audience.
 - c) Implement e-commerce solutions for local products to support MSME marketing and expand online sales channels.
5. Environmental sustainability:
 - a) Establish an integrated community-based waste management system to maintain cleanliness and minimize environmental impacts.
 - b) Incorporate ecotourism principles and sustainable practices into tourism activities, including conservation programs and green initiatives.
 - c) Promote environmental awareness among residents and tourists through education campaigns and participatory activities, such as tree planting and ecological monitoring.

The SWOT-based strategy provides a structured framework for the sustainable development of Tanjungjaya Tourism. By leveraging internal strengths, addressing weaknesses, capitalizing on opportunities, and mitigating

threats, stakeholders can enhance competitiveness, preserve cultural and environmental resources, and ensure long-term socio-economic benefits. This approach emphasizes a community-driven, technology-enabled, and ecologically responsible model of village tourism development. Collectively, these strategies aim to strengthen the competitiveness of Tanjungjaya Tourism across economic, socio-cultural, political, technological, and environmental dimensions, thereby facilitating its transformation from an emerging tourism into a developed, sustainable, and community-centered destination.

The findings from Tanjungjaya Tourism demonstrate a multifaceted competitiveness profile across five dimensions: economic, socio-cultural, political, technological, and environmental. In the specific context of Tanjungjaya, the economic dimension emerged as the most dominant, based on qualitative evidence indicating active community engagement in micro-enterprises such as homestays, culinary businesses, handicrafts, and agrotourism services. These locally driven activities reflect a community-based economic structure that is strongly embedded in the village's tourism development process.

Participants reported that these enterprises contribute to household income generation, local economic circulation, and collective resource utilization. However, these findings should be interpreted as context-specific perceptions, rather than generalized or quantitatively verified economic impacts. The prominence of this dimension in Tanjungjaya is closely linked to its proximity to the Tanjung Lesung Special Economic Zone and the gradual emergence of tourism-related livelihood diversification.

In contrast, the broader literature on destination competitiveness suggests that community-based entrepreneurship plays a critical role in enhancing rural tourism sustainability, particularly in fostering inclusive growth, economic diversification, and long-term competitiveness (Saadah & Eddyono, 2025; Takaendengan et al., 2022; Ulfah et al., 2024). Studies in Indonesian protected areas further emphasize the importance of local participation in strengthening tourism competitiveness and generating socio-economic benefits (Eddyono et al., 2021a; Eddyono et al., 2021b).

While the general pattern observed in Tanjungjaya is consistent with these theoretical and empirical insights, the extent and form of economic contribution remain influenced by local conditions, including governance capacity, infrastructure availability, and market access. Therefore, although the findings offer insights that may be transferable to other rural tourism contexts, particularly those in early-stage development, their applicability should be considered with caution and

adapted to specific local characteristics.

Socio-cultural competitiveness also plays a crucial role, particularly in preserving local traditions, performing arts, and community participation. Word cloud and treemap analyses indicated strong social capital and identity-driven tourism development, consistent with the findings of Hadiningsih & Eddyono (2025) on community-based tourism improving local welfare. The integration of cultural heritage into tourism activities not only strengthens destination attractiveness but also fosters long-term sustainability through community empowerment (Smith, 2009) (Hall, 2005).

In contrast, technological competitiveness remains limited, as reflected in the low adoption of digital marketing, online booking systems, and e-commerce platforms. Such constraints indicate insufficient digital readiness and innovation capacity within the destination. These findings are consistent with recent studies on smart and digital tourism, which emphasize that technology adoption, online visibility, and immersive digital engagement are critical determinants of village tourism competitiveness, visitor satisfaction, and market expansion (Dianggorobles & Eddyono, 2025; Gretzel et al., 2015). Addressing this technological gap is therefore essential for Tanjungjaya to leverage its strong economic and socio-cultural foundations, improve market access, and enhance visitor experiences through technology-enabled and immersive digital services. Political and governance dimensions, although structurally supported by local regulations and official tourism decrees (SK Desa Wisata), require stronger implementation and stakeholder coordination. Effective governance and collaborative policy execution are critical to sustain the transformation from a nascent tourism to a developed destination (Hall & Page, 2014) (Dwyer & Kim, 2003).

Environmental competitiveness, while showing initial awareness in community-led conservation efforts and routine cleanliness activities, still faces challenges in waste management and sustainable ecosystem preservation. These findings resonate with UNWTO (2011) and Weaver (2006), highlighting that environmental stewardship is a foundational requirement for sustainable village tourism development.

The SWOT-based analysis reinforces the strategic implications of these findings. Strengths such as strong economic engagement and rich socio-cultural assets should be leveraged to counter weaknesses in technology adoption and governance implementation. Opportunities arising from proximity to KEK Tanjung Lesung and the growing market for ecotourism can be exploited, while threats from environmental degradation and inter-competition must be mitigated. By integrating empirical competitiveness data from prior studies in Indonesian national park zones (Eddyono et al., 2020a) (Eddyono et al., 2020b) (Eddyono et al., 2021), the study demonstrates a structured, evidence-based approach to strategic tourism development.

Overall, the competitiveness assessment underscores the necessity of a holistic, community-driven, and technology-supported strategy that aligns economic growth, cultural preservation, environmental sustainability, and effective

governance in advancing Tanjungjaya Tourism. Theoretically, these findings reinforce the importance of integrating multi-dimensional competitiveness frameworks within community-based tourism contexts. Practically, the study highlights the need for strengthening digital capacity, governance coordination, and community participation as key priorities for tourism village development, with implications for tourism village development in Indonesia and broader relevance to similar rural tourism contexts in Southeast Asia.

Conclusion

This study emphasizes that the development of Tanjungjaya Tourism should be approached holistically, taking into account economic, socio-cultural, environmental, technological, and governance aspects. The SWOT analysis reveals that the destination possesses significant strengths in cultural assets, community participation, and natural resources supporting tourism. However, weaknesses exist in technology management, promotion, and stakeholder coordination, which must be addressed.

These strategies represent proposed strategic directions for strengthening Tanjungjaya Tourism as a sustainable and community-centered destination, rather than definitive solutions. This study contributes by integrating a multi-dimensional competitiveness framework with SWOT-based analysis, thereby linking diagnostic assessment with strategic orientation.

The findings provide context-specific insights that may inform tourism village development in Indonesia, particularly for destinations at an early stage of development. However, given the qualitative case study design, the applicability of these strategies may vary depending on local conditions. Therefore, future research is encouraged to undertake comparative studies across different rural tourism contexts to further validate and refine these strategic directions.

Author contributions

Fauziah Eddyono contributed to the conceptualization, research design, methodology development, data analysis, and manuscript writing. Rifa Salsabila contributed to data collection, field validation, literature review, and manuscript editing. Both authors reviewed and approved the final version of the manuscript.

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