

## A SWOT ANALYSIS APPROACH IN TOURISM MANAGEMENT STRATEGIES FOR PROMOTING SOCIAL AND CULTURAL SUSTAINABILITY

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### ABSTRACT

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The study objective is to formulate tourism management strategies to support socio-cultural sustainability in Sade Village, Central Lombok, with a focus on balancing the preservation of traditional values and the utilization of tourism economic potential. Specifically, this study identifies internal and external factors that influence destination management through a SWOT analysis approach. The methodology used was exploratory-sequential mixed methods. The qualitative stage involved in-depth interviews with traditional leaders and participatory observation, while the quantitative stage collected data on the perceptions of 120 tourists through questionnaires. Data analysis was conducted in an integrated manner, where findings from both approaches were

validated through triangulation and then synthesized in a SWOT matrix to formulate strategies. The research results reveal that the main strength of Sade Village lies in the preservation of authentic Sasak culture, including traditional architecture and ikat weaving crafts. However, the community's capacity in tourism management and digital marketing remains a significant weakness. Based on SWOT analysis, four core strategies were formulated: (1) Utilizing cultural strengths for digital promotion and halal tourism (SO); (2) Strengthening community control to mitigate cultural commercialization (ST); (3) Improving community capacity through training (WO); and (4) Developing participatory monitoring mechanisms to reduce economic inequality (WT). These strategies are designed to ensure that tourism contributes to economic prosperity without compromising socio-cultural sustainability.

**Keywords:** Sustainability tourism, Socio-Cultural, Tourism Management, SWOT Analysis

## INTRODUCTION

Tourism is a strategic sector that plays an important role in supporting national economic growth, cultural preservation, and strengthening the social identity of local communities. In the era of globalization, (Athapaththu & Nishantha, 2018), tourism is not only seen as an economic activity, but also as an instrument of social development that has a direct impact on the value system, lifestyle, and cultural dynamics of local communities. (Álvarez Jaramillo et al., 2019)

Therefore, the development of tourism oriented towards sustainability has become a major issue that must be considered in every policy and destination management strategy (UNWTO, 2018).in (Alrawadieh et al., 2021)

The concept of sustainable tourism emphasizes a balance between economic, social, and environmental dimensions. In a socio-cultural context, tourism that is not managed wisely can pose risks to traditional values, social structures, and local wisdom. (Sanchez & Jaimes, 2024) This phenomenon is becoming increasingly complex with the rise in tourist mobility, the development of digital media, and changes in tourism consumption patterns that place greater emphasis on the experience economy. Therefore, tourism management strategies need to be designed not only to enhance the competitiveness of destinations but also to protect the social and cultural sustainability of local communities.(Nunes et al., 2025)

One interesting destination to study in this context is Sade Village in Central Lombok, West Nusa Tenggara (Sutrisno et al., 2023). This village is a true representation of the cultural sustainability of the indigenous Sasak people, who still maintain traditional architecture, a communal social system, and local wisdom-based economic activities such as ikat weaving. This cultural authenticity is the main attraction for both domestic and foreign tourists. (Jelantik & Astraguna, 2023) However, the growth in tourist visits after the COVID-19 pandemic has given rise to a number of new challenges, including changes in social structure, shifts in cultural values (Hasanah, 2019), and an increase in the commercialization of local traditions. On the other hand, community participation in tourism management has not been optimal, resulting in an imbalance between economic benefits and cultural preservation. These problems highlight the importance of tourism management strategies that are able to balance economic, social, and cultural dimensions in a sustainable manner. (Nusi et al., 2020), Top-down approaches are often unable to address local needs because they ignore the capacity of communities to manage and preserve their own cultural assets (Anggara et al., 2024) and (Collazos et al., 2025)

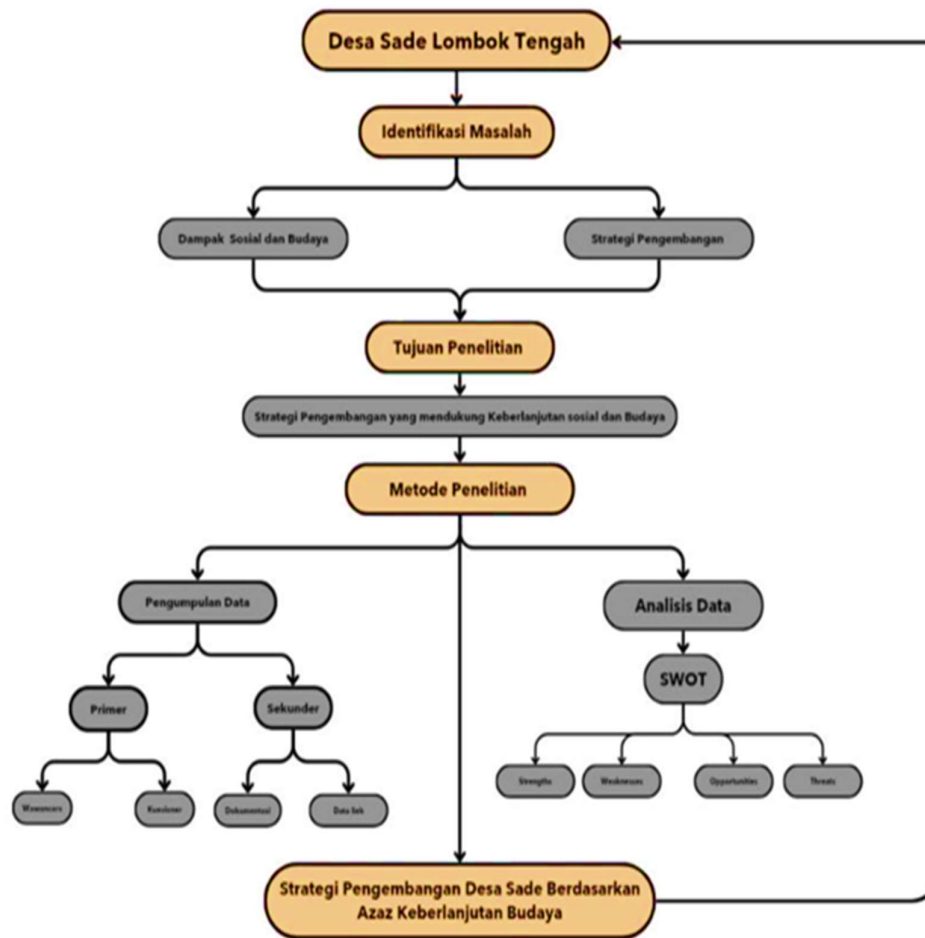
Therefore, strategies based on a comprehensive analysis of the strengths, weaknesses, opportunities, and threats faced by local communities in managing cultural tourism are needed. In this context, SWOT (Strengths, Weaknesses, Opportunities, Threats) (Sana, 2025), analysis is a relevant tool for formulating community-based destination development strategies. This approach allows for the identification of internal and external factors that influence socio-cultural sustainability and helps generate alternative strategies that are applicable in the local context.(Pramanda & Priyatmono, 2025)

Previous studies have revealed the dynamics of the relationship between tourism and local culture. highlight the threats to traditional values posed by the commercialization of culture and the dominance of economic interests. Meanwhile, (Margaretha, 2024), emphasize the importance of active participation by local communities as a key factor in the successful management of cultural tourism. However, to date, there has been little research that specifically integrates strategic management analysis (SWOT) into the formulation of strategies for developing tourism based on social and cultural sustainability in traditional villages (Baena & Cerviño, 2024)

Thus, the novelty of this study lies in its attempt to integrate a strategic management approach with socio-cultural sustainability issues in order to formulate a tourism management strategy that is not only oriented towards destination appeal, but also strengthens the role of the local community as the main subject in cultural preservation. Based on this description, the research question posed is: "What kind of tourism management strategy is most relevant to support the social and cultural sustainability of the Sade Village community.

## METHOD

This study adopts a mixed methods approach, combining qualitative and quantitative methods, to gain a comprehensive understanding of social and cultural sustainability-based tourism management strategies in Sade Village, Central Lombok. This approach was chosen because it allows researchers to capture phenomena in depth through qualitative data while measuring them empirically through quantitative data, thereby producing more valid and reliable findings (Purnomo, 2025) Thus, this study not only emphasizes a descriptive understanding of local socio-cultural conditions but also assesses tourists' perceptions of tourism management in the village.



The research design applied was exploratory-sequential, in which data collection was carried out in stages. (Jackson, 2025) The first stage began with qualitative data collection through in-depth interviews with traditional leaders, (Capucho et al., 2025), tourism managers, MSME actors, and village youth leaders. These interviews used semi-structured guidelines to explore the perceptions, experiences, and challenges faced by the community in tourism management. In addition, participatory observation was conducted to monitor tourism activities, (Abreu et al., 2024), interactions between tourists and the local community, and cultural preservation efforts taking place in Sade Village. Documentation in the form of photos, videos of activities, village archives, and local regulations also served as supporting data to strengthen the analysis.

After the qualitative stage, the research continued with quantitative data collection through a survey distributed to domestic and foreign tourists who had visited Sade Village. This questionnaire was designed to measure tourists' perceptions of socio-cultural sustainability, community participation levels, and the effectiveness of tourism management using a 1–5 Likert scale. (Bekele & Raj, 2025). This quantitative data enabled researchers to identify response patterns, preferences, and tourist satisfaction levels with community-based tourism management (Hidayat et al., 2025)

Data analysis was conducted in an integrated manner. Qualitative data were analyzed using data reduction, data presentation, and conclusion drawing

techniques in accordance with the framework proposed by Miles, The findings from these two approaches were then combined through data triangulation and processed using SWOT analysis to formulate tourism development strategies. The resulting SWOT matrix includes the categories Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), and Weakness-Threat (WT), so that the strategies formulated are not only evidence-based but also applicable and relevant to the local socio-cultural context (Gürel & Tat, 2017)..This narrative and integrative approach is expected to produce tourism management strategies that not only enhance the attractiveness of the destination but also strengthen the socio-cultural sustainability of the Sade Village community. Thus, this study provides a framework that can be used by local stakeholders and regional governments in formulating community-based tourism village management policies.

## RESULTS AND DISCUSSION

### Sade Village

Sade Village is one of the traditional villages located in Central Lombok, West Nusa Tenggara. This village is known as the center of cultural preservation for the Sasak people, with a way of life that continues to uphold traditional values passed down from generation to generation. The architecture of the houses in Sade Village reflects local wisdom, constructed from natural materials such as bamboo, wood, and reeds, and maintaining a spatial pattern that represents the community's social structure (Anggara et al., 2024). Beyond its physical aspects, the economic activities in Sade Village are largely rooted in local wisdom. Ikat weaving serves as one of the main sources of income for the community, functioning not only as an economic product but also as a means of preserving cultural identity. Social activities such as traditional rituals, ceremonies, and communal gatherings are still regularly carried out, reflecting the high level of community participation in safeguarding cultural heritage. Furthermore, Sade Village has developed into a cultural tourism destination that attracts both domestic and international visitors. Its traditional authenticity, distinctive architecture, and immersive cultural experiences have become its key attractions. Tourist activities include visiting traditional houses, observing ikat weaving demonstrations, participating in rituals, and learning about Sasak social life. Altogether, Sade Village represents a harmonious blend of cultural preservation, community-based social organization, and tourism-driven economic growth, making it an exemplary case study for formulating tourism management strategies that emphasize social and cultural sustainability.

In-depth interviews with traditional leaders and local stakeholders revealed that tourism management in Sade Village is collaboratively organized by the local community, a tourism awareness group known as Budaya Sakti, and the Rambitan sub-district government. This model emphasizes active community participation in decision-making regarding tourism activities, maintenance of cultural sites, and coordination with external stakeholders. Such a participatory approach allows residents to retain control over their destination while leveraging economic benefits from tourism. However, despite these strengths, several internal weaknesses remain evident. The community's capacity for destination

management is still limited, particularly in managerial, marketing, and financial skills, which can result in unequal distribution of economic benefits—where those directly engaged in tourism activities gain more than others. Externally, Sade Village faces potential threats such as the over-commercialization of culture and the erosion of authenticity due to excessive tourist interaction. Nevertheless, opportunities also exist, including the development of digital promotion, halal tourism, and partnerships with governmental or private entities to strengthen visibility and capacity. Thematic analysis of interviews and field observations highlights key issues in tourism management, notably the need to enhance community competence, maintain cultural control, and integrate promotion with cultural preservation. These findings underpin the formulation of a SWOT-based tourism development strategy that aligns internal strengths and weaknesses with external opportunities and threats.

### Description of Tourist Perception Results

Based on the analysis of the average scores of tourists' perceptions of socio-cultural sustainability in Sade Village, The distribution of the average scores of tourist perceptions can be seen in Table 1.

<b>Table1</b> Social and Cultural Sustainability		
Indicator	Average Score	Interpretation
<b>A. Social Sustainability</b>		
Community participation in tourism management	4.2	High
Fair distribution of economic benefits	3.7	Fairly high
Enhancement of local community capacity	3.5	Fairly high
Involvement in tourism planning and monitoring	3.8	Fairly high
<b>B. Cultural Sustainability</b>		
Preservation of local values and traditions	4.1	High
Authenticity of cultural products	4.0	High
Interaction between tourists and local culture	3.9	Fairly high

Based on Table 1, several conclusions can be drawn regarding tourists' perceptions of socio-cultural sustainability in Sade Village: 1) Social Sustainability: The highest average score was for the indicator of community participation in tourism management (4.2), indicating that tourists rated the involvement of traditional leaders, youth, and MSME actors in managing the destination as quite high and positive. The indicators of equitable distribution of economic benefits, community capacity building, and involvement in tourism planning and supervision are in the range of 3.5–3.8, indicating that although efforts to strengthen the community are evident, there is still room for improvement. 2). Cultural Sustainability: High average scores were obtained on the indicators of preservation of local values and traditions (4.1) and authenticity of cultural products (4.0), indicating that tourists consider the cultural practices and local crafts in Sade Village to be authentic and well preserved. The indicator of tourist and local cultural interaction scored 3.9, indicating that the cultural experience received by tourists is quite satisfactory, but interaction can be further optimized to increase tourists' understanding and appreciation of local culture. These quantitative findings reinforce previous qualitative findings, which indicate that the community of Sade Village has strong social and cultural capital, but still faces challenges related to capacity, distribution of economic benefits, and strengthening interactions between tourists and the local culture. This data provides an



important basis for formulating SWOT-based tourism management strategies that are applicable and responsive to the socio-cultural conditions of Sade Village.

### **Data Triangulation**

Data triangulation was conducted to obtain a comprehensive picture of tourism management in Sade Village, by integrating qualitative findings from in-depth interviews and field observations, as well as quantitative findings from tourist perceptions. This approach allows researchers to confirm the consistency or differences between the perspectives of the local community as destination managers and the perceptions of tourists as users of tourism services, thereby producing a comprehensive understanding of social and cultural sustainability in the village. The interview results show that tourism management in Sade Village is carried out collaboratively by the community, the Budaya Sakti tourism awareness organization, and the Rambitan sub-district government. Community participation in decision-making related to tourism activities, cultural site maintenance, and coordination with external parties confirms the active involvement of the local community. These findings are in line with the quantitative results, where the community participation indicator scored an average of 4.2, indicating that tourists consider community involvement to be quite high and positively influential on their experience.

The integrative analysis also highlights the internal strengths of Sade Village, including the preservation of local values and traditions, the authenticity of cultural products, and economic activities based on ikat weaving. Qualitative findings show that traditional rituals, such as reading palm leaves every week, are still consistently practiced, while quantitative findings show high scores on indicators of preservation of local values and traditions (4.1) and authenticity of cultural products (4.0). This consistency confirms that the social and cultural capital of the Sade Village community is still strong and recognized by both residents and tourists.

However, data triangulation also confirms the existence of internal challenges and weaknesses. The community's capacity in destination management is still limited, including managerial, marketing, and financial management skills, which has the potential to cause inequality in the distribution of economic benefits. This is reflected in the tourists' perception scores regarding community capacity building and involvement in tourism planning and supervision, which range from 3.5 to 3.8. These findings indicate the need for strategies to strengthen community capacity so that economic benefits can be more evenly distributed and tourism management can be more professional. In addition to internal factors, external threats were also identified through data triangulation. Excessive commercialization of culture and massive interaction with tourists can affect traditional values and social patterns of the community, as expressed by traditional leaders and local stakeholders. External opportunities, such as digital promotion, halal tourism development, and cooperation with government or private parties, are also clearly seen as potential that can be utilized to increase the competitiveness of the destination while maintaining socio-cultural sustainability.

The results of this triangulation provide a strong justification for selecting relevant internal and external factors for SWOT analysis. Internal strengths and weaknesses focus on cultural preservation, community capacity, and local wisdom-

based economic activities, while external opportunities and threats include digital promotion, institutional cooperation, cultural commercialization, and changes in social patterns due to tourist interaction. The integration of these qualitative and quantitative findings ensures that the tourism management strategy to be formulated through SWOT analysis is evidence-based, applicable, and relevant to the socio-cultural context of Sade Village.

### SWOT Analysis

Based on the integration of qualitative and quantitative findings, SWOT analysis was used to formulate tourism development strategies in Sade Village, taking into account internal strengths and weaknesses, as well as external opportunities and threats. The SWOT matrix was carefully designed to ensure that the resulting strategies not only enhance the attractiveness and competitiveness of the destination, but also strengthen socio-cultural sustainability and preserve the traditional values of the local community. This analytical framework highlights the importance of community participation, cultural integrity, and collaborative management in achieving balanced tourism development. Overall, the SWOT analysis provides a strategic direction for developing Sade Village as a sustainable and culturally distinctive tourism destination, as presented in Table 2.

**Table 2** SWOT analysis

Internal / External Factors	Opportunities	Threats
Strengths	<b>SO (Strength-Opportunity)</b> Strategy to leverage cultural strength and traditional woven crafts for digital promotion, halal tourism, and collaboration with private and government sectors, thereby increasing income while preserving cultural values.	<b>ST (Strength-Threat)</b> Strategy to maintain cultural authenticity and traditions through community monitoring and involvement of traditional leaders to mitigate cultural commercialization and uncontrolled social change.
Weaknesses	<b>WO (Weakness-Opportunity)</b> Strategy to enhance community capacity through training in tourism management, marketing, and digital technology utilization to take advantage of promotional and partnership opportunities.	<b>WT (Weakness-Threat)</b> Risk mitigation strategy through participatory planning and community monitoring to reduce the impact of limited community capacity on cultural commercialization and unequal economic benefits.

#### SO (Strength-Opportunity)

preservation of traditional values, consistent traditional rituals, and authentic ikat weaving crafts. These strengths can be maximized by taking advantage of external opportunities, such as digital promotion, halal tourism development, and cooperation with government or private institutions. The SO strategy aims to increase tourism appeal and community income without reducing cultural authenticity, thereby maintaining socio-cultural sustainability.

#### ST (Strength-Threat)

The cultural authenticity and traditions of Sade Village are important assets for protecting local values from external threats such as cultural commercialization and social changes resulting from tourist interaction. The ST



strategy emphasizes strengthening community control through strict supervision, involvement of traditional leaders, and internal regulations that preserve authentic cultural practices.

#### WO (Weakness-Opportunity)

Internal weaknesses in the form of limited community capacity in tourism management and marketing can be overcome through WO strategies by taking advantage of external opportunities. Training, workshops, and technology transfer can improve the community's ability to utilize digital promotion and cooperation with external parties, thereby increasing tourism management capacity and distributing economic benefits more evenly.

#### WT (Weakness-Threat)

The WT strategy focuses on mitigating risks from internal weaknesses and external threats. By designing participatory planning, community monitoring mechanisms, and clear internal regulations, Sade Village can reduce the impact of community capacity limitations on cultural commercialization and economic benefit distribution inequality, while preserving traditional values and socio-cultural sustainability.

Overall, this SWOT matrix shows that the tourism management strategy in Sade Village is not only economically oriented, but also strengthens the role of the local community in preserving traditional values. The SO and ST strategies leverage cultural strengths to address external threats and development opportunities, while the WO and WT strategies ensure community capacity building and mitigation of internal weaknesses. Thus, the resulting strategies are applicable, relevant, and socially and culturally sustainable, in line with the research objective of formulating tourism management that supports cultural preservation and community participation.

### Discussion

Based on the results of SWOT analysis and field data triangulation, the tourism management strategy in Sade Village is designed with an emphasis on balancing socio-cultural sustainability, preservation of traditional values, and improvement of the quality of the tourist experience. Sade Village has a strong uniqueness in its local social and cultural structure based on traditional values, so that the approach to tourism management cannot be done with a top-down model, but rather through community empowerment and collective participation. This approach is important to avoid excessive commercialization that can erode cultural authenticity and weaken social cohesion. Therefore, the developed strategy is aimed at strengthening the role of the community in decision-making, building a participatory institutional system, and fostering awareness of the importance of preserving local identity. Thus, the direction of Sade Village's tourism development policy is not only oriented towards increasing the number of tourist visits, but also towards the quality of the relationship between the local community and tourists, in order to create a balance between economic benefits and cultural preservation, which is the basis for the sustainability of the destination.

SWOT analysis and data triangulation, a tourism management strategy for Sade Village was formulated to improve socio-cultural sustainability, preserve

traditional values, and enhance the quality of the tourist experience. The short-term strategy (1–2 years) focuses on increasing community capacity through training and workshops related to tourism management, marketing, and culture-based services. In addition, the establishment of participatory forums and the involvement of traditional leaders, youth, and MSME actors in decision-making, as well as the management of tourist interactions through behavioral guidelines and the regulation of participatory activities, are important efforts to maintain community involvement and respect local traditions.

This research provides a theoretical contribution by emphasizing the relevance of the SWOT approach in community-based tourism management, especially for destinations with strong social and cultural capital. The results of the study show a close relationship between cultural capital, community participation, and socio-cultural sustainability, while enriching the literature on sustainable tourism by emphasizing the integration of internal and external factors in formulating destination management strategies. These findings emphasize the importance of contextual understanding in designing effective, sustainable, and responsive strategies to local dynamics.

This study provides policy directions that can be adopted by local governments, tourism managers, and communities in developing sustainable community-based tourism villages. The strategies developed—ranging from short-term to long-term—provide a concrete and measurable framework for action to increase community capacity, strengthen institutional systems, and regulate tourist interactions so that local values are respected. Local governments are expected to play a facilitative role in providing technical support, access to capital, and sustainable promotion. Meanwhile, local communities remain at the center of decision-making to ensure that every development step is in line with their inherited cultural identity. This approach can also be replicated in other tourist villages with similar characteristics, making it an effective community-based development model at the national level. Thus, this research not only produces academic contributions but also provides practical guidance for equitable, inclusive, and sustainable tourism policies.

**Table 3** Tourism Management Strategy Matrix in Promoting Social and Cultural Sustainability through the SWOT Analysis Approach

No.	Type of Strategy (SWOT)	Strategic Objective	Main Programs/Activities	Indicators of Success
1	<b>SO (Strength-Opportunity)</b>	To utilize cultural strengths and digital opportunities to strengthen the identity and competitiveness of Sade Village tourism.	<ul style="list-style-type: none"> <li>- Digital promotion based on Sasak cultural narratives and traditional woven crafts.</li> <li>- Development of an official village website and social media content.</li> <li>- Creation of halal and educational tour packages based on local culture.</li> <li>- Collaboration with private sectors and local government for</li> </ul>	<ul style="list-style-type: none"> <li>- Increased number of tourist visits.</li> <li>- Growth in sales of local products (weaving, culinary, crafts).</li> <li>- Establishment of the image of "Sustainable Sasak Cultural Village."</li> </ul>

			destination branding.
2	<b>ST (Strength-Threat)</b>	To preserve cultural authenticity and social values through community-based control of tourism activities.	<ul style="list-style-type: none"> <li>- Establishment of traditional institutions and tourism monitoring forums.</li> <li>- Formulation of internal regulations on tourism ethics and cultural preservation.</li> <li>- Dissemination of codes of conduct for tourists and tourism actors.</li> <li>- Training for traditional leaders and youth as "cultural guardians."</li> </ul>
3	<b>WO (Weakness-Opportunity)</b>	To enhance managerial capacity and digital literacy of the community to support tourism promotion and marketing.	<ul style="list-style-type: none"> <li>- Training in tourism management, hospitality, and digital marketing.</li> <li>- Workshops on the use of online promotional technologies (website, social media).</li> <li>- Establishment of a village digital tourism team.</li> <li>- Mentorship programs for technology-based MSMEs.</li> </ul>
4	<b>WT (Weakness-Threat)</b>	To minimize social and economic risks arising from limited community capacity and cultural commercialization threats.	<ul style="list-style-type: none"> <li>- Participatory planning in every tourism development program.</li> <li>- Establishment of community-based monitoring and evaluation forums.</li> <li>- Diversification of community income sources (handicrafts, culinary, homestay).</li> <li>- Training in conflict resolution and community financial management.</li> </ul>

The matrix in Table 3 illustrates the integration between cultural strengthening strategies (SO & ST) and capacity-building and risk mitigation strategies (WO & WT). All programs are designed to maintain a balanced relationship between economic, social, and cultural sustainability. Community-based and participatory approaches serve as the foundation to ensure that every tourism activity remains rooted in local wisdom while being adaptable to the dynamics of the digital tourism industry.

The SWOT analysis approach in managing tourism in Sade Village has resulted in four complementary strategies that collectively promote social and cultural sustainability. The synergy between internal strengths and external opportunities is directed toward creating economic added value while continuously respecting and preserving traditional values. Meanwhile, mitigation strategies addressing weaknesses and threats focus on strengthening social resilience and enhancing community control over development directions.

Overall, this model demonstrates that the success of community-based tourism management lies not only in the ability to adapt to market dynamics, but more importantly in the degree to which the local community becomes the central actor in designing, implementing, and sustaining a harmonious balance between modernity and cultural heritage.

## CONCLUSIONS

This study confirms that a tourism management strategy based on SWOT analysis is an effective approach to promoting social and cultural sustainability in Sade Village. By integrating cultural strengths, digitalization opportunities, and enhanced community participation, the tourism management model successfully achieves a balance between economic growth and the preservation of traditional values. The SO and ST strategies play a crucial role in maintaining cultural authenticity while leveraging technology as a medium for promotion and local economic empowerment. Meanwhile, the WO and WT strategies emphasize capacity building and risk mitigation to prevent the over-commercialization of culture and to strengthen community resilience. The findings demonstrate that the success of sustainable tourism management depends not only on the natural and cultural potential of the destination but also on participatory governance that prioritizes community involvement and adaptability to external changes. This approach therefore proves relevant both conceptually and practically as a framework for developing community-based tourism in the digital era while upholding socio-cultural sustainability.

For tourism managers and policymakers, it is recommended to enhance collaboration among local governments, traditional institutions, and community groups at every stage of tourism planning and evaluation. Furthermore, the development of digital promotion initiatives should be accompanied by training and technological literacy programs to avoid capacity gaps among community members. Lastly, the establishment of internal regulations is essential to protect cultural authenticity from excessive commercialization and to ensure a fair distribution of economic benefits. A participatory and community-based approach must continue to serve as the fundamental principle in maintaining the social, cultural, and economic sustainability of tourism destinations.

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