

Internal and External Factors for Sustainable Tourism Village Development: A Case Study of Bukit Sinyonya Tourism Village, Pandeglang Regency

Lulu Larasati¹ Kadek Wiweka²

Sahid Polytechnic Jakarta^{1,2}

Email: 12021240023@polteksahid.ac.id¹ kadek.wiweka@polteksahid.ac.id²

Abstract

Purpose of the study: This study aims to analyze internal and external factors as well as development strategies for Bukit Sinyonya Tourism Village as a sustainable tourism destination. Research Methods: This research applies a case study method with a qualitative approach. Data were collected through observation, interviews, and documentation. SWOT analysis was used to identify strengths, weaknesses, opportunities, and threats. Implications: The findings provide practical recommendations for stakeholders to strengthen sustainable tourism development in Pandeglang and can serve as a reference for other tourism villages with similar characteristics.

Keywords: Tourism Village, Sustainable Tourism, Strategic Tourism Management, Agritourism



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INTRODUCTION

Tourism has evolved into a vital sector for driving a country's economy, including in Indonesia. According to data from the Ministry of Tourism and Creative Economy (Kemenparekraf), Indonesia's tourism sector contributed 4.01-4,5% to the national Gross Domestic Product (GDP) in 2024. Tourism has the potential to be a primary driver of local development, particularly in regions rich in natural and cultural resources (Hake et al., 2024). However, the rapid growth of this sector is often accompanied by significant challenges, such as negative impacts on the environment and culture that can jeopardize sustainability. This necessitates a paradigm shift toward more sustainable tourism (Zainurossalamia et al., 2024). Sustainable tourism is a form of tourism that provides positive impacts or benefits to the environment and the economy of local communities, while also benefiting the social and cultural environment of the region (Hidayah & Agustinah, 2019). One approach implemented in sustainable tourism is the development of tourism villages that integrate natural and cultural potential with active community involvement in their management.

According to Statistic Indonesia (BPS), there are 1.734 tourism villages across Indonesia, distributed throughout eight major islands: Java and Bali (857), Sumatera (355), Kalimantan (117), Sulawesi (119), Nusa Tenggara (189), Papua (74), dan Maluku (23) (Wiweka, 2023). These tourism villages are predominantly located on Java Island, including Bukit Sinyonya Tourism Village in Pandeglang Regency. This village possesses extraordinary natural potential and attractive local cultural heritage. The implementation of monthly routine festivals, such as Nusantara Sinyonya Festival, Bubur Suro Festival, Keceran and Urutan Festival, Cimande Pencak Silat further enhances its appeal to tourists. According to visitation data reported by Radar Banten, Bukit Sinyonya Tourism Village recorded 7.000 visitors between January-August 2024 (Prasetia, 2024). This shows the high interest of tourists in nature tourism and ecotourism, which are the main attractions of this village. Furthermore, global trends shifting toward sustainable and nature oriented travel present a significant opportunity for Bukit Sinyonya Tourism Village. As more travelers seek authentic experiences, the village is well positioned to expand its reach and attract a larger number of visitors.

However, despite possessing various potentials and opportunities, the development of Bukit Sinyonya Tourism Village is not without its challenges. A primary obstacle is the lack of adequate infrastructure, particularly regarding road access and insufficient public transportation. Beyond infrastructural aspects, the village faces competition from numerous established tourist destinations both within and outside Pandeglang Regency. This situation necessitates the community of Bukit Sinyonya Tourism Village to design and implement distinct strategies to develop its inherent potential. While tourism villages hold significant growth potential, they also encounter several internal weaknesses that require immediate attention to ensure sustained development. Consequently, this study examines the internal and external factors influencing the sustainable development of Bukit Sinyonya Tourism Village. The concept of sustainability is paramount, as environmental degradation or pollution in a village is difficult to remediate, which would ultimately diminish its tourism appeal and long-term economic viability.

Literature Review

Tourism Village

A tourism village is an area that possesses its own uniqueness, in terms of nature, culture, and other resources that can be utilized and developed as a tourism destination. In its development process, a tourism village focuses not only on utilizing existing tourism potential but also involves the active participation of the local community in its management and applies the principles of sustainable tourism (Rahmat & Apriliani, 2022). In determining the development of a tourism village, it is essential to respect local culture, involve the surrounding community, and ensure economic, social, and environmental sustainability. Local community involvement is a key success factor that can provide a positive impact on residents and enhance the regional tourism potential.

Sustainable Tourism

Sustainable tourism is a concept that is widely recognized in tourism development. Sustainable tourism is tourism that takes full account of its current and future economic, social, and environmental impacts (Wibowo & Belia, 2023). According to the Regulation of the Minister of Tourism Number 14 of 2016, this concept aims to meet the needs of tourists, industry players, the environment, and the community, and applies to various types of tourism. In tourism villages, this regulation can be implemented through ecotourism and community-based tourism that preserves nature and culture. Villages need to guarantee economic equity for the local community, preserve the environment and culture, and prevent over-tourism that could damage their attractiveness. The Ministry of Tourism and Creative Economy (Kemenparekraf/Baparekraf) is currently focusing not only on tourist arrival figures but also on promoting sustainable tourism. Kemenparekraf/Baparekraf has developed four main pillars: sustainable management (tourism business), sustainable economy (long-term socio-economics), cultural sustainability (sustainable culture), and environmental aspects (environment sustainability) (Kemenparekraf/Baparekraf, 2024).

Tourism Strategic Management

Tourism strategic management is a process of planning and implementing long-term strategies oriented toward achieving sustainable destination development. It considers potential and local conditions through internal and external factor analysis using SWOT analysis (Dahiri et al, 2023). The success of tourism development is determined by the management's ability to formulate differentiation strategies, strengthen competitiveness, and capitalize on market opportunities. The strategic management process includes formulation,

implementation, and continuous evaluation to ensure that the tourism village remains adaptive to changes in tourism industry. In line with this, (Wiweka, 2023) emphasizes that integrated tourism village development will be more effective if strategies are prepared participatively by involving the government, the community, and the private sector. This collaboration of various stakeholders is key to maintaining sustainability while increasing the competitiveness of the tourism village.

Agritourism

Agritourism is a type of tourism object that utilizes agricultural or plantation activities as an important aspect of local tourism development. In other words, agritourism combines the agricultural and tourism sectors. Agritourism activities include land preparation, planting, maintenance, harvesting, and processing of crops into ready to market forms that tourists can purchase (Mpila et al., 2020). The development of agritourism activities increases the awareness of farmers and the community regarding the importance of agricultural land conservation. Through agritourism development that utilizes agricultural land, it is expected to increase the income of farmers, the community, and the government. Furthermore, the utilization of agricultural land in agritourism also contributes to the conservation of land resources in accordance with environmental conditions (Mpila et al., 2020).

RESEARCH METHODS

This study employs a qualitative method with a case study approach. A case study is an in depth exploration of the Bukit Sinyonya Tourism Village phenomenon, involving detailed data collection from comprehensive information sources within the tourism context (Assyakurrohim et al., 2023). This approach is applied by thoroughly examining the strengths, weakness, opportunities, and challenges in developing Bukit Sinyonya as a sustainable tourism village. Data collection was conducted through observation and interviews. The observation utilized a non participant approach, focusing on infrastructure, tourism activities, and community tourist interactions. Semi structured interviews were conducted using a purposive sampling technique, involving nine key informants, including the village head, the Pandeglang Regency Tourism Office, tourism managers, and visitor. The gathered data were analyzed using a thematic analysis approach, where results from observations and interviews were categorized into the primary themes emerging from the study. An inductive analysis process was performed by reviewing the data, assigning codes, and identifying patterns within the collected information. Data validity was ensured through technical triangulation (comparing data from observations and interviews) and member checking (confirming interview results with participants) This approach provides a comprehensive overview of the internal and external factors in the development of Bukit Sinyonya Tourism Village, as well as strategic recommendations for stakeholders.

RESULT AND DISCUSSION

General Overview of Bukit Sinyonya Tourism Village



Figure 1. Conditions of Bukit Sinyonya Tourism Village
(Source: Author’s Documentation, 2025)

Bukit Sinyonya Tourism Village is located in Bandung Village, Banjar District, Pandeglang Regency, Banten Province. Situated in a lush hilly area covering approximately 2,7 hectares, the village established a Tourism Awareness Group (Pokdarwis) names Satya Pakuan on February 25, 2023. The village was officially designated as a tourism village by the Pandeglang Regency government on December 5, 2023, as a form of support for community based and sustainable tourism. Furthermore, Bukit Sinyonya has been inaugurated as a Digital Village for Financial Inclusion, implementing a digital payment system using QRIS for all tourism transactions. This initiative reflects high digital literacy and active community participation in supporting the tourism sector. The name “Bukit Sinyonya” is derived from the Sinyonya goldfish, an ancient fish species endemic to the Banjar District of Pandeglang Regency. This fish is characterized by its elongated body, bright yellow color, and small eyes. The development of this tourism area is part of an effort to preserve this local symbol while introducing cultural values to visitors. The area is a result of collaboration between the Village Owned Enterprise and private partners, with full support from Pokdarwis Satya Pakuan.

Organizational Structure and Management Profile of Bukit Sinyonya Tourism Village

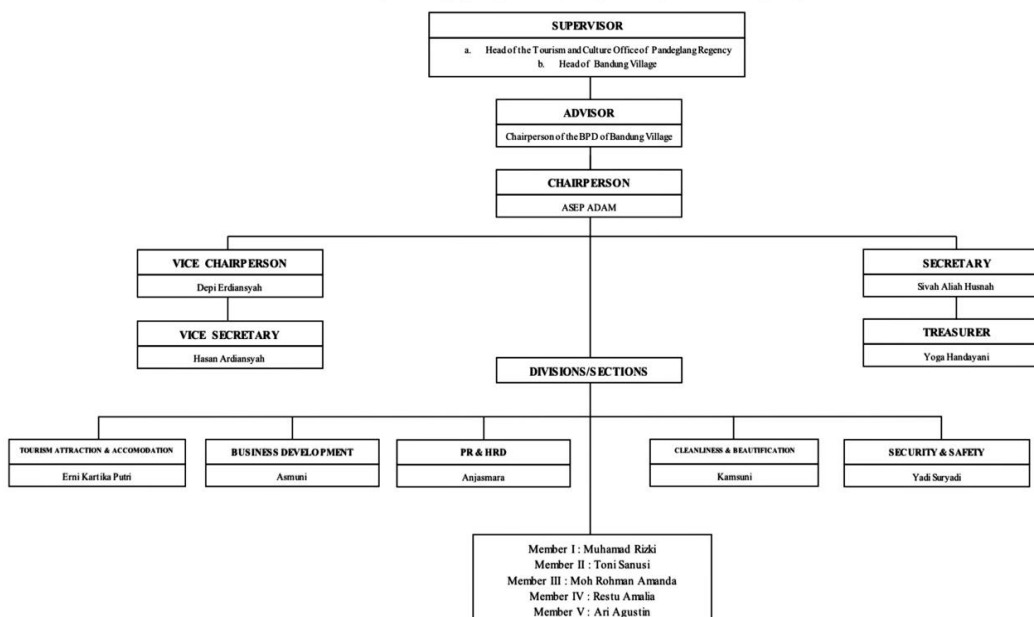


Figure 2. Organizational Structure of Bukit Sinyonya Tourism Village

The organizational structure of Pokdarwis Satya Pakuan is systematically designed, integrating the roles of the village government, community leaders, and active citizens into a cohesive unit. The advisory positions are held by the Head of the Tourism and Culture Office and the village Head, who provide general guidance, policy support, and oversight to ensure that tourism management aligns with the shared vision. Additionally, advisors provide strategic recommendations for the smooth implementation of planned programs. In its operational execution, the chairman leads and coordinates all activities, assisted by a vice chairman. The secretary manages administration, correspondence, and record keeping, supported by a vice secretary, while the treasure handles financial management in an orderly manner. Various departments including security, cleanliness, public relations, human resource development, business, and tourism attractions work synergistically to advance the destination. All divisions are supported by field members to maintain cooperation and ensure that tourism development goals are effectively achieved.

Table 1. Management Profile of Tourism Village

No	Name	Age	Last Education
1	Asep Adam	25	Senior High School
2	Depi Erdiansyah	34	Bachelor's Degree
3	Sivah Aliah Husnah	23	Vocatinal School
4	Hasan Ardiansyah	26	Bachelor's Degree
5	Yoga Handayani	29	Senior High School
6	Erni Kartika Putri	22	Senior High School
7	Asmuni	26	Junior High School
8	Anjasmara	25	Junior High School
9	Kamsuni	47	Junior High School
10	Yadi Suryadi	59	Elementary School
11	Muhamad Rizki	23	Senior High School
12	Toni Sanusi	37	Junior High School
13	Moh Rohman Ananda	27	Senior High School
14	Restu Amalia	26	Senior High School
15	Ari Agustin	22	Junior High School

Based on the manager profile table, it is evident that the educational backgrounds of Pokdarwis members are quite diverse, ranging from elementary school to higher education. Most of the management staff have a secondary education (Senior/Junior High School), with only a small portions having attained a bachelor's degree. This diversity indicates that all villagers have the opportunity to be involved, regardless of their formal educational background. However, the dominance of members with lower to middle education levels present a specific challenge for sustainable tourism development. Consequently, training programs, capacity building, and mentoring are essential to continuously enhance the skills and insights of the managers. This is necessary to ensure more professional destination management that can compete with other tourist attractions.

Product of Bukit Sinyonya Tourism Village

Bukit Sinyonya Tourism Village offers three catagories of tourism products: natural, cultural, and man made tourism. Each product is supported by the village's internal strenghts and influenced by external conditions that determine its longterm sustainability.



Figure 3. Rice Field Landscape in Bukit Sinyonya Tourism Village
(Source: Author's Documentation, 2025)

In the natural tourism category, the village highlights its expansive scenic rice fields and fresh air. Supporting facilities include well maintained trekking paths, camping areas, and cycling tracks designed to ensure visitor comfort. Additionally, viewing decks and designated photo spots with panoramic natural backdrops serve as popular attractions.



Figure 4. Pencak Silat Cimande Performance in Bukit Sinyonya Tourism Village
(Source: Author's Documentation, 2025)

Regarding cultural tourism, the village is rich in artistic performances and traditions, such as the Pencak Silat Cimande exhibition. Various annual festivals are regularly organized, including the Bubur Suro Festival, Nusantara Sinyonya Festival, Pawai Obor, Keceran Festival and Urutan. These festivals serve not only as a medium for cultural preservation but also as a platform for social interaction between residents and tourists.



Figure 5. Waste Management through Maggot Cultivation
(Source: Author's Documentation, 2025)

Meanwhile, man made tourism is supported by three homestay units managed by local residents. This number remains limited, considering the high visitor volume which reached

7.000 people between January and August 2024. Given the increasing trend in arrivals, expanding the number of homestay units is a crucial development step to optimize accommodation capacity. In terms of culinary services, the village features community managed eateries offering authentic local dishes such as grilled carp, grilled chicken, *nasi liwet* at affordable prices. Furthermore, tourists can participate in man made educational activities, including batik workshops, pandan leaf weaving, and waste management education through maggot cultivation. The village also boasts flagship products such as Sinyonya goldfish and Puhu coffee. Notably, the Sinyonya goldfish has successfully penetrated the export market to Vietnam.



Figure 6. Parking Area and Prayer Room Facilities in Bukit Sinyonya Tourism Village
(Source: Author's Documentation, 2025)

Public facilities in the village are relatively adequate. There are eighteen public toilets distributed across strategic locations, a prayer room (musholla), and a parking area capable of accommodating approximately twenty cars or fifty motorcycles. Promotion efforts have been conducted through social media, festival organizing, and informal community networks, although further enhancement is required to broaden the promotional reach. From an external perspective, support from the local government has been initiated, though it has not yet reached its full potential in fostering the development of this tourism village. Infrastructure access remains a challenge, as several damaged road sections compromise travel comfort. Directional signage to the village is still minimal, often causing difficulties for out of town visitors. Additionally, weak internet connectivity in the area limits communication. However, the availability of clean water is sufficient and supports visitor comfort during their stay. The various tourism packages offered are quite affordable. Cycling activities range from IDR 10.000 to IDR 15.000 per facility, with bicycle and gear rentals starting from IDR 5.000. For camping activities, tickets start start at IDR 15.000 per person, with tent and equipment rentals starting from IDR 25.000. Educational tourism is priced from IDR 35.000 per person, covering activities such as Ngagogo (traditional fish catching), Nandur (rice planting), and Weaving. Culinary packages are available starting from IDR 30.000, featuring signature menus such as grilled carp, grilled chicken, and *nasi liwet*.

Internal Factors for Sustainable Tourism Village Development

Internal factors refer to elements originating from within the tourism village environment that directly influence the development process. These factors are categorized into strenghts and weakness. Based on field observations and interviews, several internal factors supporting the development of Bukit Sinyonya Tourism Village were identified:

1. Strenght. Strenghts in this context refer to the various potentials possessed by Bukit Sinyonya Tourism Village. Mr. Adam, the head of the Tourism Awareness Group, stated: *"This area possesses beautiful natural scenery and pristine environmental conditions, which serve as the primary attraction for tourist. As part of our local identity, the existence of culture and*

legends are essential elements in attracting visitor interest.” Furthermore, Mr. Wahyu, as the Head of Bandung Village, noted: *“We have superior local products, namely the Sinyonya goldfish, which has become the village icon, and Puhu coffee, which is grown and processed directly by the local community. The active participation of residents in managing the tourism village is also a primary strenght.”* From these statements, the strenghts of Bukit Sinyonya Tourism Village are identified as follows: Breathtaking natural panoramas with a well-preserved, serene atmsosphere; Annual cultural festivals held regularly; Superior local products, specifically Sinyonya goldfish and Puhu coffee; Availability of local culinary outlets offering authentic flavors at the affordable prices; Adequate public facilities (public toilets, parking areas, and prayer rooms/musholla)

2. Weakness. Conversely, weaknesses are identified as deficiencies that prevent existing potential from being fully developed. According to Mr. Wahyu: *“Currently, our village still faces limitations in digital promotion, causing information regarding the village’s potential to remain under-disseminated. Additionally, the availability of homestays is very limited, with only three units, which is insufficient to accommodate overnight tourists. Furthermore, community knowledge regarding basic tourism service principles remains minimal, including the limited foreign language proficiency of guides. Therefore, we continue to strive for regular training and mentoring for residents, espically those directly involved in tourism activities.”* Ms. Sofi, a visitor to the village, added: *“During my visit, I observed that the access roads to the tourism area are narrow and damaged in several spots. I also noticed a lack of directional signage, and the internet network in this village remains unstable.”* From these statements, the weakness of Bukit Sinyonya Tourism Village are identified as follows: Sub-optimal digital promotion; Limited availability of homestay units; Unstable internet connectivity; Limited community knowledge and skills in tourism management; Limited foreign language proficiency among tour guides.

External Factors for Sustainable Tourism Village Development

External factors are elements originating from outside the village that significantly influence its sustainability and development, consisting of opportunities and threats. The identified external factors for Bukit Sinyonya Tourism Village are:

1. Opportunities. Opportunities refer to external conditions or situations that can provide benefits and support the development of the village’s potential. Mr. Wahyu stated: *“We have established partnerships with various parties, such as Bank BJB, Bank Indonesia, Astra Group, and PKN STAN. This collaboration is vital for developing our tourism potential. We also participate in events, such as the recent Digiwara Festival 2025, to promote the village.”* Mr. Alam, a visitor, remarked: *“This village is attractive because it offers an authentic nature and culture based experience, perfect for those weary of the urban atmosphere. The location is also quite strategic, being close to the city.”* From these statements, the opportunities of Bukit Sinyonya Tourism Village are identified as follows: Strategic location in close proximity to urban centers; Established collaboration with various institution (Bank BJB, Bank Indonesia, PKN STAN, Astra Group); International market demand for Sinyonya goldfish product; Participation in events to increase public exposure; The rising trend of tourists visiting tourism villages.
2. Threats. Threats refer to external conditions that may hinder the development process. Mr. Wahyu explained: *“One challenge we face is competition with other tourism villages in the surrounding area, which drives us to innovate and differentiate our tourism products. On the other hand, while synergy with the local governments has begun, it needs to be strengthened to optimize the village’s potential.”* Another threat is the influence of external cultures that could

potentially erode local values. The influx of globalization in the tourism sector must be addressed through the preservation of local culture to maintain community identity. From these statements, the opportunities of Bukit Sinyonya Tourism Village are identified as follows: Damaged road access at several points leading to the village; Insufficient directional signage toward the tourism village; Competition with other tourism villages; Limited support from the local government; The influence of external cultures brought by visitors.

Positioning of Internal Factor Evaluation (IFE) dan External Factor Evaluation (EFE) Matrix

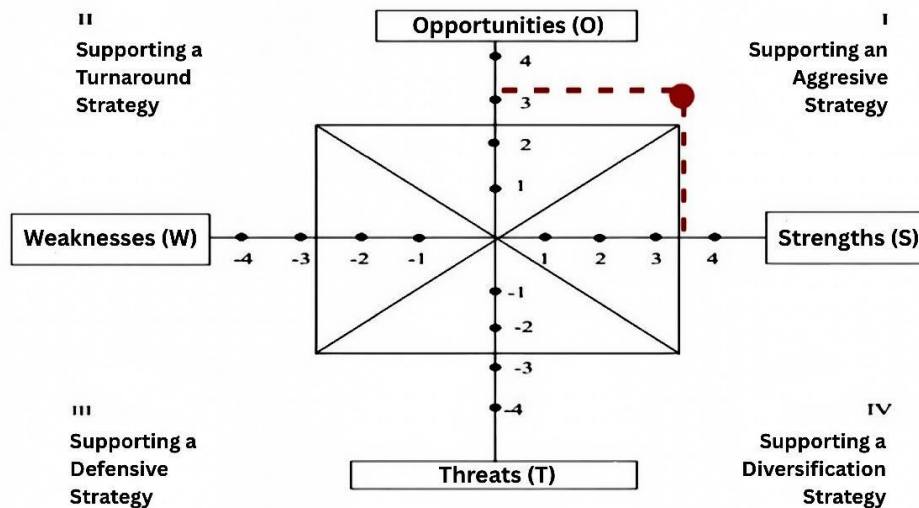


Figure 7. SWOT Analysis Diagram

Figure caption:

Quadrant 1: The tourism village is in a highly favorable position, possessing both strenghts and opportunities; suitable for an aggressive growth strategy.

Quadrant 2 : The tourism village is internally strong despite facing threats; it can leverage long-term opportunities through diversification.

Quadrant 3: The tourism village faces several internal issues but can still capitalize on external opportunities to increase visitation.

Quadrant 4: The tourism village is in an unfavorable position, facing various challenges that potentially hinder development.

Table 2. IFE Matrix of Bukit Sinyonya Tourism Village

The ratings in this study were obtained from the authorized Local Government. Data were collected by the author through official forms sent to the Local Government to obtain proffesional assessments for each factor studied.

No	Internal Factors	Rating	Weight	Score
Strenghts				
1	Pristine and beautiful panorama	3	0.0923	0.2769
2	Regular annual cultural festivals	4	0.1231	0.4923
3	Superior local products (Sinyonya goldfish dan Puhu coffee)	4	0.1231	0.4923
4	Authentic culinary outlets at affordable prices	3	0.0923	0.2769
5	Adequate public facilities (toilets, parking areas, prayer rooms/musholla)	4	0.1231	0.4923
	Sub Total	18	0.5538	2.0308
Weaknesses				
1	Sub-optimal digital promotion	3	0.0923	0.2769

2	Limited availability of homestay units	3	0.0923	0.2769
3	Unstable internet network	2.5	0.0769	0.1923
4	Limited community knowledge and skills in tourism management and service	3	0.0923	0.2769
5	Limited foreign language proficiency of guides	3	0.0923	0.2769
	Sub Total	14.5	0.4462	1.3000
	Total	32.5	1.0000	3.3308

Based on the calculations in Table 2, the IFE matrix for Bukit Sinyonya Tourism Village yielded a total score of 3,3308 on the X-axis. The total strength score reached 2,0308, with the most significant contributions coming from annual cultural festivals (0,4923), superior local product: Sinyonya goldfish dan Puhu coffee (0,4923), and adequate public facilities (0,4923). Other factors, such as the pristine natural panorama and local culinary outlets, contributed 0,2769 each. Meanwhile, the total weakness score was 1,3000, with the highest scores attributed to sub-optimal digital promotion (0,2769), limited homestay availability (0,2769), limited knowledge in tourism management and service (0,2769), limited foreign language proficiency of guides (0,2769), and unstable internet connectivity (0,1923).

Table 3. EFE Matrix of Bukit Sinyonya Tourism Village

No	External Factors	Rating	Weight	Score
	Opportunities			
1	Proximity to urban areas	3	0.1014	0.3041
2	Established collaborations with Bank BJB, Bank Indonesia, PKN STAN, Astra Group	4	0.1351	0.5405
3	Rising trend of tourism village visits	3	0.1014	0.3041
4	Participation in various events, increasing public exposure	3	0.1014	0.3041
5	International market demand for Sinyonya goldfish	3	0.1014	0.3041
	Sub Total	16	0.5405	1.7568
	Threats			
1	Demaged road acces to the tourism village at several point	3	0.1014	0.3041
2	Insufficient directional signage toward the tourism village	3	0.1014	0.3041
3	Limited support from the local government	3.6	0.1216	0.4378
4	Competition with other tourism villages	2	0.0676	0.1351
5	Influence of external cultures brought by tourists	2	0.0676	0.1351
	Sub Total	13.6	0.4595	1.3162
	Total	29.6	1.000	3.0730

Based on Table 3, the EFE matrix analysis for Bukit Sinyonya Tourism Village resulted in a total score of 3,0730 on the Y-axis. The total opportunity score was 1,7568, with the highest values derived from established collaborations with Bank BJB, Bank Indonesia, PKN STAN, Astra Group (0,5405), proximity to urban centers (0,3041), rising trends in tourism villages visits (0,3041), participation in various events (0,3041), and international market demand for Sinyonya goldfish (0,3041). Meanwhile, the total threat score was 1,3162, with the most critical factor being the limited support from the local government (0,4378), followed demaged road acces to the tourism village at several point (0,3041), insufficient directional signage toward the tourism village (0,3041), competition with other tourism villages (0,1351), and the influence of external cultures brought by tourists (0,1351).

Results of the IFE Matrix Analysis for Bukit Sinyonya Tourism Village

The IFE matrix calculation shows a total value of 3,3308. The highest values stem from strenght factor, specifically regular annual cultural festivals (rating 4, score 0,4923), superior

local products (rating 4, score 0,4923), and adequate public facilities (rating 4, score 0,4923). These represent core strenghts that must be maintained to sustain the village’s competitiveness. The pristine natural panorama (rating 3, score 0,2769) and authentic, affordable local dining (rating 3, score 0,2769) also serve as vital attractions that should be developed to enchane visitor satisfaction. Regarding weaknesses, the total score reached 1,3000. The most prominent weaknesses were sub-optimal digital promotion (rating 3, score 0,2769), limited homestay units (rating 3, score 0,2769), and the limited foreign language proficiency of tour guides (rating 3, score 0,2769). Additionally, the limited knowledge and skills of the community in tourism management and services (rating 3, score 0,2769) and unstable internet access (rating 2,5 score 0,1923) remain significant constraints. These findings indicate that improving the quality of infrastructure, implementing digital based promotion, strengthening human resource capacity, and refining supporting services are urgent priorities. Such measures will ensure Bukit Sinyonya Tourism Village gains wider recognition, attracts more tourists, and provides a more equitable economic impact for the local community.

Results of the EFE Matrix Analysis for the Bukit Sinyonya Tourism Village

The EFE matrix calculation resulted in a total score of 3,0730. Opportunities dominated the matrix with a value of 1,7568, where the highest contribution stemmed from established collaborations with Bank BJB, Bank Indonesia, PKN STAN, Astra Group (rating 4, score 0,5405). These partnerships provide critical support in terms of funding, mentoring, and promotional network development. Additionally, the village’s proximity to urban centers (rating 3, score 0,3041), the rising trend of tourism village visits (rating 3, score 0,3041), participation in various events (rating 3, score 0,3041), and international market demand for Sinyonya goldfish (rating 3, score 0,3041) represent significant opportunities that can be maximized to drive the village’s economic growth. Conversely, threat factors yielded a total score of 1,3162. The most significant threat is the limited support from the local government (rating 3,6, score 0,4378), which potentially hinders the development of infrastructure and facilities. Furthermore, demaged road acces to the tourism village at several points (rating 3, score 0,3041), and insufficient directional signage toward the tourism village (rating 3, score 0,3041) are constraints that must be addressed immediately to improve visitor accessibility. Competition with other tourism villages (rating 2, score 0,1351) and the potential influence of external cultures brought by tourists (rating 2, score 0,1351) could also impact the preservation of local values if not managed effectively. These findings indicate that existing opportunities must be utilized to the fullest through broader cooperation, more intensive promotion, and the strengthening of the village’s superior potential. Simultaneously, barries must be mitigated by repairing access roads, adding directinal signage, increasing the role of the local government, and safeguarding local cultural values to ensure Bukit Sinyonya Tourism Village can thrive and remain competitive among other tourism destinations.

Positioning of the Internal-Eksternal (IE) Matrix for Bukit Sinyonya Tourism Village

Table 4. IE Matrix of Bukit Sinyonya Tourism Village

IFE= 3,3308 EFE= 3,0730	Strong 3,0 - 4,0	Average 2,0 - 2,99	Weak 1,0 - 1,99
High 3,0 - 4,0	I	II	III
Medium 2,0 - 2,99	IV	V	VI
Low 1,0 - 1,99	VII	VIII	IX

Based on the calculation results of the IFE dan EFE matrix, Bukit Sinyonya Tourism Village obtained an IFE score (X-axis) of 3,3308, indicating a strong internal position as the value exceeds 3.0 (with a maximum strength rating of 4.0). This positions the village in Quadrant I, which calls for a growth-oriented (aggressive) strategy. The village possesses core strength in superior local products, culture, natural panoramas, and facilities: therefore, it can focus on market expansion through intensive strategies such as enhanced promotion, service quality reinforcement, and development of flagship tourism products. Meanwhile, the EFE score (Y-axis) of 3,0730 falls into the high category, further confirming the village's position in Quadrant I. This indicates that opportunities are widely accessible and dominant despite the presence of certain threats. The appropriate strategy is to optimally leverage internal strengths and external opportunities through product development, tourism attraction differentiation, and increased collaboration with various stakeholders to remain competitive amidst tourism dynamics. The analysis of the internal and external factors of Bukit Sinyonya Tourism Village has resulted in a strategic formulation that combines existing strengths, weaknesses, opportunities, and threats. This strategy is designed to serve as a guideline for maximizing village potential, anticipating challenges, and fostering sustainable tourism development. The following table presents the SWOT strategies formulated to support these efforts.

Table 5. SWOT Strategy

<p>Internal Factors External Factors</p>	<p><u>Strengths (S)</u></p> <ul style="list-style-type: none"> • Pristine and beautiful panorama. • Annual cultural festivals held regularly. • Superior local products: Sinyonya goldfish and Puhu coffee. • Affordable authentic culinary outlets. • Adequate public facilities. 	<p><u>Weaknesses (W)</u></p> <ul style="list-style-type: none"> • Sub-optimal digital promotion. • Limited availability of homestay units. • Unstable internet connectivity. • Limited community knowledge and skills in tourism management. • Limited foreign language proficiency among tour guides.
<p><u>Opportunities (O)</u></p> <ul style="list-style-type: none"> • Strategic location in close proximity to urban centers. • Established collaboration with various institutions. • Increasing trend of village tourism. • Participation in events to increase public exposure. • International market demand for Sinyonya goldfish. 	<p><u>SO Strategies (Strengths - Opportunities)</u></p> <ul style="list-style-type: none"> • Leverage nature, culture, local products, and culinary potential to attract tourists. • Expand market reach through partnerships and events. • Encourage export opportunities for flagship products. • Implement 3R (Reduce, Reuse, Recycle) waste management in tourism areas. 	<p><u>WO Strategies (Weaknesses - Opportunities)</u></p> <ul style="list-style-type: none"> • Strengthen digital promotion and develop an official website. • Increase homestay capacity through partner collaborations. • Conduct tourism management and foreign language training for guides. • Educate residents and tourists to reduce single-use plastic waste.

Threats (T)	ST Strategies (Strengths - Threats)	WT Strategies (Weaknesses - Threats)
<ul style="list-style-type: none"> • Damaged road access. • Lack of directional signage. • Minimal government support. • Influence of external cultures. • Competition with other tourism villages. 	<ul style="list-style-type: none"> • Optimize natural assets, cultural festivals, and local products to maintain competitiveness. • Utilize cultural festivals to mitigate negative foreign cultural influences • Maximize public facilities to ensure tourist comfort despite sub-optimal infrastructure access. • Direct infrastructure development toward the use of eco-friendly materials. 	<ul style="list-style-type: none"> • Establish collaborations for infrastructure repair and directional signage installation. • Forge external partnerships to improve internet signals, digital promotion, and human resource quality. • Enhance guide quality to better serve domestic and international tourists. • Partner with Indecon to strengthen the ecotourism concept.

CONCLUSION

Based on the research findings, Bukit Sinyonya Tourism Village possesses strong potential to develop as a sustainable tourism destination. Natural beauty, cultural heritage, and superior local products such as Sinyonya goldfish and Puhu coffee serve as the primary attractions, supported by adequate public facilities and authentic local cuisine. Furthermore, its proximity to urban areas, collaborations with various stakeholders, rising tourism trends, active participation in events, and international market demand further expand its development opportunities. However, the village still faces several constraints, including sub-optimal digital promotion, limited accommodation infrastructure, unstable internet connectivity, and the need for enhanced local management capacity. External factors, such as damaged access roads at several points, insufficient directional signage, sub-optimal government support, competition with other tourism villages, and the potential for cultural shifts, represent challenges that must be addressed. Although the matrix analysis positions the village favorably for an aggressive growth strategy, sustainability cannot be achieved through expansion alone. Every stage of development must consistently apply the principles of environmental preservation and community empowerment, in alignment with the objectives of this research.

Recommendations

As a follow-up to these research findings, several strategic steps are required to ensure Bukit Sinyonya Tourism Village can fully realize the concept of sustainable tourism. These recommendations are intended to serve as a practical reference for managers, village governments, and other stakeholders. The development of Bukit Sinyonya Tourism Village should focus on quality improvement rather than merely increasing the number of visitors. Environmentally friendly practices already underway, such as waste management through maggot cultivation, should be expanded by providing sorting facilities, waste reduction education, and maximizing the utilization of organic waste. In the construction of homestays and supporting facilities, it is recommended to utilize local architectural designs and sustainable local materials, avoiding permanent structures that may degrade the environment. Furthermore, the capacity of village managers must be strengthened through training in ecotourism, conservation, and local wisdom either through internal programs or partnerships with organizations such as Indecon (Indonesian Ecotourism Network). This will enable the to educate tourists on the importance of preserving nature and culture. Digital promotion should be targeted toward attracting tourists who prioritize sustainability, emphasizing the village's

commitment to environmental stewardship and community empowerment. Through these measures, Bukit Sinyonya Tourism Village is expected to achieve economic growth while serving as a model for sustainable tourism management in the future.

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