



Strategy for Revitalization of the Senggigi Tourism Area Based on Sustainable Tourism Development in West Lombok Regency

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Abstract

Senggigi Tourism Area, as the pioneering tourism destination on Lombok Island, has experienced a decline in competitiveness due to infrastructure degradation, deterioration of the coastal environment, changing tourist preferences, and increasing competition from emerging destinations. These challenges highlight the need for a revitalization strategy that not only focuses on physical improvements but also integrates the principles of Sustainable Tourism Development (STD) to ensure long-term destination sustainability. This study employs a qualitative approach with a case study design, utilizing SWOT analysis through the development of IFAS and EFAS matrices to identify internal and external factors affecting destination revitalization. This study aims to analyze the internal and external factors influencing the revitalization of the Senggigi Tourism Area and to formulate revitalization strategies based on Sustainable Tourism Development. This research employed a qualitative approach using a case study design. Data were collected through field observations, in-depth interviews with stakeholders representing the pentahelix elements, and document analysis. Data were analyzed using SWOT analysis through the development of IFAS and EFAS matrices to identify the strengths, weaknesses, opportunities, and threats affecting the destination's development. The findings reveal that Senggigi possesses several strengths, including a strong destination image, attractive natural and cultural resources, adequate tourism facilities, and government policy support. However, the area also faces significant challenges, such as aging infrastructure, coastal environmental degradation, limited tourism product innovation, and weak stakeholder collaboration. The IFAS and EFAS analysis results show scores of 2.58 and 2.72 respectively, indicating a relatively strong strategic position for revitalization. Based on the SWOT analysis, the recommended revitalization strategies include the development of green tourism and smart tourism initiatives, environmentally friendly infrastructure revitalization, coastal conservation programs, diversification of tourism products based on local culture and the creative economy, and the strengthening of collaborative governance through the establishment of a Destination Management Organization (DMO). This research contributes theoretically to the development of literature on mature tourist destination revitalization, while practically providing strategic recommendations for local governments, destination managers, and stakeholders in realizing sustainable and competitive coastal tourism destination management. These strategies are expected to enhance the competitiveness and sustainability of the Senggigi Tourism Area in the long term.

Keywords: Destination Revitalization; Sustainable Tourism Development; SWOT analysis; destination competitiveness; Senggigi

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INTRODUCTION

Tourism is one of the sectors that has a strategic role in encouraging global economic growth as well as being an important instrument in social development and environmental conservation (UNWTO, 2023). In recent decades, the tourism development paradigm has undergone a significant shift from mass tourism to Sustainable Tourism Development (STD) (Hall, 2019). This shift is triggered by increasing awareness of the negative impact of tourism activities on the environment, climate change, degradation of natural resources, and increasing tourist demands for socially and ecologically responsible destinations (Gössling et al., 2024). Bramwell et al. (2017) emphasized that sustainable tourism development is no longer just a policy option, but has become a strategic necessity to maintain the competitiveness of destinations in the long term. In line with that, UN Tourism (2023) emphasizes that sustainability is the main foundation in creating destinations that are resilient, inclusive, and able to adapt to the dynamics of the global tourism market.

In Indonesia, the principle of sustainable tourism development has become an important part of national development policy, especially through the development of leading destinations and Super Priority Tourism Destinations (Kementerian Pariwisata dan Ekonomi

Kreatif, 2021). This approach is directed not only to increase the contribution of the tourism sector to the national economy, but also to maintain a balance between economic growth, environmental preservation, protection of local culture, and improvement of people's welfare (Kementerian Pariwisata dan Ekonomi Kreatif, 2023). One of the areas that has a strategic position in the development of national tourism is Lombok Island, West Nusa Tenggara Province. As a coast-based tourist destination that has developed since the 1980s, Lombok has various tourist areas that are the main drivers of regional economic activities, one of which is the Senggigi Tourism Area (BPS NTB, 2024).

Senggigi is the first tourist destination to develop internationally on the island of Lombok and for many years has become a major icon of regional tourism (Dinas Pariwisata Lombok Barat, 2023). However, as explained in the concept of Tourism Area Life Cycle (TALC), mature tourist destinations tend to experience a phase of stagnation or even decline if not followed by product innovation, improved service quality, and revitalization strategies that are adaptive to market changes (Butler, 1980; Suryaningsih et al., 2023). This condition is beginning to be seen in the Senggigi Tourism Area which faces various challenges, such as declining quality of tourism infrastructure, beach abrasion at several points in the area, suboptimal waste management, reduced investment for tourism facility updates, and low innovation of tourism products compared to new destinations (Observasi Lapangan, 2024). Data from the West Lombok Tourism Office (2023) shows that tourist visits to the Senggigi area have experienced a fluctuating trend over the past decade, with a significant decline from 1.2 million visitors in 2018 to only 850,000 visitors in 2022, indicating a downward trend that strengthens the urgency of revitalization.

These challenges have become increasingly complex since the development of the Mandalika Special Economic Zone (SEZ) as a new tourism growth center in West Nusa Tenggara Province (Indonesia Investment Coordinating Board, 2023). The development of Mandalika through various strategic investments and the organization of international events has changed the distribution pattern of tourists and investment on the island of Lombok. This condition creates increasingly fierce competition between destinations in one region so that Senggigi is required to build a new competitive advantage to remain relevant amid changing tourist preferences (Pike & Page, 2014). Higgins-Desbiolles (2020) explained that tourist destinations that fail to adapt to changes in the business environment and market dynamics have the potential to experience a sustainable decline in competitiveness. The urgency of destination revitalization is also strengthened by the increasing competition in the global tourism industry, where the World Travel & Tourism Council (WTTC, 2024) reports that the tourism sector contributes about US\$10.9 trillion or nearly 10% to the world's Gross Domestic Product (GDP), requiring every destination to continue to increase competitiveness through innovative, quality, and sustainable destination management (Dwyer, 2023).

Various previous studies have examined the implementation of Sustainable Tourism Development from various perspectives. Hall (2019) stated that the success of sustainable destination development depends on the simultaneous integration of economic, social, environmental, and governance dimensions. Rasoolimanesh et al. (2023) found that collaboration between stakeholders is a major factor in the success of sustainable tourism development. In addition, Baloch et al. (2023) show that the implementation of digitalization and the concept of smart tourism can increase the competitiveness of destinations through improving the quality of service and tourist experience. On the other hand, Zhang et al. (2024) emphasized that the revitalization of mature tourist destinations requires a combination of infrastructure rejuvenation, tourism product innovation, and strengthening destination identity. However, Gössling et al. (2024) caution that revitalization that is only oriented towards physical development without considering the carrying capacity of the environment and the involvement of local communities is likely to be unable to create sustainability in the long term. This research integrates the Tourism Area Life Cycle (TALC) theory proposed by Butler (1980) and Sustainable Tourism Development (STD) theory as a unified analytical framework. TALC is used to explain the position of Senggigi in the destination life cycle which has entered the stagnation phase, while STD provides normative principles for formulating revitalization strategies that balance economic, social, environmental, and governance dimensions.

However, studies on the revitalization of tourist destinations that have entered a phase of stagnation or decline are still relatively limited. Most of the research on Sustainable Tourism

Development is more focused on the development of new destinations or developing destinations, so it has not been able to explain the strategy of revitalizing destinations that have matured in the face of market changes and competition between destinations (Baloch et al., 2023; Rasoolimanesh et al., 2023). In addition, previous research generally examined environmental, economic, social, and governance aspects separately, so there is still little research that integrates all of these dimensions into a comprehensive destination revitalization framework (Gössling et al., 2024). Another gap is that there is still limited research on the revitalization of coastal tourist destinations that face internal competition pressures between destinations in one area, as happened between Senggigi and Mandalika on Lombok Island (Dinas Pariwisata NTB, 2023). The state of the art of this research lies in its position among previous studies. While Baloch et al. (2023) and Rasoolimanesh et al. (2023) focused on the development of new destinations and the implementation of smart tourism, this study specifically addresses the revitalization of mature destinations. Furthermore, while Gössling et al. (2024) and Zhang et al. (2024) examined sustainability and product innovation aspects separately, this research integrates physical, economic, social, environmental, and governance dimensions in a single comprehensive framework.

Based on these gaps, this study offers a different approach by developing a revitalization strategy for the Senggigi Tourism Area based on Sustainable Tourism Development through a SWOT analysis that integrates environmental, economic, social, and destination governance dimensions in an integrated manner. This approach not only places revitalization as an effort to physically renew the region, but also as a process of transforming destinations towards a more adaptive, inclusive, competitive, and sustainable tourism system. The novelty of this research lies in the development of an Adaptive Revitalization Model that considers the characteristics of mature tourist destinations, post-pandemic dynamics, and increasing competition between tourist areas on the island of Lombok. This research also contributes to filling the research gap regarding the integration of TALC and STD theories in the context of revitalizing mature coastal destinations that face internal competition pressures. The uniqueness of this research is also evident in the context of competition between destinations within one region (Senggigi vs. Mandalika), which has not been widely studied in the literature on destination revitalization.

Based on this description, this study aims to formulate a revitalization strategy for the Senggigi Tourism Area based on Sustainable Tourism Development through SWOT analysis. The operational research questions guiding this study are: (1) What are the internal factors (strengths and weaknesses) that influence the revitalization of the Senggigi Tourism Area? (2) What are the external factors (opportunities and threats) that influence the revitalization of the Senggigi Tourism Area? (3) What revitalization strategies based on Sustainable Tourism Development are appropriate to increase the competitiveness of the Senggigi Tourism Area? The results of the research are expected to make a theoretical contribution to the development of literature on the revitalization of mature tourist destinations, as well as provide practical recommendations for local governments, destination managers, and stakeholders in realizing sustainable and competitive management of coastal tourist destinations.

RESEARCH METHOD

Research Design

This study uses a qualitative approach with a case study design to explore in depth the revitalization strategy of the Senggigi Tourism Area based on Sustainable Tourism Development (STD). The qualitative approach was chosen because it is able to provide a comprehensive understanding of the phenomenon of revitalization of tourist destinations which is influenced by the interaction of various actors, policies, environmental conditions, and socio-economic dynamics that cannot be explained through a quantitative approach alone (Creswell & Poth, 2024). The case study design was selected over other qualitative methods such as ethnography or phenomenology because this research focuses on one specific location (Senggigi Tourism Area) with clear contextual boundaries, and aims to understand the complexity of destination revitalization phenomena within the real-life context of a mature tourist destination (Yin, 2018). The case study design allows for an in-depth and holistic investigation of the multidimensional revitalization process involving physical, economic,

social, environmental, and collaborative governance aspects, which is difficult to achieve through ethnographic (which focuses on cultural patterns) or phenomenological (which focuses on lived experiences) approaches. This research views regional revitalization as a multidimensional process that involves physical, economic, social, environmental, and collaborative governance aspects. Therefore, the analysis is carried out holistically by integrating the principles of Sustainable Tourism Development and the Pentahelix approach in formulating an area revitalization strategy.

Research Location

The research was carried out in the Senggigi Tourism Area, West Lombok Regency, West Nusa Tenggara Province. The selection of this location is based on several strategic considerations: First, Senggigi's position as the first coastal tourist destination on Lombok Island which has entered the stagnation phase in the Tourism Area Life Cycle, making it a relevant case for studying mature destination revitalization. Second, the condition of Senggigi which faces various challenges, including declining competitiveness, investment stagnation, degradation of the quality of the coastal environment, and increasing competition with new destinations, especially the Mandalika Special Economic Zone (SEZ). Third, the strategic importance of Senggigi for the regional economy of West Lombok, as this destination is one of the main contributors to regional original income from the tourism sector (Dinas Pariwisata Lombok Barat, 2023). Fourth, the uniqueness of Senggigi's context, where this destination experiences intense competition with other destinations in the same region (Mandalika), providing an interesting case for studying the dynamics of inter-destination competition. This condition makes Senggigi a relevant location to study the strategy of revitalizing mature tourist destinations based on sustainability.

Research Participants

The research participants were selected using the purposive sampling technique, which is to select informants who have knowledge, experience, and authority in the management of the Senggigi Tourism Area (Creswell & Poth, 2024). To obtain a comprehensive perspective, the research involves elements of Pentahelix, namely the government, academics, business actors, the community, and the media. The main informants consist of: (1) Dinas Pariwisata Kabupaten Lombok Barat (2 informants); (2) Public Works Office/PUPR (1 informant); (3) Environment Agency (1 informant); (4) Hotel managers or PHRI representatives (3 informants); (5) Restaurant players, travel agents, and tourism MSMEs (4 informants); (6) Chairman of Pokdarwis or community leaders (3 informants); (7) Academics in the field of tourism (2 informants); and (8) Local media representatives (2 informants). Thus, the total number of informants involved in this study was 18 people, representing all Pentahelix elements. In addition to purposive sampling, the study also applied snowball sampling if during the interview process other informants were found who were considered to have important information about the area revitalization strategy. The criteria for selecting informants included: (a) having a minimum of 5 years of experience in the tourism sector in the Senggigi area; (b) having direct involvement or authority in decision-making related to destination management; (c) having comprehensive knowledge of the condition and development of the Senggigi Tourism Area; and (d) willingness to provide information openly and voluntarily. The process of adding informants is stopped when data saturation has been achieved, which is a condition when additional interviews no longer produce new information (Miles et al., 2020).

Data Collection

Research data is obtained through triangulation of various data collection techniques to increase the credibility of research findings.

Field observations were carried out directly in the Senggigi Tourism Area to identify the physical condition of the area, the quality of tourism infrastructure, accessibility, the condition of the coastal environment, tourist activities, and tourism supporting facilities. Observations were conducted over a period of three months (June-August 2024) at different times (morning, afternoon, evening) and locations (coastal areas, accommodation centers, culinary centers, and public spaces).

Semi-structured in-depth interviews were conducted with all Pentahelix informants to obtain information about the existing conditions of the area, obstacles to revitalization, forms

of collaboration between stakeholders, the implementation of Sustainable Tourism Development principles, and alternative regional development strategies. Each interview lasted between 60-120 minutes and was conducted at the informant's workplace or agreed location. All interviews were recorded with the informant's permission and transcribed verbatim for analysis.

Documentation studies were carried out on various official documents, such as the Regency Tourism Development Master Plan (RIPARKAB), Regional Spatial Plan (RTRW), statistical data on tourist visits, local government reports, related regulations, and various relevant scientific publications.

The study also used a Focus Group Discussion (FGD) involving five elements of Pentahelix. The FGD was conducted for 180 minutes with 12 participants (representing each Pentahelix element) and used to clarify the results of the interviews, gain understanding between stakeholders, and validate the formulation of the revitalization strategy produced during the analysis process.

Data Analysis

Data analysis was carried out simultaneously since the data collection process took place using an interactive analysis model from Miles, Huberman, and Saldaña (2020) which included four stages, namely data collection, data condensation, data presentation, and conclusion drawn. The condensation stage is carried out by grouping data based on the main themes of the research, namely the existing conditions of the region, the implementation of Sustainable Tourism Development, the role of Pentahelix actors, revitalization challenges, and regional development opportunities. Furthermore, the data is presented in the form of narratives, a matrix, and a thematic map to facilitate the identification of relationships between themes.

To formulate a revitalization strategy, the research integrates SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. Internal factors are obtained from the results of observations and interviews regarding the strengths and weaknesses of the region, while external factors are obtained from the analysis of opportunities and threats derived from the strategic environment of tourism, government policies, market dynamics, and competition between tourist destinations. The weighting and rating process in IFAS and EFAS analysis was conducted through expert judgment involving five experts from the Pentahelix elements (one from government, one academic, one business actor, one community leader, and one media representative). The weighting was determined based on the relative importance of each factor to the revitalization of the Senggigi Tourism Area, with the total weight of each group (strength, weakness, opportunity, threat) equal to 1.00. The rating was determined based on the level of response of the destination to each factor, with a scale of 1 (poor response) to 4 (excellent response). This process was validated through an FGD session, where all informants provided input on the weighting and rating results to ensure the validity and reliability of the analysis (David & David, 2017). The results of the identification of internal and external factors are then mapped into the TOWS Matrix resulting in four groups of strategies, namely:

- a) SO (Strength–Opportunity) strategy to harness strength in seizing opportunities;
- b) WO (Weakness–Opportunity) strategy to reduce weakness by taking advantage of opportunities;
- c) ST (Strength–Threat) strategy to use force in the face of threats;
- d) WT (Weakness–Threat) strategy as a defensive strategy to minimize weaknesses and avoid threats.

The integration of thematic analysis with SWOT allows the preparation of a revitalization strategy that takes into account not only the internal conditions of the region, but also the external dynamics that affect the sustainability of tourist destinations.

Data Validity

The validity of the data is guaranteed through source triangulation, technique triangulation, and time triangulation (Creswell & Poth, 2024). Source triangulation was carried out by comparing information from various groups of Pentahelix informants. The technique triangulation was carried out through the comparison of the results of observations, interviews, documentation, and Focus Group Discussions (FGD). In addition, member checking was

carried out on several key informants to ensure the suitability of the researcher's interpretation of the information obtained. The entire analysis process is systematically documented in the form of trail audits so as to increase the dependability and confirmability of research results.

RESULTS AND DISCUSSION

Internal Factors that Become Strengths and Weaknesses in the Revitalization Process of the Senggigi Tourism Area Based on Sustainable Tourism Development in West Lombok Regency

Based on the results of in-depth interviews with various informants consisting of the government, tourism industry players, academics, tourism awareness groups, tourism associations, and tourists, it is known that the Senggigi Tourism Area has a number of internal factors that can be the main capital as well as challenges in the revitalization process based on Sustainable Tourism Development. These findings show that the success of destination revitalization is not only influenced by the quality of tourism resources owned, but also by the ability of managers to optimize internal resources to create a sustainable competitive advantage (Barney, 1991; Dwyer et al., 2019).

In terms of strengths, the Senggigi Tourism Area has a reputation and brand image that has been widely known as a pioneer tourism destination on the island of Lombok. As stated by one hotel manager: "Senggigi has been known since the 1980s as the main tourist destination in Lombok. Many domestic and international tourists know Senggigi as a symbol of Lombok tourism. This image is difficult to replace, and this is a very valuable capital for us" (Informant H1, Hotel Manager, interview, July 15, 2024). This status is a strategic capital because Senggigi already has a high level of destination brand awareness in the domestic and international markets. Thus, the revitalization process no longer starts from the formation of a new image, but is more directed at the destination rejuvenation process through the application of the concept of sustainable tourism that maintains the historical identity of the destination. According to Pike and Page (2014), the strength of destination brands is one of the main determinants in increasing the competitiveness of destinations because it is able to shape the perception of tourists before traveling.

In addition to having a strong image, Senggigi is also supported by iconic geographical assets and natural resources. An academic informant explained: "Senggigi's coastal landscape is unique. The sunset view with Mount Agung in the background is one of the best in Lombok. The bay has a calm character, suitable for various marine tourism activities. This natural beauty is the main asset that is difficult to imitate by other destinations" (Informant A1, Academic, interview, July 20, 2024). The beauty of the coastline, the panorama of the sunset against the backdrop of Mount Agung, the calm character of the bay, and the relatively safe natural conditions for marine tourism activities are comparative advantages that are difficult to imitate by other destinations. These findings support the research of Dwyer et al. (2019) who stated that the quality of natural resources is the main component of shaping destination competitiveness, especially in coastal destinations that rely on landscape attractiveness as the main tourism product. This potential is also in line with the principles of Sustainable Tourism Development which places the conservation of natural resources as the main foundation for destination development (UNWTO, 2023).

The next strength lies in the existence of a well-developed accommodation infrastructure. A PHRI representative stated: "Senggigi has many star-rated hotels that have been operating for decades. We have a network of professional accommodation that is ready to serve tourists. This is an advantage compared to new destinations that are still developing their facilities" (Informant B1, PHRI Representative, interview, July 18, 2024). Senggigi has a network of star-rated hotels, restaurants, and tourism support facilities that have been operating professionally for many years. The mature infrastructure provides a competitive advantage because revitalization can be focused on improving service quality, operational efficiency, and implementing environmentally friendly practices without having to build entire facilities from scratch. Buhalis and Amaranggana (2015) explained that infrastructure readiness is one of the important prerequisites in realizing competitive and sustainable destinations.

Strategic accessibility is also one of Senggigi's main strengths. A government informant explained: "Senggigi's location is very strategic, close to the city of Mataram and the port of

Lembar. The distance to the international airport is also only about 45 minutes. This makes it easier for tourists to access this destination" (Informant G1, Tourism Office Official, interview, July 12, 2024). This accessibility advantage provides ease of access for tourists from various modes of transportation, both air and sea, as well as integration with other tourist destinations on the island of Lombok.

On the other hand, the results of the study show that there are several weaknesses that need to be addressed immediately through the revitalization program. One of the main weaknesses is the condition of public infrastructure that is starting to experience a decline in quality. A tourist informant revealed: "The pedestrian path in Senggigi is damaged in many places, the lighting at night is not optimal. This reduces the sense of comfort when walking around the area" (Informant T1, Tourist, interview, July 25, 2024). Damage to pedestrian paths, lighting lights, public open spaces, and other public facilities leads to a decrease in the comfort and quality of the tourist experience. This condition strengthens the findings of Croes et al. (2021) that the quality of public infrastructure has a direct influence on tourist satisfaction and destination competitiveness.

The next weakness is the degradation of the coastal environment which is characterized by coastal abrasion and suboptimal waste management. A community leader informant explained: "We are worried about the abrasion that occurs on the Senggigi coast. Several points of the beach have experienced severe abrasion, and waste management is still not optimal. This is a serious threat to the sustainability of tourism here" (Informant C1, Community Leader, interview, July 22, 2024). Hall (2019) emphasized that environmental degradation is one of the biggest threats to the sustainability of tourist destinations, especially coastal areas that are vulnerable to climate change and pressure from tourism activities.

In addition to environmental issues, the Senggigi area still faces spatial planning problems, especially related to street vendors and parking areas. A Pokdarwis chairman stated: "The arrangement of street vendors and parking areas is still chaotic. This reduces the visual beauty of the area and reduces the comfort of tourists. We need a more organized spatial arrangement" (Informant C2, Pokdarwis Chairman, interview, July 23, 2024). The disorganization of public spaces reduces the visual quality of the area and the tourist experience. Research by Bramwell and Lane (2011) shows that good public space governance is an integral part of sustainable tourism development because it is related to the quality of service, aesthetics of the area, and the comfort of visitors.

Another weakness is the limitation of tourism product innovation. A travel agent informant revealed: "Tourist attractions in Senggigi are still dominated by beach tourism. Tourists usually only stay for a short time. We need more varied tourism products to make tourists stay longer" (Informant B2, Travel Agent, interview, July 19, 2024). Tourist attractions are still dominated by beach tourism so tourists have a tendency to make short visits. According to Richards (2021), modern tourist destinations need to develop experiential tourism through diversification of products based on culture, creativity, and community involvement in order to be able to increase the length of stay and tourist spending.

Furthermore, the study also found that weak synergy between stakeholders is one of the main obstacles to revitalization. A government informant acknowledged: "Coordination between agencies is still not optimal. Each agency has their own sectoral egos, so the revitalization program is not integrated. We need a stronger coordination forum" (Informant G2, Public Works Official, interview, July 16, 2024). Sectoral egos cause coordination between agencies to not run optimally. These findings are in line with the research of Bramwell and Lane (2011) which states that the success of sustainable destination development is highly dependent on collaborative governance, which is collaboration between the government, the private sector, the community, academia, and local communities in decision-making and policy implementation.

External Factors that Become Opportunities and Threats

In addition to internal factors, this study also identifies various external factors that affect the success of the revitalization of the Senggigi Tourism Area.

The biggest opportunity comes from the increasing trend of green tourism and sustainable tourism after the COVID-19 pandemic. A media informant explained: "After the pandemic, many tourists are more concerned with aspects of sustainability, cleanliness, and

the environment. Destinations that are able to present these aspects will be more attractive to tourists" (Informant M1, Media Representative, interview, July 28, 2024). Tourists are increasingly paying attention to the quality of the environment, cultural sustainability, and the involvement of local communities in tourism activities. According to Font and McCabe (2017), the change in tourist preferences encourages destinations to integrate sustainability into marketing strategies and destination management.

The next opportunity is government policy support for national tourism development. A government informant stated: "There is support from the central and regional governments for tourism development. The Special Allocation Fund (DAK) for tourism can be used to improve infrastructure and facilities in Senggigi" (Informant G1, Tourism Office Official, interview, July 12, 2024). This policy opens up opportunities for Senggigi to obtain investment, infrastructure improvements, and institutional strengthening of destinations. UNWTO (2023) emphasized that public policy support is an important factor in accelerating the transformation of destinations towards sustainable tourism.

Advances in digital technology are also a strategic opportunity. An academic informant revealed: "Digitalization and social media are very effective for promoting Senggigi. We can develop Smart Tourism concepts to improve the tourist experience and the efficiency of destination management" (Informant A2, Academic, interview, July 21, 2024). Digitalization allows destination promotion to be carried out more effectively through social media, online reservation platforms, and the concept of Smart Tourism. Research by Gretzel et al. (2015) explains that the use of digital technology is able to improve the tourist experience while strengthening the efficiency of destination management.

In addition, Senggigi's position as a Mataram-Gili tourism corridor provides an opportunity to develop integrated tour packages that are able to increase the length of stay of tourists. A tourism MSME informant stated: "Senggigi is located between the city of Mataram and Gili Islands. This position can be utilized to develop tour packages that combine urban tourism, coastal tourism, and island tourism" (Informant B3, Tourism MSME, interview, July 24, 2024). These findings are consistent with the research of Dwyer et al. (2019) which states that the integration of destination networks is able to increase regional competitiveness through the creation of added value for tourists.

On the other hand, the biggest threat comes from increasing competition with new destinations, especially the Mandalika SEZ. A hotel manager informant expressed concern: "Mandalika's development is very fast. They have international events and new, more modern facilities. This diverts tourists from Senggigi. We must be able to differentiate ourselves" (Informant H2, Hotel Manager, interview, July 17, 2024). Competition between destinations requires Senggigi to have a clear differentiation of tourism products. According to Pike and Page (2014), destinations that fail to build differentiation will experience a decrease in competitiveness because tourists have many alternative choices.

The next threat is climate change and the increased risk of natural disasters. An environmental agency informant explained: "Climate change has caused sea level rise and increased coastal abrasion in Senggigi. We need to anticipate this by strengthening the coast and adapting the environment" (Informant E1, Environment Agency Official, interview, July 14, 2024). The phenomenon of coastal abrasion, sea level rise, and seismic activity are serious challenges for coastal destinations. Research by Scott et al. (2019) confirms that adaptation to climate change must be an integral part of planning for the development of tourist destinations in order to increase regional resilience.

Changes in tourist behavior that are increasingly dynamic are also a threat in itself. A travel agent informant stated: "Modern tourists are getting bored quickly. They want new, authentic, and creative experiences. If Senggigi doesn't innovate, they will look for other destinations" (Informant B2, Travel Agent, interview, July 19, 2024). Modern travelers want authentic, creative, and personalized experiences. According to Richards (2021), destinations that are unable to innovate products sustainably will experience a decrease in tourist loyalty.

Finally, global security issues and uncertainty are threats that are beyond the control of destination managers. A government informant said: "Global issues such as terrorism, geopolitical conflicts, and economic crises affect tourist visits. We need to have a risk management strategy and market diversification" (Informant G1, Tourism Office Official, interview, July 12, 2024). Therefore, the development of risk management strategies,

diversification of the tourist market, and improving the safety of destinations are very important to maintain the sustainability of the tourism industry (Hall et al., 2018).

Overall, the results of the identification of internal and external factors show that the Senggigi Tourism Area has strong capital to be revitalized as a destination based on Sustainable Tourism Development. However, the success of revitalization will be largely determined by the ability of all stakeholders to optimize their strengths and opportunities, while reducing various weaknesses and threats through collaborative, innovative, and sustainability-oriented destination governance (Bramwell & Lane, 2011; Dwyer et al., 2019).

The Right Revitalization Strategy Based on Sustainable Tourism Development to Increase the Competitiveness of the Senggigi Tourism Area

Internal and external factor analysis was carried out using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrix to determine the strategic position of the Senggigi Tourism Area in supporting revitalization based on Sustainable Tourism Development. The assessment is carried out through weighting and rating on each factor so that a weighted score is obtained as the basis for the preparation of regional development strategies. The weighting and rating process was carried out through expert judgment involving five experts from the Pentahelix elements, and validated through an FGD session that involved all research informants.

Table 1. IFAS and EFAS Matrix for Revitalization of the Senggigi Area

	Strength	Weight	Rating	Weighted Score
S1	Reputation as a pioneer and strong Brand Image.	0,12	4	0,48
S2	Iconic geographical assets (Sunset and Quiet Bay).	0,14	4	0,56
S3	Accommodation infrastructure (Hotel/Resto) is well established.	0,11	3	0,33
S4	Strategic Accessibility (Close to Cities and Ports).	0,10	4	0,40
Power Subtotals				1,77
	Weaknes	Weight	Rating	Weighted Score
W1	Public infrastructure is aging (depreciation).	0,11	2	0,22
W2	Degradasi lingkungan dan abrasi pesisir.	0,13	1	0,13
W3	Public infrastructure is aging (depreciation).	0,08	2	0,16
W4	Limited product innovation (Monotonous).	0,12	1	0,12
W5	Weak synergy between actors (Sectoral Ego	0,09	2	0,18
Weaknes Subtotals				0,81
Total IFAS Score				2,58
	Opportunitiy	Weight	Rating	Weighted Score
O1	Postpandemic Green Tourism Trend.	0,16	4	0,64
O2	National Policy Support and DAK.	0,14	3	0,42
O3	Technological Advancement and Smart Tourism.	0,10	3	0,30
O4	Connectivity of the Mataram Giri corridor.	0,12	4	0,48
Subtotal Odds				1,84
	Threats	Weight	Rating	Weighted Score
T1	New Destination Competition (Mandalika Effect).	0,18	2	0,36
T2	Climate Change and Coastal Abrasion.	0,14	1	0,14
T3	Changes in market behavior (get bored quickly).	0,10	2	0,20
T4	Global Security and Stability Issues.	0,06	3	0,18
Threat Subtotals				0,88
Total EFAS score				2,72

The results of the analysis of IFAS (2.58) and EFAS (2.72) show that the Senggigi Tourism Area has a relatively strong strategic position for revitalization based on Sustainable Tourism Development. This value indicates that the internal and external conditions of the region still support the development of destinations through optimizing the strength and utilization of available opportunities.

In terms of internal factors, Senggigi's main strengths lie in its iconic geographical assets (S2: 0.56), brand image as a pioneering destination (S1: 0.48), strategic accessibility (S4: 0.40), and well-established accommodation infrastructure (S3: 0.33). This strength shows that Senggigi has a strong destination capital based on natural resources, historical image, and infrastructure readiness. From a resource-based perspective, such advantages are strategic assets that are difficult to replicate and can be the basis for sustainable competitive advantage (Barney, 1991).

However, there are several weaknesses that are still significant, especially the decline in the quality of public infrastructure (W1: 0.22), weak synergy between actors (W5: 0.18), and coastal environmental degradation (W2: 0.13). This condition shows that the main challenge of revitalization lies in the aspects of governance, environment, and quality of destination experience, which according to Hall (2019) are key elements in sustainable tourism development.

In terms of external factors, Senggigi has a great opportunity from the trend of Green Tourism (O1: 0.64), Mataram-Gili connectivity (O4: 0.48), government policy support (O2: 0.42), and the development of Smart Tourism (O3: 0.30). This opportunity demonstrates the presence of market support, policies, and technology that can accelerate destination transformation.

On the contrary, the main threats come from the competition of the Mandalika SEZ (T1: 0.36), climate change and coastal abrasion (T2: 0.14), and changes in tourist behavior (T3: 0.20). This condition requires adaptive strategies to maintain the competitiveness of destinations in an increasingly competitive tourism environment (OECD, 2020).

After identifying internal and external factors that affect the revitalization of the Senggigi Tourism Area, the next step is to formulate alternative strategies through the SWOT Matrix. The SWOT matrix is used to combine strengths, weaknesses, opportunities, and threats to produce strategies that can support the revitalization of the region effectively and sustainably. Through the matching process between internal and external factors, four groups of strategies were obtained, namely the SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats) strategies.

The results of the SWOT analysis produced four main alternative strategies, namely S–O, W–O, S–T, and W–T. The four strategies were formulated as the basis for the development of the Senggigi Tourism Area that is more competitive, sustainable, and adaptive to changes in the tourism industry.

Strategy S–O (Strength–Opportunity)

Strategy S–O is directed to optimize Senggigi's internal strengths in taking advantage of external opportunities. Senggigi's reputation as a pioneer destination for Lombok tourism, supported by the advantages of the coastal landscape and a strong destination image, is strategic capital for rebranding as a Green Tourism and Quality Tourism destination. In addition, the existence of accommodation infrastructure, the development of digital technology, and the connectivity of the Mataram–Gili area can be utilized through the development of Smart Tourism, digital marketing, and integrated tour packages to strengthen Senggigi's position as the center of Lombok's tourism activities.

Strategy W–O (Weakness–Opportunity)

The W–O strategy focuses on leveraging external opportunities to address the region's internal weaknesses. Government policy support and development funding can be directed to the revitalization of public infrastructure based on the concept of environmentally friendly. The problem of coastal degradation also needs to be overcome through environmental conservation and the development of eco-tourism. Meanwhile, the limitations of tourism product innovation can be improved through the development of attractions based on digital technology, local culture, and the creative economy, as well as strengthening collaboration between stakeholders through more integrated destination governance.

Strategy S–T (Strength–Threat)

The S–T strategy aims to take advantage of Senggigi's advantages to face external pressures, especially the increasing competition for new destinations such as the Mandalika SEZ. Strengthening destination differentiation through authentic, calm, and sustainable tourism experiences is a strategic step to maintain competitiveness. In addition, the utilization of natural potential through conservation-based tourism, improving service quality, and strengthening destination risk management is needed to deal with climate change, tourism market dynamics, and global uncertainty.

Strategy W–T (Weakness–Threat)

The W–T strategy is geared towards minimizing internal weaknesses while reducing the impact of external threats. Modernization of public facilities, rehabilitation of the coastal environment, and spatial planning of the area are important steps in improving the quality of destinations. Diversification of tourism products based on culture, nature, and community is also needed to reduce tourist saturation. In addition, the establishment of a Destination Management Organization (DMO) involving the government, business actors, the community, academics, and the media is an important strategy to strengthen governance, coordination, and sustainability of the development of the Senggigi Tourism Area.

Discussion

The development strategy of the Senggigi Tourism Area, which was formulated through SWOT matrix analysis, provides a comprehensive overview of the internal and external conditions of the destination in the face of the increasingly competitive dynamics of the tourism industry. The results of the analysis show that Senggigi still has strong strategic capital in the form of a reputation as a pioneer of Lombok tourism, distinctive natural attractions, relatively well-established accommodation infrastructure, and strategic accessibility. However, this destination also faces various internal challenges such as declining quality of public infrastructure, degradation of the coastal environment, limited tourism product innovation, and weak synergy between stakeholders. Therefore, the development of Senggigi requires a strategy that is able to optimize the available strengths and opportunities while minimizing the weaknesses and threats faced.

From a strategic management perspective, the results of this analysis are in line with the concept of strategic fit put forward by Wheelen et al. (2018), which emphasizes the importance of matching the internal conditions of the organization with the external environment in producing an effective strategy. The resulting S–O strategy shows how Senggigi's strength can be used to capture opportunities for the development of Green Tourism, Smart Tourism, and government policy support for the tourism sector. The rebranding of Senggigi as a sustainable and quality tourist destination is a form of utilizing the strength of the destination to respond to changing preferences of global tourists who increasingly pay attention to aspects of sustainability, authentic experience, and service quality (Font & McCabe, 2017).

From the perspective of the Resource-Based View (RBV), Senggigi's advantages can be seen as strategic resources that have the potential to create a sustainable competitive advantage. Barney (1991) explained that organizations or destinations that have valuable, scarce, difficult to imitate, and irreplaceable resources will have a greater chance of maintaining their competitiveness. In the context of Senggigi, the image of the destination that has been formed over decades, the uniqueness of the coastal landscape, and the strategic geographical position are assets that are difficult to replicate by other destinations. Therefore, a development strategy that is oriented towards strengthening the identity of destinations and improving the quality of tourist experience is very relevant to maintain Senggigi's position in the midst of increasing competition for tourist destinations in Lombok.

Furthermore, the W–O strategy that emphasizes infrastructure revitalization, environmental conservation, tourism product innovation, and strengthening stakeholder collaboration reflects the importance of a sustainable destination development approach. According to Hall (2019), the success of sustainable tourism development is not only determined by the availability of tourism resources, but also by the ability of destinations to manage the environment, infrastructure, and governance in an integrated manner. Thus, the use of government policy support, the development of digital technology, and the increasing

trend of sustainable tourism can be a strategic opportunity to overcome various weaknesses that have been hindering the development of Senggigi.

Meanwhile, the S–T and W–T strategies show that Senggigi needs to develop adaptive capacity in dealing with various external threats such as the emergence of new destinations, climate change, changes in tourist behavior, and global uncertainty. This condition is in line with the contingency theory put forward by Miles and Snow (1978), which states that the effectiveness of a strategy is greatly influenced by the ability of the organization or destination to adapt to environmental changes. Strengthening destination differentiation, diversifying tourism products, rehabilitating the coastal environment, and establishing a Destination Management Organization (DMO) is a form of adaptive response that can increase the resilience and sustainability of destinations in the long term.

The findings of this study are in line with and complement several previous studies. Baloch et al. (2023) found that smart tourism technologies can increase destination competitiveness, but their research focused more on new destinations. This study complements the findings by showing that digitalization can also be applied to mature destinations through the Smart Tourism concept. Rasoolimanesh et al. (2023) emphasized the importance of stakeholder collaboration, and this study confirms that weak synergy between actors is one of the main obstacles in the revitalization of mature destinations. Gössling et al. (2024) warned about the negative impact of physical development without environmental considerations, and this study found that environmental degradation is one of the most significant weaknesses in Senggigi. Zhang et al. (2024) emphasized the importance of product innovation, and this study shows that the limitation of tourism product innovation is one of the main causes of the decline in Senggigi's competitiveness.

Practical Implications of the Revitalization Strategy

The revitalization strategy formulated in this study has several practical implications for the government and stakeholders in West Lombok Regency:

First, for the local government, the implementation of the S–O strategy through Green Tourism and Smart Tourism rebranding requires concrete policies in the form of regional regulations that support sustainable tourism development, as well as budget allocation for green infrastructure development and digitalization of tourism services. The government can use the Special Allocation Fund (DAK) and other development budgets to finance the revitalization of environmentally friendly public infrastructure, such as the construction of eco-friendly pedestrian paths, installation of solar-powered public lighting, and development of integrated waste management systems.

Second, for business actors and industry players, the W–O strategy opens opportunities for developing tourism products based on local culture and creative economy. Hotel and restaurant managers can adopt environmentally friendly practices, such as reducing single-use plastics, implementing energy and water efficiency, and developing waste management programs. Travel agents and tourism MSMEs can develop tour packages that integrate natural, cultural, and creative economy experiences to increase tourist length of stay and spending.

Third, for the community and Pokdarwis, the S–T and W–T strategies emphasize the importance of community involvement in destination management. Pokdarwis can play a role in environmental conservation programs, such as mangrove planting and coastal clean-up, as well as developing community-based tourism products such as homestays and local culinary tours. Strengthening the capacity of Pokdarwis through training and mentoring is also needed to improve the quality of services and destination management.

Fourth, for academics and researchers, the results of this study provide a theoretical contribution to the development of literature on mature destination revitalization. This research can be the basis for further research on the implementation of the revitalization strategy and its impact on the competitiveness and sustainability of the Senggigi Tourism Area.

Challenges in Implementing the Revitalization Strategy

Although the revitalization strategy has been formulated comprehensively, its implementation still faces several challenges that need to be anticipated:

First, the budget constraint is a significant challenge. Revitalizing public infrastructure, rehabilitating the coastal environment, and developing digital technology require substantial

investment. The local government needs to seek funding sources from the central government (such as DAK), the private sector through public-private partnership schemes, and international donors who focus on sustainable tourism development.

Second, coordination between agencies is still weak. Sectoral egos and overlapping authorities between agencies (tourism office, public works office, environmental agency) often hamper the integration of revitalization programs. The establishment of a Destination Management Organization (DMO) as recommended by this study is expected to be a solution to strengthen coordination and integration between stakeholders.

Third, limited human resource capacity is also a challenge. The management of the Senggigi Tourism Area requires competent human resources in the fields of tourism management, information technology, and environmental management. Capacity building through training, workshops, and education is needed to improve the competence of destination managers and local communities.

Fourth, there is resistance to change from some stakeholders. Several business actors and community members may be reluctant to adopt environmentally friendly practices or new tourism product innovations due to cost constraints or limited knowledge. Socialization, education, and demonstration of the economic benefits of sustainable tourism practices are needed to overcome this resistance.

Thus, the development strategies produced through SWOT analysis not only provide operational policy direction, but also have a strong theoretical foundation in the perspective of strategic management and sustainable tourism development. The implementation of this strategy is expected to strengthen the competitiveness of the Senggigi Tourism Area, improve the quality of tourist experience, maintain environmental sustainability, and create more collaborative and sustainable destination governance. Therefore, the results of this SWOT analysis can be used as the basis for the formulation of Senggigi's development policies and programs that are oriented towards economic, social, and environmental sustainability in the long term.

CONCLUSION

Based on the results of research and discussion on the revitalization of the Senggigi Tourism Area in West Lombok Regency, it can be concluded that the revitalization process has strong support from internal factors (strengths: brand image as a pioneer destination, iconic coastal natural attractions, well-established accommodation infrastructure, and strategic accessibility; weaknesses: aging public infrastructure, coastal environmental degradation and abrasion, disorganized spatial planning, limited tourism product innovation, and weak stakeholder synergy) and external factors (opportunities: green tourism trends, government policy support, digital technology development, and Mataram-Gili corridor connectivity; threats: competition with Mandalika SEZ, climate change, dynamic tourist behavior, and global uncertainty), with IFAS and EFAS scores of 2.58 and 2.72 indicating a relatively strong strategic position for revitalization. The recommended revitalization strategies based on Sustainable Tourism Development include: (1) S–O strategy: rebranding Senggigi as a Green Tourism and Quality Tourism destination, developing Smart Tourism, digital marketing, and integrated tour packages; (2) W–O strategy: revitalizing environmentally friendly public infrastructure, coastal conservation and eco-tourism development, diversifying tourism products based on digital technology, local culture, and creative economy, and strengthening stakeholder collaboration through integrated destination governance; (3) S–T strategy: strengthening destination differentiation through authentic and sustainable tourism experiences, conservation-based tourism, improving service quality, and strengthening destination risk management; and (4) W–T strategy: modernizing public facilities, rehabilitating the coastal environment, spatial planning, diversifying tourism products, and establishing a Destination Management Organization (DMO) involving government, business actors, community, academics, and media.

RECOMMENDATIONS

Based on the findings and limitations of this study, it is recommended that the local government establish a Destination Management Organization (DMO) as an integrated

coordination forum, allocate a specific budget for environmentally friendly public infrastructure revitalization, develop policies supporting Green Tourism and Smart Tourism, strengthen human resource capacity through training, and develop sustainability-oriented marketing strategies; business actors and industry players are advised to adopt environmentally friendly practices, develop tourism products based on local culture and creative economy to increase tourist length of stay, strengthen partnerships with local communities and Pokdarwis, and utilize digital technology for promotion and tourist experience enhancement; the community and Pokdarwis are encouraged to actively participate in environmental conservation programs, develop community-based tourism products such as homestays and local culinary tours, strengthen Pokdarwis capacity through training, and involve the younger generation in tourism management; academics and researchers are recommended to conduct further research on strategy implementation and its impact on competitiveness and sustainability, develop measurement instruments for revitalization effectiveness, conduct comparative studies with other mature destinations, and collaborate with local governments in monitoring and evaluation; and the media should actively promote Senggigi's repositioning as a Green Tourism and Quality Tourism destination, disseminate information on sustainable tourism practices, and act as a bridge between stakeholders in building public awareness of the importance of sustainable destination revitalization, while acknowledging that future research needs to test the implementation of these strategies empirically and expand coverage to multiple destinations for more comprehensive comparative results.

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