
| RESEARCH ARTICLE

Government Strategy for Sembalun Tourism Destination in East Lombok Timur Regency to Support Mandalika as a Super Priority Tourism Destination

Yusron Hadi¹ ✉ Dahyar Daraba², Muh. Ilham³ and Mansyur Achmad⁴

¹*Doctoral Candidate, Institut Pemerintahan Dalam Negeri, Jakarta, Indonesia*

^{2,3,4}*Professor, Institut Pemerintahan Dalam Negeri, Jakarta, Indonesia*

Corresponding Author: Yusron Hadi, **E-mail:** dryusronhadi@gmail.com

| ABSTRACT

Sembalun should hold a significant position as part of the competitive tourism golden triangle of Mandalika–Sembalun–Senggigi, capable of rivaling Bali’s tourism within the Nusa Tenggara Islands. This is due to the fact that the Sembalun area in East Lombok possesses great natural and cultural potential. However, it has not been optimally developed to drive regional economic growth and support tourism in West Nusa Tenggara. The aim of this research is to analyze tourism development, identify supporting and inhibiting factors, and formulate strategies for the development of Sembalun tourism in support of the Mandalika Super Priority Tourism Destination (DPSP). A qualitative research design was employed as the research method. Data was collected through observation, document studies, and in-depth interviews with local government officials and tourism actors. Data analysis was conducted using descriptive techniques and SWOT analysis to formulate tourism development strategies. The research findings are as follows: 1) Tourism development in Sembalun has not yet been optimal in supporting the Mandalika Super Priority Tourism Destination (DPSP). Despite its wealth of natural and cultural attractions and the emergence of basic facilities, challenges remain in the aspects of amenities, accessibility, and supporting services that are not yet fully integrated; 2) Supporting factors include natural-cultural potential, community involvement, and government support, while inhibiting factors include the low quality of human resources, uneven infrastructure development, and weak collaboration among stakeholders; 3) The proposed development strategy is a diversification strategy for Sembalun tourism, including strengthening the competitiveness of tourism products, improving the quality of local human resources, optimizing infrastructure and amenities, enhancing inter-stakeholder collaboration, developing digital tourism, and controlling land-use conversion and environmental risks. The novelty of this study lies in the conceptualization of sustainable tourism governance as an approach to sustainable, collaborative, and innovative tourism development. This strategy is adaptive and applicable in regions with similar characteristics.

| KEYWORDS

Tourism Development Strategy, Sustainable Tourism, East Lombok Regency

| ARTICLE INFORMATION

ACCEPTED: 01 June 2025

PUBLISHED: 25 June 2025

DOI: 10.32996/jhsss.2025.7.6.7

1. Introduction

Various studies show that tourism provides strong economic support to a region (Hudson et al., 2004). Tourism is a potential sector that plays an important role in the development of a region. These roles include generating foreign exchange (Samimi et al., 2013), increasing employment opportunities (Neto, 2003), increasing community and government income (Lee and Chang, 2008), encouraging environmental conservation (Hillery et al., 2001), and strengthening national unity (Law No. 10 of 2009). This is considered possible because tourism as an economic endeavor is not only capital-intensive but also labor-intensive (Smeral, 2010).

The tourism sector is also capable of providing a substantial multiplier effect on other sectors. In a nation's development, the tourism sector has three aspects that drive economic growth: the economic aspect (source of foreign exchange, taxes), the social aspect (job creation), and the cultural aspect (introducing the culture to foreign tourists) (Spillane, 1987).

In the West Nusa Tenggara Provincial Regulation No. 7 of 2013 concerning the Regional Tourism Development Master Plan for 2013-2018, tourist destinations in NTB are divided into National Tourism Strategic Areas (KSPN) and Regional Tourism Strategic Areas (KSPD). The KSPN includes Rinjani and its surroundings; the South Coast of Lombok and its surroundings; Gili Tramena (Trawangan-Meno-Air) and its surroundings; Moyo and its surroundings; and Tambora and its surroundings. Meanwhile, the KSPD includes the Mataram KSPD and its surroundings; the Senggigi – 3 Gilis KSPD and its surroundings; the Mandalika-Kuta KSPD and its surroundings; and the Rasimas-Sembalun KSPD and its surroundings.

In the spatial constellation of tourism, Mandalika holds immense potential as it is not only a National Tourism Strategic Area (KSPN) but also a Special Economic Zone (KEK), and was recently designated as a Super Priority Tourism Destination (DPSP). With these diverse roles, the Mandalika DPSP establishes itself as the new epicenter for tourism development in NTB, which is expected to generate a trickle-down effect for the destinations of Senggigi, Gili Tramena (Trawangan, Meno, and Air), and Sembalun, as conceptualized in the priority Tourism Destination Triangle of Lombok Island.

Figure 1: The Triangle of Tourism Destinations on Lombok Island



Source: Regional Tourism Development Master Plan for 2013-2018 West Nusa Tenggara Province

The Mandalika DPSP has become the center of NTB's tourism development with the hosting of various sport tourism events such as WSBK (World Superbike), MotoGP, and other upcoming events. When these events take place in Mandalika, a mutually beneficial synergy with other destinations is needed. During the WSBK and MotoGP events, the destination that synergizes the most with the Mandalika DPSP is the Senggigi KSPD and its surroundings. Meanwhile, the Sembalun Tourist Destination—which is also a KSPD and the tourism development center for the eastern part of Lombok Island (part of the Lombok Tourism Triangle)—still has weak synergy with the Mandalika DPSP.

During the 2022 MotoGP event, hotel occupancy, particularly on Lombok Island, experienced a significant increase of up to 95%. Starred-hotel guest arrivals in the first quarter of 2022 recorded a growth of 59.99% (yoy), even though spectator capacity was not yet at full capacity due to considerations amid the ongoing pandemic. This indicates that public enthusiasm and sentiment towards the 2022 MotoGP were relatively positive.

However, out of the many tourist destinations, only three locations are favorites among foreign tourists: the three Gilis area, Senggigi, and Kuta-Mandalika. Meanwhile, other places such as Mataram, Senaru, Sembalun, Sade, Sumbawa, and Bima are still sparsely visited by tourist.(Redaksi, 2019)

Semabalun faces challenges in synergizing with the Mandalika DPSP related to four aspects of tourism development: attraction, amenity, access, and carrying capacity. Although it has unique attractions, the management of tourist spots in Semabalun is not yet optimal. The hosting of events still depends on government funding, resulting in low continuity. Public facilities such as toilets, places of worship, and clean water are still limited, and waste management issues are often a complaint among tourists. The availability of clean water is uneven, especially in key tourist areas like Semabalun Lawang. From a social perspective, while the community is generally receptive to tourism activities, there is a need for improved hospitality. Land conflicts also pose a challenge, especially since much of the land is uncertified and owned by outsiders.

Road access to the Semabalun Tourist Destination is relatively good thanks to rehabilitation by the central government, both from the northern route (Bayan) and the southern route (Suela). However, the main challenge is the limited transportation options. Tourists generally use private or rental vehicles, while public transportation like DAMRI has limited routes and schedules (only twice a day). Tourists from the Mandalika DPSP must travel for about 3 hours by private vehicle or make several transits if using public transport.

The support system for the development of the Semabalun Tourist Destination is still limited, especially concerning the pentahelix elements: government, academia, business, community, and media. Policies on waste management, spatial planning, and facility development are not yet optimal. Universities have not yet played a significant role in community empowerment or the development of tourism concepts. The business sector has not fully considered environmental sustainability and provides minimal support for event funding. Promotion and branding for Semabalun tourism are also not yet maximal, due to a lack of organized cooperation with media and influencers, including the absence of special fam trips to promote the destination.

The Semabalun tourist destination still faces many challenges that need to be addressed immediately for its tourism potential to develop optimally. Otherwise, Semabalun will be unable to balance tourism development on Lombok Island or support surrounding destinations. This is despite Semabalun having a unique character different from the Mandalika DPSP, with main attractions including mountain nature tourism, sport tourism, agriculture, and a rich culture as one of the oldest and foundational villages in Lombok. Traditional houses, historical relics, as well as unique arts and textiles with distinctive motifs, are cultural assets that have not been widely exposed.

Based on the identification of the gap between potential and reality in tourism development, this research has urgency. The main problem underlying this research is that the tourism sector in the Semabalun Tourist Destination has not yet significantly contributed to the economy of East Lombok Regency. This issue is exacerbated by the high vulnerability of the tourism sector to external shocks—such as the 2018 earthquake in NTB and the global COVID-19 pandemic—without the support of a structured risk mitigation strategy from the government. This phenomenon also indicates a disparity in tourism development at the regency level, reflected, among other things, in the low quantity and quality of attractive events in Semabalun.

The implication of this condition is the hampered development of strategic areas around the Mandalika Super Priority Tourism Destination (DPSP). Specifically, the Semabalun Tourist Destination has not yet functioned optimally as a buffer zone as mandated in the Mandalika-Senggigi-Semabalun Tourism Area Development Triangle concept. This indicates that the spillover effect from the Mandalika DPSP has not been effectively distributed to its hinterland areas.

To ensure the depth and focus of the analysis, the scope of this research is limited. This study specifically examines the formulation of a development strategy for the Semabalun Tourist Destination in its function of supporting the Mandalika DPSP. The research locus is set in Semabalun District, East Lombok Regency, which is juridically part of the Rasimas-Semabalun Regional Tourism Strategic Area (KSPD).

Thus, the objective of this research is to answer three fundamental research questions. First, to analyze the current condition of the Semabalun Tourist Destination's development in the framework of supporting the Mandalika DPSP. Second, to identify the determinant factors, both enabling and constraining, in this development process. Third, to formulate an optimal and sustainable development strategy model for the Semabalun Tourist Destination to achieve functional synergy with the Mandalika DPSP.

2. Literature Review

2.1 Concept of Tourism

In general, the definition of tourism according to Spillane, as cited by Suwena, is the activity of traveling with the purpose of obtaining pleasure, seeking satisfaction, learning something new, improving health, enjoying sports or rest, carrying out duties, and making pilgrimages (Suwena, I. K., Widyatmaja, I. G. N., & Atmaja, M. J., 2010). Meanwhile, the term 'pariwisata' (tourism) originates from Sanskrit and consists of two words: 'pari' and 'wisata'. 'Pari' means repeatedly or multiple times, while 'wisata' means a journey or travel. Thus, 'pariwisata' means a journey undertaken repeatedly (Yoeti, O. A., 1995).

From various expert opinions on the definition of tourism, it is understood that tourism is a journey by an individual or a group of people with the aim of seeking something unknown to them, motivated by self-satisfaction for a temporary period. As a consequence of this tourism activity, the motivation for tourism involves attractions to be discovered and the supporting facilities and infrastructure needed to provide satisfaction in enjoying these attractions.

A region that has tourist attractions can also be attractive for tourists to visit and must also be able to meet the requirements for development in its area. According to the requirements of tourism, they are: (Suryadana, M. L., 2022.)

1. *What to see*
A tourist destination must have objects or attractions that are unique and different from other regions. This 'What to see' can include tourist attractions, activities, arts, and natural scenery.
2. *What to do*
In a tourist destination, besides having things to see, there must also be recreational facilities provided that can make tourists reluctant to leave the destination.
3. *What to buy*
A tourist destination must also have facilities available for tourists to shop, especially for souvenirs and crafts that they can bring home to their places of origin.
4. *How to Arrive*
For a tourist destination, accessibility is also included. This covers how to visit the tourist attraction, what transportation can be used, and how long it takes to get to the destination.
5. *What to stay*
For a tourist destination, it must also be considered how tourists will stay temporarily while they are on vacation. Accommodation facilities are needed, whether it is a five-star hotel or regular lodging.

2.2 Strategi Pengembangan Destinasi Wisata

A tourist destination is a primary element in the tourism system that serves as the focal point for tourist movement. A destination is a geographical area that provides the various services and infrastructure needed to support tourism activities, including attractions, accommodation, transportation, and other supporting facilities (Cooper et al., 2008). Leiper (1990) positions the destination as one of three core components in the tourism system, along with tourists and the generating region. Meanwhile, the definition from the UNWTO (2007) emphasizes that a destination is a physical space that possesses tourism products, attractions, integrated transportation, and is capable of attracting tourists to stay for at least one night.

Strategy is defined as the fundamental pattern of present and planned objectives, resource deployments, and interactions of an organization with markets, competitors, and environmental factors (Boyd, 2000). Strategy is the process of establishing an entity's long-term goals, followed by the adoption of appropriate courses of action and the allocation of resources necessary to achieve them (Kirkland et al., 1962). This definition emphasizes that strategy is not merely an idea but encompasses a long-term direction and concrete resources that must be managed efficiently to achieve sustainable outcomes. In the context of regional or public sector development, this definition provides the foundation that a strategy must be planned and based on future needs, not just a response to the current situation.

Meanwhile, Andrews (1987) emphasizes that strategy is the pattern of an organization's major objectives, policies, and plans. This approach helps in understanding strategy as a coherent whole, not a collection of separate plans. In development practice, a good strategy will reflect the integration of directional goals (vision), supporting policies, and concrete operational plans.

A good strategy must fulfill three main elements: a clear diagnosis of the core problem, a guiding policy as a framework for action, and coherent actions that reflect that direction. A good strategy is not just a wish list or an abstract vision, but a series of decisions that solve real problems and guide the organization toward meaningful change (Rumelt, 2011).

Effective tourism development must be based on a systematic and sustainable approach. A tourism development strategy must encompass five core elements (Cooper et al., 2008):

1. **Inventory of tourism resources (resource audit):** The initial step in the strategy is to identify and evaluate the potential of tourist attractions, both those that are already developed and those that are still natural or have not yet been utilized.
2. **Spatial planning:** Regulating the zoning of the area, including the establishment of conservation areas, development zones, and buffer zones, to ensure that tourism activities do not damage the local environment and culture.

3. Impact management: The strategy must involve controlling the social, cultural, economic, and environmental impacts of tourism through a sustainable and participatory approach.
4. Development of infrastructure and superstructure: Infrastructure such as roads, electricity, and clean water, as well as superstructure like hotels and restaurants, are an important part of enhancing a destination's competitiveness.
5. Capacity building and community participation: An inclusive strategy must involve the local community in planning, training, and economic empowerment to ensure that the benefits of tourism are widely distributed.

Tourism development strategies are implemented across several tourism components, which include (Cooper et al., 2008):

1. Attraction

This is a significant component in attracting tourists. An area can become a tourist destination if its conditions support development into a tourist attraction. What is developed into a tourist attraction is known as tourism capital or resources. To discover the tourism potential of an area, one must be guided by what tourists are looking for. There are three types of attraction capital that draw tourist arrivals: 1) Natural Resources, 2) Cultural Attractions, and 3) Man-made Attractions. This tourism capital can be developed into an attraction at the location where the capital is found. Some tourism capital can be developed to hold tourists for several days and be enjoyed multiple times, or even encourage tourists to visit the same place on other occasions. The existence of attractions becomes the reason and motivation for tourists to visit a tourist destination (DTW).

2. Amenities (Facilities)

Amenities are all the facilities and infrastructure needed by tourists while they are in the tourist destination area. The facilities and infrastructure referred to include: accommodation, restaurants, transportation, and travel agencies. Using suitable infrastructure, tourism facilities such as hotels, tourist attractions, marinas, performance halls, and so on are built. The infrastructure widely needed for the development of tourism facilities includes highways, water supply, electricity, waste disposal sites, airports, seaports, telephones, and others. Given the relationship between facilities and infrastructure, it is clear that infrastructure development must generally precede facility development. At times, infrastructure is built concurrently with the development of tourism facilities. A place or area can develop as a tourist destination if its accessibility is good. There is a reciprocal relationship between facilities and infrastructure. Infrastructure is a prerequisite for facilities, and conversely, facilities can lead to improvements in infrastructure.

3. Accessibility

Accessibility is a crucial aspect of tourism activities. All forms of transportation and transport services are important for access in tourism. On the other hand, this access is identified with transferability, which is the ease of moving from one region to another. If an area lacks good accessibility, such as airports, seaports, and highways, there will be no tourists to influence the development of accessibility in that area. If an area has tourism potential, adequate accessibility must be provided so that the area can be visited.

4. Ancillary (Additional Services)

Additional services must be provided by the local government of a tourist destination for both tourists and tourism actors. The services provided include marketing, physical development (highways, railways, drinking water, electricity, telephone, etc.), as well as coordinating all kinds of activities and managing all regulations on both the roads and at the tourist sites. Ancillary services also include things that support tourism, such as management institutions, Tourist Information Centers, Travel Agents, and stakeholders who play a role in tourism.

The tourism development strategy according to Cooper et al. (2008) was chosen because it offers a systematic, comprehensive, and spatial planning-based approach, which is crucial in the context of managing an area like Sembalun. The perspective of Cooper et al. (2008) is able to examine the condition of the Sembalun tourist destination within the dimensions of attraction, accessibility, amenity, and ancillary services. Furthermore, Cooper's strategy is quite comprehensive yet flexible enough to be adapted to local conditions such as those in Sembalun, which has unique geographical, cultural, and socio-economic characteristics.

One of its major advantages is the focus on spatial and zoning planning for tourism activities, which is highly relevant for Sembalun as a mountainous and agricultural area vulnerable to ecological pressures. Moreover, unlike strategies that are too theoretical or normative, Cooper's strategy is practical and applicable—with an emphasis on impact management, which is essential for dealing with the potential for overtourism, land conversion, and environmental pressures in Sembalun. This strategy also opens up space for the involvement of various actors (government, tourism operators, the community, investors, and academia), which aligns with the collaborative governance approach that has become a modern public policy practice.

2.3 SWOT Analysis.

Etymologically, implementation can be defined as an activity related to the completion of a task through the use of means (tools) to obtain results. When this definition of implementation is linked with public policy, the term "public policy implementation" can be interpreted as the activity of completing or executing a public policy that has been established/approved, using means (tools) to achieve the policy's objectives (Tachjan, 2006). Tachjan then specifically explains that public policy implementation is the process of administrative activities carried out after a policy has been established/approved (Tachjan, 2006). Interpreting this view, policy implementation is defined as the administrative process undertaken after a policy is established or approved, with the aim of realizing that policy through concrete actions.

SWOT analysis is defined as the evaluation of the overall strengths, weaknesses, opportunities, and threats (Kotler and Keller, 2012). Furthermore, SWOT analysis involves the identification of these factors to formulate a company's strategy. This analysis is based on the logic that it can maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats. A company's strategic decisions require consideration of internal factors, which include strengths and weaknesses, as well as external factors, which include opportunities and threats. Therefore, there are important considerations for a SWOT analysis (Rangkuti, 2012). Several considerations that need to be taken into account in decision-making include (Pearce and Robinson, 2014):

1. Strength

A strength refers to the elements that a company can leverage as an advantage, such as excellence in reliable products, having skills, and being different from other products. This can make it stronger than its competitors. A strength is a resource, skill, or other advantage relative to competitors and the needs of the market that a company serves or wishes to serve. A strength is a distinctive competence that gives the company a comparative advantage in the market. Strengths can be found in resources, finances, image, market leadership, buyer-supplier relationships, and other factors.

2. Weakness

A weakness is a deficiency or limitation in a company's resources, skills, or capabilities that hinders organizational performance. It is a limitation or deficiency in resources, skills, and capacities that seriously hampers a company's effective performance. Facilities, financial resources, management capacity, marketing skills, and brand image can be sources of weakness.

3. Opportunity

An opportunity is a favorable situation in a company's environment, as well as trends that are a source of opportunities.

4. Threats

A threat is an unfavorable environmental factor for a company that, if not addressed, will become an obstacle for the company, both now and in the future. A threat is a major disruptor to a company's position. The entry of new competitors, slow market growth, increasing bargaining power of key buyers or suppliers, technological changes, and new or revised regulations can be threats to a company's success.

Matriks Evaluasi Faktor Internal Langkah terakhir dalam melaksanakan audit manajemen strategis internal adalah Matriks *Internal Factor Analysis Summary* (IFAS). Alat perumusan strategi ini meringkas dan mengevaluasi kekuatan dan kelemahan utama dalam area-area fungsional bisnis, dan juga menjadi landasan untuk mengidentifikasi serta mengevaluasi hubungan di antara area tersebut. Penilaian intuitif digunakan dalam pengembangan Matriks IFAS, sehingga tampilan ilmiahnya tidak boleh ditafsirkan sebagai bukti bahwa teknik ini benar-benar tanpa celah (David, 2011). Selanjutnya, matriks Evaluasi Faktor Eksternal Matriks EFAS (External Factor Analysis Summary) memungkinkan para penyusun strategi untuk meringkas dan mengevaluasi informasi ekonomi, sosial, budaya, demografis, lingkungan, politik, pemerintahan, hukum, teknologi, dan kompetitif.

Tahap selanjutnya yaitu matriks IE (*Internal-External*) yang memposisikan berbagai divisi suatu organisasi dalam tampilan sembilan sel. Matriks IE didasarkan pada dua dimensi kunci: skor bobot IFAS total pada sumbu x dan skor bobot EFAS total pada sumbu y. Setiap divisi dalam suatu organisasi harus membuat Matriks IFAS dan Matriks EFAS dalam kaitannya dengan organisasi. Skor bobot total yang diperoleh dari divisi-divisi tersebut memungkinkan susunan Matriks IE di tingkat perusahaan. Pada sumbu x dari Matriks IE, skor bobot IFE total 1,0 sampai 1,99 menunjukkan posisi internal yang lemah; skor 2,0 sampai 2,99 dianggap sedang; dan skor 3,0 sampai 4,0 adalah kuat. Serupa dengannya, pada sumbu y, skor bobot EFE total 1,0 sampai 1,99 dipandang rendah; skor 2,0 sampai 2,99 dianggap sedang; dan skor 3,0 hingga 4,0 adalah tinggi. Matriks IE dapat dibagi menjadi empat kuadran yaitu (Pearce dan Robinson, 2014; Salusu, 2006):

1. Quadrant I:

This is a very favorable situation. The company has both opportunities and strengths, enabling it to capitalize on existing opportunities. The strategy to be applied in this condition is to support an aggressive growth policy (Growth-oriented strategy).

2. Quadrant II:

Despite facing various threats, this company still possesses internal strengths. The strategy that should be applied is to use strengths to capitalize on long-term opportunities by means of a diversification strategy (product/service).

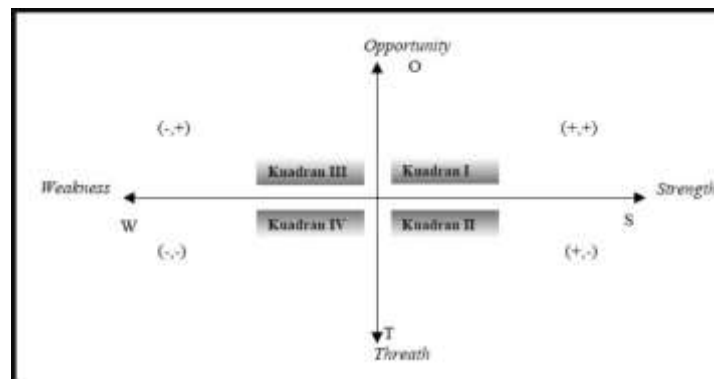
3. Quadrant III:

The company faces significant market opportunities, but on the other hand, it also confronts several internal constraints or weaknesses. The business condition in Quadrant 3 is similar to the 'Question Mark' in the BCG matrix. The focus of the company's strategy is to minimize its internal problems to be able to seize greater market opportunities. For example, Apple used a strategy of reviewing its technology by offering new products in the microcomputer industry.

4. Quadrant IV:

This is a very unfavorable situation, where the company faces various threats and internal weaknesses.

Figure 2: SWOT Posture Plane With Four Quadrants



Source: Salusu, 2006

The SWOT Matrix is an important matching tool that helps managers develop four types of strategies: SO (strengths-opportunities) Strategies, WO (weaknesses-opportunities) Strategies, ST (strengths-threats) Strategies, and WT (weaknesses-threats) Strategies. Matching key external and internal factors is the most difficult part of developing a SWOT Matrix and requires good judgment; there is no single best combination (David, 2011). The SWOT Matrix, in matching the aspects within SWOT to become a consideration for implementing a strategy, includes the following (David, 2011):

1. SO Strategies utilize a firm's internal strengths to take advantage of external opportunities. All managers would want their organization to be in a position where internal strengths can be used to take advantage of external trends and events. Generally, an organization will pursue WO, ST, or WT strategies to reach a situation where they can implement SO Strategies. If a firm has major weaknesses, it will strive to overcome them and turn them into strengths. When an organization faces major threats, it will seek to avoid them to concentrate on opportunities.
2. WO Strategies aim to improve internal weaknesses by taking advantage of external opportunities. Sometimes, great opportunities arise, but the company has internal weaknesses that prevent it from exploiting these opportunities.
3. ST Strategies use a firm's strengths to avoid or reduce the impact of external threats. This does not mean that a strong organization should always directly confront threats in the external environment.
4. WT Strategies are defensive tactics directed at reducing internal weaknesses and avoiding external threats. An organization facing numerous external threats and internal weaknesses is truly in a precarious position. In reality, such a company may have to struggle for survival, merge, retrench, declare bankruptcy, or choose liquidation.

The purpose of each matching tool in the SWOT Matrix Stage is to generate feasible alternative strategies, not to select or determine which strategy is the best. Therefore, not all strategies developed in the SWOT Matrix will be selected for implementation (David, 2011)

Figure 3: SWOT Matrix

	Kekuatan (Strengths – S)	Kelemahan (Weakness – W)
	1. 2. 3. List of Strengths 4. 5.	1. 2. 3. List of Weakness 4. 5.
(Opportunity – O)	Strategi SO	Strategi WO
1. 2. 3. List of Opportunity 4. 5.	1. Using Strengths To Capitalize on Opportunity 2. 3. 4.	1. Overcome weaknesses by leveraging opportunities 2. 3. 4. 5.
Ancaman (Threats – T)	Strategi ST	Strategi WT
1. 2. 3. List of Threats 4. 5.	1. Using Strengths To Avoid Threats 2. 3. 4. 5.	1. Reduce weakness and avoid Threat 2. 3. 4. 5.

Source : Fred R. David, 2011

3. Methodology

This study employs a qualitative descriptive research method, aiming to reach conclusions that cannot be derived through conventional statistical techniques or other measurable approaches. Through this method, a deeper understanding can be gained regarding the impact of various institutions and social groups on the lives of their members, as well as other social phenomena. As is common in qualitative research, this study requires diverse data sources, categorized into two main types: informants and documents. Informants are individuals who provide data through their speech and actions, making their words and behavior the primary pillar of data collection, while other elements serve as reinforcements or complementary sources.

In conducting this research, two main types of data are collected: primary data and secondary data. Primary data refers to information obtained directly from its source through direct interaction with research subjects. The collection of primary data can be conducted through interviews and direct observation. This type of data may take the form of audio recordings, video recordings, or photographs, which are directly produced by the researcher. Since primary data is collected firsthand, it is new and relevant to the latest developments in the research context.

On the other hand, secondary data refers to information that is not directly obtained from its original source but rather gathered through pre-existing documents or records. This type of data includes written manuscripts, archived photographs, and statistical data compiled by other institutions that are relevant to the development of the tourist destination in Sembalun District. The management of secondary data requires a collection method tailored to its unique characteristics, ensuring that the data can be optimally utilized as a supporting component for analysis in this research.

The method of determining informants in this study employs a purposive sampling approach to ensure that the selected informants are relevant to the research based on their authority, experience, or expertise in the development of the Sembalun Tourist Destination in its function of supporting the Mandalika DPSP. Meanwhile, snowball sampling is used to expand the scope of informants by relying on recommendations from previous informants, thereby obtaining richer and more in-depth data. The combination of these two techniques enables the study to obtain valid, comprehensive, and representative information on the issues being examined.

Table 3: List of Informan

No	Informant	Informan Category	Quantity	Sampling Technique
1	Regent of East Lombok	Key Informant	1	<i>Purposive</i>
2	Head of the East Lombok Regional Development Planning Agency (Bappeda)	Key Informant	1	<i>Purposive</i>
3	Head of the East Lombok Tourism Agency	Key Informant	1	<i>Purposive</i>
4	Head of Sembalun District (Camat)	Key Informant	1	<i>Purposive</i>
5	Village Heads in Sembalun	Key Informant	6	<i>Purposive</i>
6	Tourism Associations (e.g., PHRI & ASITA)	Key Informant	2	<i>Purposive</i>
7	Tourism Community Groups (e.g., Pokdarwis - Tourism Awareness Groups, etc.)	Key Informant	2	<i>Purposive</i>
8	Travel Agents	Key Informant	2	<i>Purposive</i>
9	Community Leaders	supporting informant	4	<i>Aksidental</i>
10	NGOs (Non-Governmental Organizations)	supporting informant	2	<i>Purposive</i>
11	Academics/Experts	supporting informant	2	<i>Purposive</i>
12	Tourists	supporting informant	4	<i>Aksidental</i>
Total			29	

This study employs a combination of primary and secondary data collection techniques to ensure a comprehensive and well-rounded approach in analyzing the development of the Sembalun Tourist Destination. Primary data collection relies on in-depth interviews, allowing informants to express their insights, arguments, and perspectives freely. A structured interview guide is used as a reference, but questions are further developed during the conversation to gather deeper insights. Informants include stakeholders who play important roles in the development of the Sembalun Tourist Destination in its function of supporting the Mandalika DPSP as the beneficiaries of policy implementation.

In addition to interviews, the study also applies non-participant observation, ensuring that the researcher does not interfere in the observed activities. This method is chosen to maintain objectivity and preserve the natural setting of the subjects, avoiding external influences. The observations are conducted on-site, specifically in the East Lombok Regency, where the development of the Sembalun Tourist Destination taking place, with an observation guide used to ensure consistency in data collection. Furthermore, a documentary study is utilized to collect reports, news articles, official documents, and academic literature relevant to the development of the Sembalun Tourist Destination. By combining these three methods, this research ensures data validity and reliability, providing a comprehensive perspective on the development of the Sembalun Tourist Destination, and stakeholder engagement in the development of the Sembalun Tourist Destination.

In this qualitative study, data collection and analysis are conducted interactively, following the framework outlined by Huberman and Miles (2009). The analysis process consists of four key stages, beginning with data collection, where information is systematically gathered from the field while maintaining a clear research focus. Following this, data condensation is carried out, involving the selection, simplification, abstraction, and transformation of raw data, including field notes, interview transcripts, and documents, to enhance clarity and organization. The next stage, data display, structures and organizes information to facilitate interpretation, deduction, and decision-making, with visual representation aiding in further analysis or intervention. Finally, conclusion drawing involves identifying patterns, causal relationships, and hypotheses, ensuring that findings are well-supported by empirical evidence (Miles & Huberman, 2009).

Subsequently, a development strategy for the Sembalun tourism destination is formulated for each dimension, based on the perspective of the tourism development elements by Cooper et al. (2008).

To guarantee data validity and reliability, a rigorous verification process is applied through data representation and classification. This study employs triangulation, a technique that cross-checks findings using multiple sources and analytical methods to strengthen the credibility of the conclusions. Source triangulation is conducted by verifying data obtained from various

stakeholders involved in the development of the Sembalun Tourist Destination in its function of supporting the Mandalika DPSP. By incorporating multiple validation techniques, this study ensures that data integrity is maintained, reinforcing the accuracy and trustworthiness of the research findings.

4. Result and Discussion

4.1 Development of the Sembalun Tourism Destination, East Lombok Regency, West Nusa Tenggara Province, in Support of the Mandalika Super Priority Tourism Destination

4.1.1 Attraction

4.1.1.1 Natural Attractions

Sembalun, located at the foot of Mount Rinjani, has developed into one of the premier nature-based tourist destinations in East Lombok Regency. Its stunning landscape, ranging from mountains, hills, and savannas to horticultural farmlands, provides significant opportunities for developing attractions based on nature and local culture. Sembalun has grown into a leading tourist destination in East Lombok, known for its distinctive natural wealth and culture. Mount Rinjani as the main icon, along with green hills, waterfalls, and agrotourism potential, are attractions that continue to be developed. The primary focus of the local government and the Tourism Agency is on improving accessibility and infrastructure, such as road repairs, providing basic facilities in tourist areas, and promoting tourism based on local potential.

Mount Rinjani is a primary draw for both domestic and international tourists. The climb from the Sembalun route is managed with an updated registration and trail management system to ensure the safety and comfort of climbers. However, as the number of visitors increases, challenges to environmental sustainability have emerged. Therefore, the restriction on the number of climbers, which has been implemented as a form of environmental carrying capacity control and ecosystem preservation, is a positive step.

There have been positive changes in the management of the climbing areas in Sembalun, such as the addition of trail signs, checkpoints, and increased control and education for tourists regarding environmental preservation. The local community plays an active role, not only as economic actors through tourism services but also in the conservation and cleanliness of the climbing routes. Farms are being designed to be more open with tourist facilities like selfie spots and gazebos, while landscapes such as Pergasingan Hill and Selong Hill continue to be developed for hiking and photography. Community participation is also evident in the provision of facilities, guide services, and equipment rentals, showing the dominant role of the local community in destination management.

The development of natural attractions in Sembalun reflects an integration of community-based tourism and environmental sustainability. The collaborative approach between the government, local communities, and the private sector forms a strong foundation for developing a destination based on local values and conservation. This also aligns with the triple-bottom-line principle in sustainable tourism, namely economic sustainability (through agrotourism and trekking services), social sustainability (community participation), and environmental sustainability (Rinjani conservation and waste management). Conceptually, Sembalun can be developed as a low-impact tourism destination with high-experience value.

4.1.1.2 Cultural Attractions

The development of cultural attractions in Sembalun demonstrates a collective effort to maintain local identity, strengthen community involvement, and create engaging cultural experiences for tourists. Several issues in the development of cultural attractions include the preservation and inheritance of local culture, cultural festivals as a space for promotion and revitalization of traditions, the preservation of traditional villages as cultural education sites, the development of a creative economy based on traditional crafts, and educational tourism that integrates local cultural elements. These themes show that culture is not only being preserved as heritage but also developed as a dynamic source of economy, identity, and tourist attraction.

The shift from a passive attraction model to an interactive one aligns with the trend of experiential tourism, which is increasingly in demand. Tourists, especially the younger generation, are not just seeking information but also experiences that are emotionally and sensorially engaging. Such direct learning experiences have been proven to be more effective in building an appreciation for culture and fostering deep curiosity.

Cultural preservation in Sembalun demonstrates a holistic and community-based practice, with active participation from the community in maintaining and developing their cultural heritage. Traditional arts such as Gendang Beleg, Tandang Mendet, and Cupak Gurontang are kept alive through art studios that train the younger generation. This highlights the important role of community-based cultural preservation, which emphasizes the importance of direct community involvement in safeguarding their own culture (Kurin, 2004).

The local government plays a vital role in supporting the regeneration of cultural practitioners through regular training, provision of artistic facilities, and incentives for art groups. This support is consistent with the sustainable cultural heritage approach, where the sustainability of cultural preservation depends on long-term strategies and systematic interventions (Deacon, 2003).

One of the effective strategies implemented in Sembalun is the organization of cultural festivals such as the Sajang Festival and the Rinjani Begawe Festival. These festivals serve a dual function as a means of cultural expression and a medium for tourism promotion. Cultural festivals can strengthen local identity and contribute to local economic development through cultural tourism (Richards, 2007).

The Beleq Traditional Village is a concrete example of the living museum concept, where culture is not just displayed but actively practiced. This concept aligns with the idea that cultural sites that function as interactive educational places will strengthen understanding and appreciation of traditional values (MacDonald, 2006).

Preservation is also reflected through traditional crafts like weaving and bamboo crafts. The making process is now being turned into an interactive and educational tourist attraction, which highlights not only the economic aspect but also its educational and cultural functions. This is in line with the experiential tourism approach, which emphasizes the importance of direct experience in understanding local culture (Pine and Gilmore, 2011).

4.1.1.3 Man-made Attractions

Although Sembalun is widely known for its natural beauty and cultural richness, there is a collective awareness among various local stakeholders to expand the area's appeal through the development of man-made attractions. This effort is part of a strategy for destination diversification and increasing local economic value.

One significant innovation in the development of man-made attractions in Sembalun is the construction of the Mahakala Rinjani Amphitheater in Sembalun Bumbung village. This amphitheater is designed as an open-air performance space that embraces local cultural concepts, with a capacity to accommodate up to 300 spectators. Traditional art performances such as the Tandang Mendet Dance and Gendang Beleq are regularly held every weekend, involving local art studios and young local artists. This infrastructure is designed to showcase local arts and culture, merging man-made attractions with traditional cultural expressions.

The development of man-made attractions in Sembalun is done adaptively to global tourism trends without neglecting local identity. A community-based and participatory approach is dominant in every attraction development, from design and operation to promotion. From a theoretical standpoint, this reinforces the principle of Community-Based Tourism, where the local community acts as both the primary actor and beneficiary (Scheyvens, 1999). Furthermore, the integration of digital technology in tourism management shows that Sembalun is moving towards a Smart Tourism Destination, which prioritizes information technology-based innovation to support the tourist experience (Gretzel et al., 2015). Meanwhile, the development of man-made attractions like thematic parks and visual spots shows the influence of the experiential tourism model (Pine and Gilmore, 2011), where tourists not only see but also directly experience the atmosphere and values offered by the destination.

The findings on the attraction dimension, covering natural, cultural, and man-made aspects, show that Sembalun possesses immense tourism potential. The diversity of natural landscapes such as mountains, fields, and cool air, coupled with the richness of local culture like the traditions of the Sasak people, performing arts, and local wisdom, forms a valuable foundation for developing the destination. Additionally, the presence of man-made attractions—such as photo spots, glamping areas, and other recreational facilities—indicates that the area is beginning to respond to contemporary tourism trends that demand visual experiences and modern comforts.

This condition is highly relevant to the initial stage in the tourism development strategy proposed by Cooper, namely the resource audit. This stage emphasizes the importance of a comprehensive identification and evaluation process of existing tourism potential. An inventory is not just about listing tourist objects, but also analyzing their value, uniqueness, market feasibility, carrying capacity, and sustainability. This becomes the basis for formulating the next steps: which attractions are viable for further development to attract a wider market, which need to be preserved for their high historical or ecological value, and which can be promoted to build a strong destination image.

Furthermore, this inventory process must be participatory, involving the local community who knows the character of their region well. Without their involvement, information about local potential could be incomplete or even overlooked. An effective inventory will produce accurate data and maps of tourism potential, which become the basis for formulating promotional strategies, attraction management, and the development of supporting infrastructure. Thus, the wealth of natural, cultural, and

man-made attractions in Sembalun can be managed in a planned and sustainable manner, encouraging the area to advance as a premier destination that directly contributes to strengthening the Mandalika Super Priority Tourism Destination.

4.1.2 Amenities

4.1.2.1 Accommodations and Hotels

Currently, various types of accommodation are available to suit different tourist characteristics, ranging from community-based budget lodging (homestays) to more exclusive accommodations like villas and glamping. Additionally, there is a growing trend of eco-lodges targeting environmentally conscious tourists. The growth of tourism in Sembalun has had a significant impact on the local economy. The community has started building homestays, even on agricultural land, to capitalize on the surge in tourist visits, especially during holiday seasons.

This phenomenon indicates pressure on agrarian space, which not only affects the physical landscape but also the foundation of local food security. The conversion of agricultural land to non-agricultural use is a common symptom in rapidly developing tourist areas, marked by increasing land values and the intensification of land use for accommodation and tourism services (Firman, 2009). From the researcher's perspective, this condition reflects an imbalance between economic interests and ecological sustainability. Therefore, zoning regulations based on environmental carrying capacity are needed to preserve agricultural functions and prevent excessive land exploitation.

There are still issues with the consistent application of the "eco" branding, as well as the need for more comprehensive spatial planning to avoid ecological damage from uncontrolled accommodation development. Based on observations in the Selong Hill and Pergasingan Hill areas, some accommodations labeled as eco-lodges still use permanent building materials and do not apply waste minimization principles. In the perspective of ecotourism theory, the basic principles of sustainable accommodation include environmental conservation, community empowerment, and ecological education (Weaver, 2008). Therefore, accommodation development strategies need to be guided by certification standards and continuous monitoring.

If not managed proportionally, areas that are too focused on growth centers will experience stagnation, while surrounding areas will be left behind. Therefore, strategies for regional diversification and equitable infrastructure are an important part of destination area management (Butler, 1980).

Some community members still believe that legality will burden their businesses due to taxes and levies. This condition highlights the need for intensive institutional training and assistance to improve the managerial and operational capacity of local business actors. The success of community participation in tourism is largely determined by institutional capacity and technical support from both the government and the private sector (Tosun, 2000).

This situation is seen as requiring strategic interventions based on spatial planning, institutional strengthening, and supervision of ecotourism principles. Without planned regulations and cross-actor collaboration, tourism growth in Sembalun has the potential to become a threat to the ecosystem and local food sovereignty. Therefore, an adaptive and participatory management model must be implemented immediately, in line with the principles of sustainable tourism.

4.1.2.2 Restaurants

The increase in tourist visits to Sembalun has directly spurred the growth of various local culinary businesses. This is consistent with the Multiplier Effect theory in tourism, which states that the growth of the primary sector (tourism) will encourage the development of supporting sectors like culinary arts (Cooper et al., 2008). Despite this growth, the development of restaurants still faces limitations in terms of quantity, service quality, and operating hours. This reflects a gap in the readiness of tourism support infrastructure (Inskip, 1994).

The culinary sector in Sembalun has great strategic potential as an integral part of sustainable tourism development. The presence of traditional restaurants, modern cafes, and tourist stalls serving signature dishes like Ayam Taliwang, Plecing Kangkung, and Jaje Tujaq reflects a rich local culinary culture that not only meets the consumption needs of tourists but also contains historical value and community identity. This potential aligns with the sustainable tourism approach, which emphasizes the balance between economic benefits, cultural conservation, and community empowerment (UNWTO, 2013). Thus, local cuisine can function as a vehicle for cultural preservation as well as an instrument for economic redistribution at the grassroots level.

However, this great potential has not been fully maximized due to several structural challenges. First, the capacity of culinary business operators is still limited. The majority are local residents who start their businesses independently without adequate

experience in business management, customer service, or product innovation. This impacts the sub-optimal quality of service and the limited variety of dishes offered, making the culinary tourism experience inconsistent. Second, the lack of quality standards and a collective image among restaurants has led to an uneven perception of Sembalun's culinary identity among tourists. Irregular operating hours and the absence of a shared understanding of service standards indicate that the sector lacks integration in the form of destination food branding (Okumus and McKercher, 2007). Third, culinary innovation is still minimal. Most culinary businesses only reproduce traditional recipes without exploring new creations that could appeal to the tastes of foreign tourists or the younger generation. Yet, innovation in gastronomy is a key element in building an authentic and memorable tourist experience (Richards, 2012).

Furthermore, there is no systematic training and mentoring program to enhance the capacity of culinary business operators. The lack of cross-sectoral collaboration in the penta-helix development model (government, private sector, community, academia, and media) has caused efforts to strengthen the culinary sector to be partial and unsustainable. The local government has not maximized its efforts in organizing integrated training or building a community-based culinary innovation ecosystem.

Culinary arts are not just a complementary aspect of a tourist's journey but a strategic element in strengthening local economic resilience, preserving cultural heritage, and creating a profound travel experience. Therefore, the development of local cuisine in Sembalun must be directed in a structured, participatory, and collaborative cross-sectoral manner to contribute meaningfully to inclusive and sustainable tourism development.

4.1.2.3 Road Conditions

Accessibility is a vital dimension in destination development theory, where physical infrastructure like highways is a primary component supporting tourist mobility, logistics distribution, and inter-destination connectivity (Boyd and Timothy, 2001). Although the main roads are paved, there are segments that are narrow, bumpy, and highly prone to landslides. This inconsistency affects the comfort and safety of travel, especially for domestic and international tourists.

The issue of road accessibility indicates a gap between macro infrastructure planning and the real needs of the local community and tourists. From the researcher's perspective, this condition reflects the sub-optimal implementation of the resilience principle in tourism infrastructure development. In a sustainability approach, infrastructure is required not only to be functional but also adaptive to environmental risks and responsive to user needs (Lew, 2014). The inconsistent quality of roads and weak disaster preparedness indicate a low level of integration between technical planning and a risk-based tourism planning approach.

Furthermore, the tourism supply chain theory emphasizes the importance of infrastructure as a critical node connecting tourist attractions with service providers, the local community, and the tourist market (Zhang et al., 2009). In the context of Sembalun, limited road infrastructure directly impacts the supply chain, reduces the frequency of visits, and increases transportation and logistics costs. This can hinder the long-term goal of making Sembalun a world-class ecotourism destination.

4.1.2.4 Communication Infrastructure

The condition of communication infrastructure in Sembalun still shows a significant disparity between central tourist areas like Sembalun Lawang and Sembalun Bumbung and peripheral areas like Sajang or Propok. Communication infrastructure does not fully support the principles of accessibility and resilience in sustainable tourism, especially in terms of public safety and the connectivity of tourism business operators.

Telecommunications infrastructure in the Sembalun tourist area does not fully support the principles of accessibility and resilience in sustainable tourism development. Although main areas like Sembalun Lawang and Bumbung are equipped with signal services from major operators like Telkomsel and XL, remote areas such as Sajang and the foothills of Mount Rinjani still experience network limitations. Several hamlets behind hills and in valleys also report unstable signal conditions, hindering coordination, especially in emergency situations.

This condition directly affects public services and tourist comfort, particularly for segments that rely on digital connectivity, such as digital nomads and millennial tourists. Field observations show that although some tourist spots and accommodations provide Wi-Fi, the quality is inconsistent and often slows down during peak hours. This is a major complaint from tourists who need internet access to work or share their travel experiences in real-time.

From the researcher's perspective, this reveals a gap between the community's enthusiasm for developing digital tourism and the readiness of the underlying basic infrastructure. The adoption of smart tourism principles is beginning to be seen, marked by digital promotion initiatives by young people through TikTok, Instagram, and YouTube. However, this enthusiasm is not yet supported by a solid technological ecosystem. Therefore, strategic investment is needed in the form of improving

telecommunications networks—such as building BTS towers in blank spot areas—as well as digital training for local tourism actors to make their promotions more effective and sustainable.

Furthermore, connectivity is not just about marketing but also related to tourist safety (public safety), the effectiveness of destination management, and digital economic opportunities. If Sembalun wants to optimize its potential as an ecotourism destination and attract strategic market segments like digital nomads, then the development of digital infrastructure must be a priority for future tourism development.

Based on the findings on the amenity dimension related to accommodation, restaurants, road conditions, and communication infrastructure, it is noted that basic tourism facilities in Sembalun, such as lodging, restaurants, and some other tourist services, are indeed available and functional to meet the basic needs of tourists. However, the existence of these facilities does not fully guarantee the comfort and satisfaction of the tourist experience due to disparities in basic infrastructure, especially the inconsistent condition of roads and limited communication networks. Many access roads to tourist attraction points, such as waterfalls, hiking trails, or traditional villages, are still damaged, narrow, or unpaved. On the other hand, communication networks—both cellular and internet—are often unstable in some areas, disrupting the comfort of tourists who are increasingly dependent on digital connectivity.

This condition highlights the relevance of Cooper et al.'s (2008) strategy, indicating that the strategy for developing infrastructure and superstructure in Sembalun has not been implemented comprehensively and systematically. Ideally, tourism development should not only focus on "surface" facilities like lodging and restaurants but also include the supporting foundation such as transportation infrastructure, clean water networks, electricity, sanitation, and communication. This disparity hinders the efficiency of destination management and creates a gap between potential and reality on the ground. In the context of a buffer zone for a super-priority destination like Mandalika, this issue becomes very important, as tourists exploring Lombok expect consistent standards of service and comfort at all points of their visit.

Furthermore, infrastructure and superstructure are not just about comfort but are also key factors in enhancing a destination's competitiveness and sustainability. Good infrastructure improves accessibility, smoothes logistics, and creates conditions that support local economic growth. Meanwhile, adequate superstructure—such as hotels with high service standards, tourist information centers, health facilities, and security systems—can create a positive experience and extend the length of tourists' stay. This has a direct impact on increasing regional income, creating jobs, and strengthening the role of the local community in the tourism economy.

Therefore, strengthening the infrastructure and superstructure development strategy in Sembalun must be a priority. This effort not only requires the commitment of local and central governments but also encourages the involvement of the private sector and the community through collaborative schemes. In the long term, this development will determine how well Sembalun can play an integral part in the development of the Mandalika Super Priority Tourism Destination—not just as a complement, but as a crucial node in the network of premier destinations in West Nusa Tenggara.

4.1.3 Accessibility

4.1.3.1. Terminal

Sembalun does not yet have a major bus terminal. An official terminal in Sembalun is not adequately available; although there is a mode of transport, the Damri Bus, public transport is mostly informal, such as village transport (bemo, pick-up trucks) or motorcycle taxis (ojek). Several spots are used as informal gathering points for tourists and residents but do not meet the standards of a tourism terminal. Development efforts are still limited, depending on the support of the local government.

Although Sembalun does not have an official major bus terminal, the Pancor Terminal in East Lombok serves as the starting point for trips to Sembalun. The local government has opened a public transport route from Pancor Terminal to Sembalun with affordable fares, aiming to increase accessibility for local tourists to the Sembalun tourist area. The lack of terminal infrastructure causes confusion for tourists and complicates coordination between transportation modes to accommodations or tourist destinations. Irregular schedules, a lack of information boards, and the absence of proper waiting areas worsen Sembalun's image as a destination that should be integrated and easily accessible.

This condition indicates that accessibility as a primary pillar of sustainable tourism has not been fully realized in Sembalun. Poorly planned transport infrastructure not only affects tourist comfort but also hinders the mobility of the local community for economic, educational, and health service purposes. This is certainly contrary to the principle of a competitive tourist destination, where accessibility is a primary prerequisite (Ritchie and Crouch, 2003).

Nevertheless, there are positive initial initiatives from the local government, such as the opening of the Damri route from Pancor Terminal to Sembalun with subsidized fares. The opening of a transport route is a strategic step in building connectivity and mobility efficiency, which impacts tourism progress and strengthens the local economy. The presence of this route can be understood as part of an integrated destination development strategy based on regional connectivity (Becken and Hughey, 2013).

However, this step is insufficient if not followed by the development of a physical terminal in Sembalun. A proper permanent terminal is greatly needed so that the mobility of tourists and the community does not depend on unmanaged informal gathering points. The hope for terminal development is also emphasized, as it is expected to strengthen public services while optimizing the economic potential of the area.

4.1.3.2 Seaport

Although Sembalun does not have a seaport, access from outside Lombok Island is still possible through two main ports: Bangsal Port in North Lombok (about 3 hours to Sembalun) and Kayangan Port in East Lombok (about 2 hours to Sembalun). Bangsal is more frequently used by international tourists coming from Bali or the Gili Islands, while Kayangan is used by domestic tourists coming from Sumbawa or NTT. The researcher notes that the existence of these ports is important as an entry node in the tourist transportation network structure, as stated in the Destination Accessibility Model (Prideaux, 2003).

The main problem emphasized by informants is the lack of direct transportation from the ports to Sembalun. Tourists have to rent private vehicles or use unofficial travel services, which are not standardized in terms of price, comfort, and sustainability.

The absence of a seaport terminal in Sembalun creates an opportunity to strengthen the intermodal transport system, especially the integration of services from the port to inland destinations. The researcher assesses that a tourist-oriented transport scheme must be designed considering travel efficiency, comfort, and environmental sustainability. This strategy can adopt the Tourism Transport Integration approach, which suggests combining accessibility, connectivity, and sustainability in the tourist mobility system (Duval, 2007).

The researcher is of the view that although it is physically impossible for Sembalun to have its own port, strengthening connectivity from the nearest ports like Kayangan and Bangsal is crucial for expanding the reach of domestic and international tourists. Accessibility is a key component in sustainable destination development, and the lack of modal integration reduces the potential for visits and the area's attractiveness.

4.1.3.3 Station

Currently, there are no train stations in Sembalun or throughout the entire Lombok Island region. This is because a rail transportation system has not yet been developed in the West Nusa Tenggara (NTB) Province in general. Thus, trains are not an available mode of transport for tourists or the local community in this area.

This condition presents its own challenges, especially for tourists accustomed to mass transportation modes like trains in Java or Bali. Tourists coming from outside the island usually land at Lombok International Airport or arrive via the Lembar and Kayangan seaports. From there, the journey to Sembalun takes about 3–5 hours depending on the mode of transport used, without an integrated modal system or unified digital information.

Geographically, Lombok Island has a topography that could allow for the development of limited railway lines, but the construction of this mode has not yet been a priority in the national infrastructure development agenda. Intermodal connectivity is a key element in tourist destination accessibility, and the absence of railways creates a transportation gap in the tourist mobility system (Duval, 2007).

Many tourists complain about the lack of scheduled and comfortable public transport options, especially for those who do not rent private vehicles. The absence of rail transport narrows the options for efficient, affordable, and high-capacity mass transit, thereby increasing dependency on road-based vehicles whose number and service quality are not yet uniform.

The absence of a rail transport system and integrated terminals in Lombok, especially to mountain destinations like Sembalun, indicates that tourism accessibility still heavily depends on conventional, non-standardized land infrastructure. This transportation gap needs to be bridged through the development of a regional public transport system, such as intercity buses, tourist shuttles, and digital transport integration (e-ticketing, vehicle tracking, and travel time information).

In the context of sustainable tourism development, the limitation of environmentally friendly mass transport modes is also an important note, as the increasing use of private vehicles has the potential to increase carbon emissions and traffic burdens in sensitive areas like Sembalun.

There is a disparity in accessibility when compared to other premier destinations in Indonesia that already have tourist train connections (e.g., Yogyakarta-Borobudur or Bandung-Ciwidey). According to Prideaux, a destination development model must be integrated with the regional transportation system. The absence of a rail mode places Sembalun in a less competitive position logistically, thus requiring alternative strategies that focus on the efficiency and comfort of land-based modes (Prideaux, 2000)

4.1.3.4 Airport

Lombok Zainuddin Abdul Madjid International Airport (LOP) serves as the main gateway for tourists heading to Sembalun. The airport serves various domestic routes such as Jakarta, Surabaya, and Bali, as well as international routes to Malaysia and Singapore. Nevertheless, the travel distance from the airport to Sembalun is about 88 km, or a 3.5 to 4-hour land journey, which remains an obstacle to efficient tourist connectivity, especially for those not using private vehicles.

The integration of accessibility from the airport to Sembalun needs to be improved. This is relevant to the destination accessibility framework (Prideaux, 2000), where transport connectivity is a crucial element in attracting tourist visits. The absence of an integrated public transport system from the airport to tourist destinations like Sembalun hinders the realization of sustainable tourism mobility (Peeters, 2017). In this context, inefficient connectivity will have implications such as limiting the number of visits, creating a perception that the destination is expensive, and making the area inaccessible to tourists with a middle-to-lower economic profile.

The development of direct and scheduled transport modes from LOP Airport to Sembalun will not only strengthen the area's competitiveness as a nature- and culture-based destination but can also promote tourism inclusion for domestic tourist groups and backpackers who have not been well-facilitated so far. Additionally, adequate connectivity infrastructure will strengthen Sembalun's position as part of NTB's premier destination network, which is integrated spatially and logistically.

Based on the findings on the accessibility dimension related to terminals, seaports, stations, and airports, although land access to Sembalun is quite good, especially via the main routes from the city center or other tourist areas in Lombok, a real challenge is still evident in the minimal integration of transport from various main entry points such as bus terminals, ports, and the airport. Tourists arriving via Lembar Port or Lombok International Airport often have to make uncoordinated onward journeys, in terms of time, mode of transport, and information. This condition indicates a gap in spatial planning, which should ensure comprehensive connectivity between tourist arrival points and destinations like Sembalun.

Weak spatial planning not only affects the tourist experience, making it less efficient and more tiring, but also hampers the potential flow of visits that could otherwise be increased. A redesign of the transport system and road network is needed, including intermodal integration such as airport-destination shuttles, community-based local transport systems, and the provision of digital or physical information services to facilitate tourists. These improvements need to be supported by the development of uniform road infrastructure, especially to potential areas that have not yet been developed, as well as the enhancement of digital communication as part of the ease of information access and navigation.

This condition is highly related to the strategy proposed by Cooper, which emphasizes the importance of infrastructure and superstructure development in destination development. Infrastructure such as roads, clean water, communication networks, and public transport forms the backbone of tourist comfort and convenience. Meanwhile, adequate superstructure, such as accommodation, tourist information centers, and other supporting services, are complements that ensure the quality of the tourist experience. Without these two elements, existing tourist attractions cannot be optimized because they are hampered by difficult access and limited facilities.

Therefore, spatial integration and infrastructure strengthening are not just technical elements but key strategies in supporting the sustainability and competitiveness of a destination. For Sembalun, this is an urgent need, especially if it aims to be on par with and actively support a super-priority area like Mandalika. Efficient, safe, and comfortable connectivity will become an attraction in itself, which will not only smooth the flow of tourists but also extend economic impacts to local communities along the transport routes

4.1.4 Ancillary Services

4.1.4.1 Tourism Management Institutions

Local institutions such as Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and Tourism Villages have become the main drivers of tourism management in Sembalun. These institutions play an important role in promotion, management of tourist facilities, and the development of local products. However, not all villages have the same capacity to carry out these institutional functions. For example, the Pokdarwis in Sembalun Bumbung actively manages trekking attractions and local cuisine, while the Pokdarwis in other villages are still limited to sporadic activities and do not have an organized work structure.

Many institutions do not yet have clear SOPs (Standard Operating Procedures), so activities are run based on habit or individual initiative. This finding aligns with the Capacity Development Framework approach, which emphasizes that institutional development requires the continuous strengthening of individual, systemic, and environmental support capacities (UNDP, 1997).

Some villages have started to form collaborative forums, but not all have. Continuous mentoring is still needed for cross-institutional collaboration to function optimally. Thus, the Collaborative Governance approach provides a relevant theoretical framework for understanding the importance of face-to-face dialogue, trust-building, and shared understanding among actors. In the context of Sembalun, collaboration remains opportunistic rather than institutional (Ansell and Gash, 2007).

The management of the tourist destination in Sembalun is in a transitional phase towards collaborative and community-based governance. Although there are strong local institutional initiatives, long-term success heavily depends on strengthening managerial capacity and establishing a cross-actor coordination system. This requires integrated training based on community-based tourism development, enhancing the capacity for institutional digitalization, and government facilitation in building collaborative platforms at the village and sub-district levels.

4.1.4.2 Travel Agent

Many tourism operators still work informally, lacking legal status, certification, or adequate managerial systems. According to institutional theory, effective institutions must rest on three main pillars: regulative, normative, and cognitive. In the context of Sembalun, all three pillars need strengthening, particularly in the aspects of legality and service professionalism (Fosler, 2002).

Platforms like Instagram, Facebook, and TikTok have been actively used by tourism awareness groups (Pokdarwis) and operators of attractions such as Pergasingan Hill and strawberry-picking farms. This strategy aligns with the digital marketing approach in tourism, as explained by Gretzel et al. (2015), who argue that the digitalization of promotion can enhance a destination's competitiveness, especially for remote areas with limited access to information.

Promotional activities on social media are conducted independently and are not yet systemically integrated by the regional tourism agency. Some tourism operators' social media accounts show increasing engagement, but they still lack structured and professional content strategies. This indicates the need for the local government to play a role in facilitating training on digital promotion management and certification for local guides to enhance the competitiveness of local institutions.

Overall, the existence of local travel agents and digital promotion practices shows great potential to be developed as part of a sustainable tourism institutional system in Sembalun. However, this requires regulatory support, technical assistance, and the strengthening of inter-operator networks to foster institutional integration and expand the market for community-based tourism.

4.1.4.3 Kelembagaan Stakeholder

Multi-stakeholder involvement in Sembalun reflects a potential collaborative approach, but it has not yet evolved into an inclusive and sustainable collaborative governance platform. Cross-sectoral coordination remains ad hoc, contingent on specific programs or the short-term interests of each actor. The absence of a regular forum or a formal collaborative institution causes many initiatives to operate in isolation, resulting in a lack of synergy.

This situation reflects the failure to establish a collaborative governance regime, as described by Emerson et al. (2012), who emphasize the importance of engagement dynamics, shared motivation, and joint capacity for action in building cross-sectoral collaboration. For instance, although the Mount Rinjani National Park authority (BTNGR) has conducted technical coordination with climbing operators and communities around the trekking routes, local tourism actors report overlaps in promotion and licensing. This indicates the absence of a mechanism for principled engagement or an institutional structure that governs inter-stakeholder relations in a systemic and inclusive manner.

Various promotional activities are carried out by individual entities (tourism villages, destination managers, NGOs, and business actors) without a unified narrative or a shared destination identity. Brochures, information boards, and social media are managed independently by tourism awareness groups (Pokdarwis) or travel agents, indicating weak coordination among actors.

This condition demonstrates a low level of institutional trust and a lack of collaborative leadership, two critical components in Emerson's model. In the researcher's assessment, the absence of a formal forum to bridge the interests of different parties leads to a tourism management approach that remains sectoral and ad hoc. This poses a risk of program inconsistency, resource inefficiency, and a failure to maintain environmental and social sustainability.

To strengthen the collaborative structure, a policy intervention is needed in the form of establishing a regional tourism forum or a village-based destination management organization (DMO). This platform would bring together elements of government, the community, the private sector, and academia in a single space for strategic dialogue. This forum is expected to address issues of overlapping authority, create integrated planning, and build inter-stakeholder trust, which is a prerequisite for successful collaborative governance (Emerson et al., 2012).

4.1.4.4 Tourist Information

The provision of tourist information centers needs to be enhanced to align with tourism development efforts. There is a lack of permanent Tourist Information Centers (TICs) in the Sembalun area. Information is often obtained informally through direct communication or at temporary posts like the village hall. This situation indicates limitations in the provision of structured and standardized official information facilities, which are crucial for supporting a tourist-experience-based service.

No permanent TIC facilities are found in key tourist areas such as Selong Hill, Mount Rinjani National Park, or the Sembalun Tourism Village. This absence leads to an information gap between service providers and tourists, particularly for first-time visitors unfamiliar with the area.

Social media platforms like Instagram and travel blogs currently serve as the main source of tourist information, but their content is highly non-standardized and unsupervised by local authorities. This aligns with findings that tourists in the digital era rely on user-generated content, yet its quality and accuracy are not always reliable (Jenkins, 2006).

Some official social media accounts of villages or tourism operators have limited activity, and there is no integrated information system at the village or district level that presents destination data systematically. Information is sporadic and not regularly updated, which can impact tourist satisfaction and lead to missed strategic promotional opportunities.

The scarcity of both physical and digital directional signs between destinations hinders mobility and travel comfort. There is no integrated map system or a destination-specific application like those implemented in several national tourism areas. The integration of information across attractions on a digital platform is an indicator of a destination's readiness for the Smart Tourism era (Neuhofer et al., 2015).

There is significant potential for developing digital tourism in Sembalun, but it is constrained by human resource capacity, training, and technological support. Innovation Diffusion Theory is relevant to describe this condition, where technology adoption depends on community readiness and the government's role as a facilitator. The researcher argues that successful digitalization of tourism information requires more than just platforms; it necessitates a supporting ecosystem, including content management training, tourism social media management, and cross-institutional collaboration (Rogers, 2003).

The lack of TICs, limited official information, and sub-optimal digital integration indicate that the digital transformation in Sembalun's tourism information management is still in its nascent stages. The potential to evolve into a digital destination is considerable, but it requires policy intervention, integrated training, and supporting infrastructure from both the government and the private sector. In the context of sustainable tourism, professional and accountable information management is a vital part of building a quality reputation and tourist experience.

Based on the findings related to the ancillary dimension—encompassing institutions, travel agents, and tourist information—in the context of Sembalun's tourism development, Ancillary Services are a critical component that can strengthen the destination's function as an integrated system. Although various parties—including local government, the community, and private actors—have made efforts to support tourism management, the reality on the ground shows that synergy among these parties remains limited, and the provision of tourist information centers is inadequate. This indicates weaknesses in institutional coordination, a lack of integrated planning, and limited capacity within local institutions to effectively perform destination management functions.

This condition is highly relevant when linked to impact management strategies and community capacity building, as emphasized in Cooper's framework. This strategy asserts that sustainable tourism development must be able to control social, cultural, and economic impacts while ensuring that the local community does not fall victim to exploitative tourism development. Instead, the community must be elevated to the role of primary actors in the planning, implementation, and monitoring of tourism activities in their own region.

The limited availability of tourist information centers, for example, is not merely a technical issue but points to a deficiency in the public service mechanism for tourism. Without clear, structured, and easily accessible information—both digitally and physically—tourists struggle to understand local potential and regulations, which can ultimately affect the tourist experience and the destination's sustainability. This also limits the scope for promotion and education, both for tourists and local industry players.

Furthermore, the capacity of the community and local tourism actors needs to be strengthened, especially in aspects of management, service delivery, foreign languages, digital marketing, and tourism-based business management. Cooper's strategy encourages continuous training, the formation of solid tourism awareness groups (Pokdarwis), and the provision of incentives and technical support so that the community is genuinely involved and derives direct benefits from tourism. This is crucial for an area like Sembalun, which is characterized by nature- and culture-based tourism, making community-based tourism the most relevant and effective approach.

Therefore, strengthening ancillary services must be done comprehensively: building a representative information center, reinforcing inter-party coordination bodies, facilitating training for local actors, and opening up broader collaborative spaces between the government, the private sector, and the community. If this strategy is implemented effectively, its impact will not only be an improvement in service quality but also the strengthening of local identity, a more equitable distribution of economic benefits, and the long-term sustainability of Sembalun as a key part of NTB's premier tourism network.

4.2 Supporting and Inhibiting Factors in the Development of the Sembalun Tourism Destination, East Lombok Regency, West Nusa Tenggara Province, in Support of the Mandalika Super Priority Tourism Destination

4.2.1. Enabling Factors

The development of the Sembalun tourism destination is influenced by several supporting factors, which can be categorized into four main themes based on the dimensions of attraction, amenity, accessibility, and ancillary services. A summary of the supporting factors for Sembalun's tourism development in support of the Mandalika Super Priority Destination (DSP) is presented in the following table:

Table 1: Enabling Factors for Tourism Development in Sembalun

No.	Dimension	Enabling Factors
1	Attraction	<ul style="list-style-type: none"> Sembalun's natural and cultural assets Man-made attractions such as the Mahakala Rinjani amphitheater A stable and secure regional environment Community engagement / Community involvement
2	Amenities	<ul style="list-style-type: none"> Rich cultural heritage and distinctive cuisine as tourist attractions Ongoing development (Alternatif, jika merujuk ke infrastruktur: Infrastructure development)
3	Accesabilies	<ul style="list-style-type: none"> Support from local and central government in improving road and transportation infrastructure accessibility
4	Ancillary	<ul style="list-style-type: none"> Community initiatives and participation The use of social media platforms for destination promotion

4.2.2. Inhibiting Factors

In this study, a qualitative analysis of factors inhibiting the development of the Sembalun tourism destination was conducted using a thematic approach based on the core destination components of attraction, amenity, accessibility, and ancillary services (Cooper, 2009). A summary of the inhibiting factors for Sembalun's tourism development in support of the Mandalika Super Priority Destination (DSP) is presented in the following table:

Table 2: Inhibiting Factors for Tourism Development in Sembalun

No.	Dimension	Enabling Factors
1	Attraction	<ul style="list-style-type: none"> • Low youth engagement • Lack of standardized hospitality training for tourism operators • Low community education levels
2	Amenities	<ul style="list-style-type: none"> • Shortage of competent human resources in tourism • Inadequate road infrastructure and transportation facilities • Budgetary constraints
3	Accesabilities	<ul style="list-style-type: none"> • Poor road conditions and limited access • Limited telecommunications network coverage
4	Ancillary	<ul style="list-style-type: none"> • Misalignment of programs among government, indigenous communities, academia, and tourism operators • Ineffective multi-stakeholder collaboration in tourism development

4.3 Strategi Pengembangan Destinasi Wisata yang Ideal Bagi Kawasan Wisata Sembalun, Kabupaten Lombok Timur, Provinsi Nusa Tenggara Barat

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was employed to determine the sustainable tourism destination development strategy in the Sembalun area. This analysis was chosen for its ability to provide a comprehensive overview of the destination's internal and external conditions, and it serves as a basis for formulating strategic measures grounded in the actual potential and challenges faced in the field.

4.3.1 SWOT Analysis of the Attraction Dimension

Based on the analysis of internal and external factors, the processing of the IFAS and EFAS matrices, and the Cartesian diagram, the selected development strategy for the attraction dimension falls into Quadrant I, which is an aggressive strategy. Therefore, based on the SWOT matrix results, the tourism development strategy for Sembalun in support of the Mandalika Super Priority Destination (DSP) for the attraction dimension is an SO (Strengths-Opportunities) strategy, which aims to enhance strengths and maximize opportunities, as follows:

Table 3: Development Strategy for the Sembalun Tourism Destination - Attraction Dimension

No.	Strategies	Follow up Actions	Indicators	Stakeholder
1	Develop nature- and culture-based attractions into authentic edu-tourism and eco-tourism, supported by strong local narratives.	<ul style="list-style-type: none"> • Identify access points and infrastructure needing improvement (roads, public toilets, local transportation, etc.). • Collaborate with technical agencies and the private sector for physical development. • Utilize funds from government programs (Village Fund, BUMDes, Kemenparekraf Fund) and private sector CSR. 	<ul style="list-style-type: none"> • Number of infrastructure projects successfully built or upgraded. • Reduced travel time to the destination. • Increased visitor satisfaction with facilities. 	<ul style="list-style-type: none"> • Tourism Agency • Public Works and Public Housing Agency • Village Government • Ministry of Tourism and Creative Economy • Private Sector (CSR and transportation operators) • Regional Development Planning Agency
2	Leverage digital technology to promote the diversity of attractions creatively and widely.	<ul style="list-style-type: none"> • Train human resources of Tourism Awareness Groups (<i>Pokdarwis</i>) and attraction managers on service, hospitality, and governance. • Use digital-based management systems (online reservations, QR signage, visitor monitoring). • Develop standard operating procedures (SOP) based on 	<ul style="list-style-type: none"> • Number of training sessions conducted and certified participants • Adoption of a digital destination management system. • Development of attraction SOPs. • Increase in tourist satisfaction scores. 	<ul style="list-style-type: none"> • Tourism Agency • Ministry of Tourism and Creative Economy • Tourism training institutions • Tourism technology startups • Local digital/IT communities

No.	Strategies	Follow up Actions	Indicators	Stakeholder
		sustainability.		
3	Involve the local community in continuous training programs supported by the government and strategic partners:	<ul style="list-style-type: none"> Establish zoning and environmental carrying capacity for natural and man-made attractions. Conduct tourist education campaigns (zero-waste tourism, cultural & nature conservation). Certify sustainable attractions (e.g., CHSE, Green Tourism). 	<ul style="list-style-type: none"> Number of attractions with zoning regulations and carrying capacity limits. Number of tourists participating in environmental education programs." Number of sustainably certified attractions." 	<ul style="list-style-type: none"> Environmental Agency Tourism Agency Environmental NGOs Academics (environmental and tourism) Local tour operators Tourism awareness communities

The strategies in the table can then be elaborated as follows:

- Development of nature- and culture-based attractions into authentic edu-tourism and eco-tourism, supported by strong local narratives.

The strengthening of nature- and culture-based attractions in Sembalun is directed towards developing authentic forms of edu-tourism and eco-tourism. This responds to the need for destination differentiation and the preservation of local cultural authenticity. The identification of basic infrastructure needs—such as road access, public facilities (toilets, rest areas), and local transportation—is a crucial first step. Cross-sectoral collaboration with technical agencies, the village government, the private sector (through CSR programs), and the utilization of the Village Fund and BUMDes (Village-Owned Enterprises) serve as a realistic and sustainable funding strategy.

This step aligns with the concept of sustainable tourism, which emphasizes local community involvement and the protection of cultural and ecological assets (Weaver, 2001). Furthermore, the use of local narratives in attraction development strengthens the dimension of experiential tourism, making the tourist experience emotionally and meaningfully valuable. Strategically, this can also differentiate Sembalun from other destinations that tend to rely on generic or uniform man-made attractions.
- Utilization of digital technology to promote the diversity of attractions creatively and widely.

The second strategy is the utilization of digital technology to support the promotion and management of attractions creatively and widely. Digitalization not only covers marketing aspects through social media or online platforms but also targets destination management systems such as online reservations, QR code-based signage, and data-driven visitor monitoring systems. To realize this, capacity building for local human resources, especially Tourism Awareness Groups (Pokdarwis) and attraction managers, through training in hospitality and digital governance is essential.

This digital transformation reflects a move towards a smart tourism destination, where the use of information technology contributes to more efficient, transparent, and visitor-experience-oriented decision-making (Buhalis, 1998; Gretzel et al., 2015). Moreover, the implementation of sustainability-based SOPs for attractions also supports an increase in the quality and professionalism of local tourism management in accordance with the Global Sustainable Tourism Criteria (GSTC).
- Involvement of the local community in continuous training programs supported by the government and strategic partners.

The involvement of the local community in the management of tourism attractions is a key pillar in the community-based tourism (CBT) approach. In the context of Sembalun, this strategy is realized through continuous training involving the local government, non-governmental organizations, academia, and tour operators. This program includes establishing destination zoning and environmental carrying capacity, conducting tourist education campaigns on environmentally friendly practices (zero-waste tourism), and pursuing sustainability certifications such as CHSE or Green Tourism.

Establishing zoning and environmental carrying capacity limits refers to the importance of controlling pressure on the environment to ensure that tourism attractions remain sustainable (Coccosis and Mexa, 2017). Meanwhile, educational campaigns for tourists aim to build a collective awareness of the importance of cultural and natural conservation. The sustainability certification of attractions provides formal recognition for destinations that meet safety, cleanliness, and sustainability standards (WTTC, 2020), while also increasing market confidence in Sembalun's tourism products.

These three strategies demonstrate that the development of tourism attractions in Sembalun must be collaborative, rooted in local wisdom, supported by technological innovation, and prioritize environmental and cultural sustainability. With the support of synergistic public policies and strong multi-stakeholder partnerships, these strategies can contribute to the transformation of Sembalun into a premier, world-class tourism destination that remains firmly grounded in local values.

4.4.2 SWOT Analysis of the Accessibility Dimension

Based on the analysis of internal and external factors, the processing of the IFAS and EFAS matrices, and the Cartesian diagram, the selected development strategy for the accessibility dimension falls into Quadrant II, which is a diversification strategy. Therefore, based on the SWOT matrix results, the tourism development strategy for Sembalun in support of the Mandalika Super Priority Destination (DSP) for the accessibility dimension is an ST (Strengths-Threats) strategy focused on enhancing strengths and minimizing threats, as follows:

Tabel 4.4 Strategy for Sembalun Tourism Destination Development - Accessibility Dimension

No.	Strategi	Tindak Lanjut	Indikator	Stakeholder
1	Diversify transportation modes (e.g., collaboration between land and air transport) to reduce the risk of relying on a single route.	<ul style="list-style-type: none"> Conduct a feasibility study on intermodal transport connectivity (airport, port, terminal, local shuttle). Establish regular shuttle routes between the airport/port and the destination (including tourist minibuses). Encourage the integration of online transportation schedules (Traveloka, Tiket.com, local applications) so tourists can plan easily. 	<ul style="list-style-type: none"> Number of new active intermodal routes (land-air/sea). Increase in passenger volume using integrated transport services. Increase in tourist satisfaction with accessibility. 	<ul style="list-style-type: none"> Transportation Agency, Tourism Agency, Transportation Operators (DAMRI, local travel agencies)", Lombok Praya Airport / ASDP, Digital transport startups (Traveloka, Gojek, Grab) Regional Development Planning Agency (Bappeda)
2	Involve the local community in managing tourist flows to prevent congestion during peak seasons.	<ul style="list-style-type: none"> Form a tourist flow task force composed of <i>Pokdarwis</i> (Tourism Awareness Groups) and village youth during the high season. Socialize parking management and one-way systems during peak seasons (including signage and information posts). Develop a digital-based ticketing or visitor quota system for attractions with sensitive carrying capacities. Develop alternative routes (walking paths, local shuttles, tourist bicycles)." 	<ul style="list-style-type: none"> Number of communities actively involved in tourist flow management. Decrease in congestion or transportation conflicts during peak season. Increase in visitor comfort and satisfaction." Number of attractions implementing a digital quota/ticketing system. 	<ul style="list-style-type: none"> <i>Pokdarwis</i> (Tourism Awareness Groups), Karang Taruna / local youth groups, Tourism Agency, Transportation Agency, Tourism sector police, Local digital applications / tech startups, Environmental and conservation NGOs (for carrying capacity)

The strategies in the table can be further elaborated as follows:

1. Diversify transportation modes (e.g., collaboration between land and air transport) to reduce the risk of relying on a single route.
 Diversifying transportation modes is an adaptive measure to reduce dependency on a single access route and enhance the destination's competitiveness. This approach includes a feasibility study on intermodal connectivity (air-land-sea), developing regular shuttle routes from airports or ports to the destination, and integrating transportation schedules through digital platforms like Traveloka, Tiket.com, or local applications. This strategy refers to the principle of transport connectivity in tourism, which states that the efficiency and ease of tourist movement from origin to destination significantly influence travel decisions (Duval and Timothy, 2007). Intermodal integration also enhances the travel experience and expands the tourism market reach (Prideaux, 2000). The use of digital information systems for transport management reflects the concept of smart mobility within the smart tourism framework (Gretzel et al., 2015), which improves the efficiency and comfort of tourist travel.

In the Indonesian context, this approach aligns with the direction of the Ministry of Tourism and Creative Economy regarding the 5As (Attraction, Accessibility, Amenity, Ancillary, and Awareness), where accessibility is a key determinant for the growth of priority destinations (RIPPARNAS, 2021).

2. Involve the local community in managing tourist flows to prevent congestion during peak seasons. Community-based management of tourist flows is crucial for addressing congestion, spatial use conflicts, and environmental burdens during peak seasons. This strategy is implemented by forming a tourist flow task force composed of Pokdarwis (Tourism Awareness Groups) and village youth, managing parking and one-way systems, developing digital quota-based ticketing systems, and providing alternative routes (walking paths, shuttles, tourist bicycles). This strategy is based on the theory of community-based tourism, which emphasizes the importance of the local community's role in tourism management and decision-making (Murphy, 2013). The application of a quota system or visitor cap also refers to the concepts of carrying capacity and visitor management, which are essential for the conservation of nature-based destinations (Mason, 2012). The arrangement of tourist routes and the distribution of visitors through alternative paths are part of a visitor dispersion strategy to prevent overtourism and pressure on local infrastructure (Butler, 2019). Digital-based implementation also supports efficient management and real-time monitoring (Edgel, 2013).

Strengthening accessibility in Sembalun must be achieved through a combination of integrated transportation mode diversification and the involvement of the local community in tourist flow management. This approach not only enhances tourist comfort and satisfaction but also strengthens the destination's resilience to socio-environmental pressures and fluctuations in visitor numbers. Synergy between the government, the private sector, and the community is key to the long-term success of this strategy.

4.4.3 SWOT Analysis of the Amenity Dimension

Based on the processing of internal and external factors, the IFAS matrix, the EFAS matrix, and the Cartesian diagram, the development strategy selected for the attraction dimension is in quadrant II, which is a diversification strategy. Based on the results of the SWOT matrix, the tourism development strategy for Sembalun in support of the Mandalika DSP for the amenity dimension can be presented as an ST strategy (Strengths-Threats) to enhance strengths and minimize threats, as follows:

Tabel 4.5
Strategy for Sembalun Tourism Destination Development - Amenity Dimension

No.	Strategi	Tindak Lanjut	Indikator	Stakeholder
1	Strengthen the uniqueness of local amenities (homestays, cuisine) to avoid being outcompeted by more established destinations.	<ul style="list-style-type: none"> • Curate and promote distinctive Sembalun culinary products (coffee, organic vegetables, local dishes) as a primary attraction. • Train on designing homestays and food stalls based on local and eco-friendly architecture. • Develop tour packages based on authentic experiences (cooking, gardening, coffee brewing). • Conduct a digital branding campaign for local amenities based on cultural narratives. 	<ul style="list-style-type: none"> • Number of local homestays/eateries with a distinct visual identity and concept. • Increase in positive reviews related to authentic experiences (TripAdvisor, Google Reviews, etc.). • Increase in tourists purchasing local experience packages. • Economic growth for local amenity providers. 	<ul style="list-style-type: none"> • Pokdarwis (Tourism Awareness Groups), • Homestay & local food stall owners, • Tourism and MSME Agencies, • Ministry of Tourism and Creative Economy, • Community tourism support NGOs, • Academics & tourism vocational institutions, • BUMDes (Village-Owned Enterprises)
2	Implement a quota and carrying capacity management system for camping areas and trekking routes	<ul style="list-style-type: none"> • Conduct a study on the physical and social carrying capacity of natural tourist areas (campgrounds, Rinjani routes). • Implement an online/offline reservation system for specific areas. • Add information boards 	<ul style="list-style-type: none"> • Development of a destination carrying capacity document • Active operation of a reservation system (daily quota) • Decrease in environmental damage (waste, erosion, vegetation damage). 	<ul style="list-style-type: none"> • TNGR Authority (Rinjani National Park), • Environmental Agency, • Tourism Agency, Porter communities / trekking route managers,

No.	Strategi	Tindak Lanjut	Indikator	Stakeholder
		<ul style="list-style-type: none"> about visitor limits and tourism ethics. Conduct regular patrols and enforce area regulations by officers and the community. 	<ul style="list-style-type: none"> Increased tourist compliance with quota regulations. 	<ul style="list-style-type: none"> Pokdarwis (Tourism Awareness Groups), Tour operators and travel agents, Environmental NGOs, Local digital reservation startups
3	Keep the ownership of amenities by the local community to prevent taken over by external investors.	<ul style="list-style-type: none"> Identify and map the ownership of amenity businesses (homestays, stalls, cafes, campgrounds). Draft village regulations (<i>Perdes</i>) to limit ownership by outsiders and prioritize local residents. Strengthen local institutions like tourism cooperatives or BUMDes to accommodate and manage collective assets. Educate local actors on business rights, business management, and fair partnerships. 	<ul style="list-style-type: none"> Percentage of amenity ownership by local residents remains dominant (>70%). Issuance of a <i>Perdes</i> or official regulation protecting local ownership. Formation of an active cooperative/BUMDes that manages tourism assets. Increase in income and participation of local residents in the amenity sector. 	<ul style="list-style-type: none"> Village Government & BPD (Village Consultative Body), Pokdarwis, Cooperatives & MSME Agency, Bappeda, BUMDes & tourism cooperatives, Local economic empowerment NGOs, Academics & local legal/economic advisors

The strategies in the table can be further elaborated as follows:

1. Strengthen the uniqueness of local amenities (homestays, cuisine) to avoid being outcompeted by more established destinations. The uniqueness of local amenities, such as resident-owned homestays, traditional cuisine, and culture-based activities, constitutes Sembalun's comparative advantage and differentiation in the competition among destinations. This concept aligns with the experiential tourism approach (Pine and Gilmore, 2011), where tourists seek not just objects but authentic experiences and direct engagement with local life. Homestays designed with local and eco-friendly architecture, along with cuisine based on organic agricultural products like Sembalun's Arabica coffee and fresh vegetables, become symbols of identity and a distinct sense of place. According to Richards (2011), creative tourism and gastronomy tourism can build tourist loyalty through local cultural narratives.
2. Implement a quota and carrying capacity management system for camping areas and trekking routes. An unmanaged surge in tourists can exceed the physical and social carrying capacity of a destination. This risks causing environmental degradation, spatial conflicts, and a decline in the quality of the tourist experience (Coccosis and Mexa, 2017). Therefore, a quota-based carrying capacity management strategy is crucial, especially for vulnerable areas like the trekking route to Mount Rinjani or campgrounds on Pergasingan Hill. A quota system, online reservations, and sustainable tourism education need to be integrated into a single destination management system. This approach is known as a Visitor Management System (VMS), which can prevent over-tourism and increase tourist compliance (UNWTO, 2013).
3. Safeguard the ownership of amenities by the local community to prevent erosion by external investors. The entry of external investors who disregard local values often leads to the marginalization of local actors, the monopolization of amenities, and the loss of cultural identity. Therefore, maintaining the dominance of tourism business ownership by the local community is crucial for ensuring economic justice and social sustainability (Scheyvens, 1999; Tosun, 2000). This strategy can be reinforced through local regulations (*Perdes*), ownership mapping, and the strengthening of economic institutions like tourism cooperatives and BUMDes. These organizations not only serve as tools for economic distribution but also as managers of collective assets that can protect the community from takeovers by external capital.

The three strategies above demonstrate the importance of a community-based tourism approach in ensuring that the benefits of tourism are not only enjoyed by external investors but instead become a means of empowering local residents. This strategy aligns with the principles of sustainable tourism: a balance between economy, ecology, and socio-culture (UNWTO, 2013).

4.4.4 SWOT Analysis of the Ancillary Dimension

Based on the processing of internal and external factors, the IFAS matrix, the EFAS matrix, and the Cartesian diagram, the development strategy selected for the attraction dimension is in quadrant IV, which is a defensive strategy. Based on the results of the SWOT matrix, the tourism development strategy for Sembalun in support of the Mandalika DSP for the Ancillary dimension can be presented as a WT strategy (Weaknesses-Threats) to overcome weaknesses and minimize threats, as follows:

Table 4.6
Strategy for Sembalun Tourism Destination Development - Ancillary Dimension

No.	Strategi	Tindak Lanjut	Indikator	Stakeholder
1	Develop regulations for ancillary facility development based on carrying capacity and risk."	<ul style="list-style-type: none"> • Conduct a carrying capacity study of the tourist area, including facility needs and maximum capacity." • Involve the local community, tourism actors, and technical institutions in drafting village or regional regulations." • Incorporate disaster risk mitigation and universal accessibility aspects into the regulations (disabled-access toilets, evacuation routes, early warning systems)." • Establish zoning for public facilities to prevent spatial conflicts and over-concentration of visitors." 	<ul style="list-style-type: none"> • Issuance of a Perdes (Village Regulation) or Perbup (Regent Regulation) on the management of ancillary facilities based on carrying capacity." • Existence of a zoning map for public tourism facilities." • Adoption of disaster and crowd control management protocols in main destinations." • Use of public facilities in accordance with capacity and sustainability standards." 	<ul style="list-style-type: none"> • Village Government & BPD, Tourism Agency, • Public Works Agency (infrastructure), Environmental Agency, • BPBD (disaster management), Academics/regional planning specialists, • Pokdarwis (Tourism Awareness Groups) & traditional/local leaders
2	Encourage the acceleration of public facility development through a multi-stakeholder scheme	<ul style="list-style-type: none"> • Identify priority facility needs (information center, disabled-access toilets, waiting areas, first aid posts). • Form a multi-party coordination forum (village, district government, tourism actors, CSR, universities, NGOs). • Create collaboration-based development proposals (Village Fund, CSR, DAK, community self-funding). • Involve the community in the construction and maintenance of facilities (labor-intensive model, <i>gotong royong</i>, adoption system). 	<ul style="list-style-type: none"> • Formation of a collaborative forum for managing public tourism facilities." • Increase in the number of new public facilities built through combined financing schemes (min. 3 locations per year)." • Increase in tourist satisfaction with public facilities (based on surveys/reviews)." • Level of community participation in public facility development (labor, local materials, maintenance). 	<ul style="list-style-type: none"> • Village & Sub-district Government, • Tourism Agency, • Bappeda, • CSR Actors (State-Owned/Private), • Local universities (architecture, tourism, health), • NGOs for inclusive development, • Pokdarwis (Tourism Awareness Groups) and BUMDes

The strategies in the table can be further elaborated as follows:

1. Develop regulations for ancillary facility development based on carrying capacity and risk. This strategy aims to establish local regulations (such as a Village/Regional Regulation or a technical policy from the Tourism Agency) that govern the development of additional tourism facilities (like info centers, public toilets, waiting areas, first aid posts) based on environmental carrying capacity data and disaster risk analysis. The concept of physical and social carrying capacity is

important to ensure that public facilities do not cause over-tourism or pressure on the ecosystem and local community (Coccosis and Mexa, 2017). For example, the development of parking or toilets must consider average and peak visitor numbers. Tourist destinations located in disaster-prone areas must have risk-based mitigation policies such as evacuation maps, safe zones, and emergency facilities in strategic locations (Ural, 2016). In the context of destination governance, Emerson et al. [cite start](#) suggest an adaptive governance model that allows regulations to evolve dynamically based on monitoring of environmental and social conditions.

2. Encourage the acceleration of public facility development through a multi-stakeholder scheme. This strategy emphasizes the need for partnerships between village government, regional government, business actors, NGOs, academics, and the local community to accelerate the development of ancillary facilities through collaborative schemes such as public-private partnerships (PPP), corporate social responsibility (CSR), and matching grants. Ansell and Gash (2008) stress the importance of inter-actor collaboration in decision-making and public policy implementation, especially in the context of limited resources. In the context of sustainable tourism, multi-stakeholder partnerships are a crucial mechanism for uniting resources, social legitimacy, and technical expertise (Jamal and Getz, 1995). Funding models like matching grants or tourism crowdfunding have also proven successful in accelerating the provision of basic facilities in tourism villages with transparency and public participation (Novelli, 2015).

The development strategies formulated by the researcher have significant potential to be replicated in other areas with similar characteristics, especially rural or mountainous regions developing as ecotourism destinations. This strategy is flexible and contextual, as it is based on in-depth analysis through interviews, observation, documentation, and questionnaires involving the participation of various stakeholders. Areas with strong natural and cultural attractions, limited accessibility, multi-stakeholder involvement, and local community potential in tourism development are highly likely to be able to adopt a similar approach. The strength of this strategy lies in its emphasis on local potential as the foundation for development, as well as its ability to address common challenges in the tourism sector such as limited infrastructure, low youth engagement, and weak destination governance. Furthermore, this approach encourages cross-sectoral collaboration among government, community, academia, and business actors within a sustainable development framework. Therefore, this strategy is not only relevant for the development of destinations like Sembalun but can also be applied in other regions such as the Dieng plateau, rural areas in Flores, Toraja, or the buffer zones of the Bromo Tengger Semeru National Park. With appropriate adaptation, this strategy can serve as a benchmark for building inclusive, competitive, and sustainable tourism in various destinations across Indonesia.

Funding: This research received no external funding.

Conflicts of Interest: The authors declare no conflict of interest.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers.

References

- [1] Andrews, K R. (1987). The Concept of Corporate Strategy." *Public Productivity Review* 11(2): 93. doi:[10.2307/3380432](https://doi.org/10.2307/3380432).
- [2] Boyd, H W, Orville C W, and Jean-Claude L. (2000) *Manajemen Pemasaran: Suatu Pendekatan Strategis Dengan Orientasi Global*. Translated by Imam Nurmawan. Jakarta: Erlangga, 2000.
- [3] Coccosis, H, dan-Alexandra M. (2017). *The challenge of tourism carrying capacity assessment: Theory and practice*. London: Routledge.
- [4] Cooper, C Alan F, John F, David G, dan Stephen W. (2008). *Tourism: Principles and practice*. UK: Pearson UK.
- [5] David, F R. (2011). *Strategic management concepts and cases*. New York: Prentice hall.
- [6] Duval, D T. (2007). *1 Tourism and transport: Modes, networks and flows*. New Jersey: Channel View Publications.
- [7] Gretzel, U, Marianna S, Zheng X, dan Chulmo K. (2015). Smart tourism: foundations and developments." *Electronic markets* 25: 179–88.
- [8] Hillery, M, Blair N, Graham G, and Geoff S (2001). Tourist Perception of Environmental Impact." *Annals of tourism research* 28, no. 4 (2001): 853–867.
- [9] Hudson, S and Seldjan T. (2004). Measuring Destination Competitiveness: An Empirical Study of Canadian Ski Resorts. *Tourism and Hospitality Planning & Development*: 79–94.
- [10] Inskip, E. (1994).. *National and Regional Tourism Planning*. London: Routledge.
- [11] Jamal, T B., dan Donald G. (1995). Collaboration Theory and Community Tourism Planning. *Annals of Tourism Research* 22(1): 186–204. doi:[10.1016/0160-7383\(94\)00067-3](https://doi.org/10.1016/0160-7383(94)00067-3).
- [12] Kirkland, E C., dan Alfred D. C (1962). Strategy and Structure: Chapters in the History of the Industrial Enterprise. *The American Historical Review* 68(1): 158. doi:[10.2307/1847244](https://doi.org/10.2307/1847244).
- [13] Kotler, P and Kevin L K. (2012). *Manajemen Pemasaran*. Translated by Benyamin Molan. Jakarta: Erlangga.
- [14] Lee, C and Chun-Ping C. (2008). Tourism Development and Economic Growth: A Closer Look at Panels. *Tourism management*: 180–192.
- [15] Leiper, N. (1990). Partial Industrialization of Tourism Systems. *Annals of Tourism Research* 17(4): 600–605. doi:[10.1016/0160-7383\(90\)90030-U](https://doi.org/10.1016/0160-7383(90)90030-U).
- [16] Miles, M B and Michael H (2009). *Analisis Data Kualitatif*. Jakarta: UI Press.
- [17] Neto, F (2003). A New Approach to Sustainable Tourism Development: Moving beyond Environmental Protection. In *Natural Resources*

Forum, 27:212–222. Wiley Online Library

- [18] Pearce, J A and Richard B. R (2014). *Manajemen Strategi*. Jakarta: Salemba Empat.
- [19] Pine, B J dan James H G. (2011). *The experience economy*. Harvard: Harvard Business Press.
- [20] Prideaux, B. (2000). The Role of the Transport System in Destination Development. *Tourism Management* 21(1): 53–63. doi:[10.1016/S0261-5177\(99\)00079-5](https://doi.org/10.1016/S0261-5177(99)00079-5).
- [21] Rangkuti, F (2013). *SWOT–Balanced Scorecard*. Jakarta: Gramedia Pustaka Utama.
- [22] Richards, G. (2011). Creativity and Tourism. *Annals of Tourism Research* 38(4): 1225–53. doi:[10.1016/j.annals.2011.07.008](https://doi.org/10.1016/j.annals.2011.07.008).
- [23] Ritchie, J R B and Geoffrey I C (2006). *The Competitive Destination: A Sustainable Tourism Perspective*. UK: Cabi, 2003.
- [24] Salusu, J. *Manajemen Strategi*. Jakarta: Pustaka Pelajar,
- [25] Samimi, A and Soraya S. (2013). The Relationship between Foreign Direct Investment and Tourism Development: Evidence from Developing Countries. *Institutions and Economies*: 59–68.
- [26] Scheyvens, R. (1999). Ecotourism and the Empowerment of Local Communities. *Tourism Management* 20(2): 245–49. doi:[10.1016/S0261-5177\(98\)00069-7](https://doi.org/10.1016/S0261-5177(98)00069-7).
- [27] Smeral, E (2010). Impacts of the World Recession and Economic Crisis on Tourism: Forecasts and Potential Risks. *Journal of Travel Research*: 31–38.
- [28] Spillane, J J. (2005). Tourism in Developing Countries: Neocolonialism or Nation Builder. *Management and Labour Studies*: 7–37.
- [29] Spillane, J J. (1987). Indonesian Tourism History and Prospects. *Yogyakarta: Canisius*.
- [30] Suryadana, L and Vanny O (2015). *Pengantar Pemasaran Pariwisata*. Bandung: Alfabeta.
- [31] Suwena, I. K and I. Gusti-Ngurah W (2010). *Ilmu Pariwisata*. Denpasar: Udayana University Press.
- [32] Tosun, C. (2000). Limits to Community Participation in the Tourism Development Process in Developing Countries. *Tourism Management* 21(6): 613–33. doi:[10.1016/S0261-5177\(00\)00009-1](https://doi.org/10.1016/S0261-5177(00)00009-1).
- [33] UNWTO. (2013). *Sustainable Tourism for Development Guidebook (2013)*. Madrid: UNWTO.
- [34] UNWTO. (2013). *Asia and the Pacific and the Americas the Most “Open” Regions for Travellers in Terms of Visa*. Madrid: World Tourism Organization, 2013.
- [35] Ural, M. (2016). Risk Management for Sustainable Tourism. *European Journal of Tourism, Hospitality and Recreation* 7(1): 63–71. doi:[10.1515/ejthr-2016-0007](https://doi.org/10.1515/ejthr-2016-0007).
- [36] Redaksi. (2019). Kontribusi Pariwisata Masih Rendah. <https://Lombokpost.Jawapos.Com/>. Last modified. <https://lombokpost.jawapos.com/headline/25/11/2019/kontribusi-pariwisata-masih-rendah/>.
- [37] Weaver, D. B. (2001). *The Encyclopedia of Ecotourism*. UK: CABI Publishing. doi:[10.1079/9780851993683.0000](https://doi.org/10.1079/9780851993683.0000).
- [38] Yoeti, O A. (1995). *Tours and Travel Management*. Pradnya Paramita,