Mekarlaksana Tourism Village Development Strategy Analysis In Cikancung District, Bandung Regency Using Swot Analysis

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ABSTRACT

This study aims to formulate a strategic development plan for Mekarlaksana Village as a community-based tourism destination through intergenerational integration and local potential optimization. Located in Cikancung District, Bandung Regency, Mekarlaksana Village is rich in natural and cultural resources, including distinctive agricultural practices such as coffee and tobacco farming, which hold potential for educational tourism. This research employs a qualitative case study approach, where data from field observations, interviews, and FGDs are synthesized using SWOT analysis to formulate strategic recommendations. The findings reveal a capacity gap between the younger generation and the broader community in tourism management, particularly in digital literacy, service quality, and communication. The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrix analysis identifies institutional strengthening, improved community communication skills, and enhanced digital marketing strategies as critical steps toward inclusive and sustainable village tourism development. A structured one-year action plan, divided into four quarterly phases, was developed to ensure sustainability through targeted training, stakeholder collaboration, and systematic evaluation of tourism products and services.
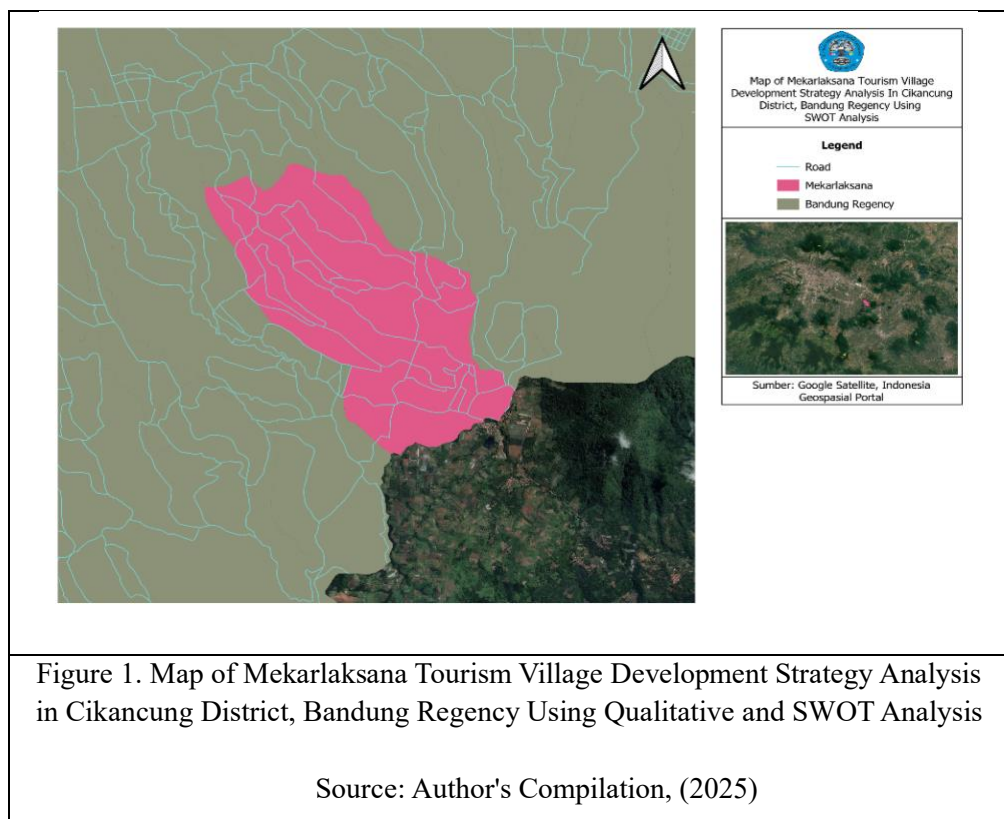
Key words: Tourism Village, Qualitative Research, SWOT Analysis, Institutional Development, Mekarlaksana Village, Bandung Regency

INTRODUCTION

The development of tourist villages serves as a strategic approach to local development, aiming not only to increase community income but also to

strengthen social structures, preserve cultural values, and optimize the utilization of local natural resources. Within the framework of sustainable tourism, tourist villages function as a vehicle for community empowerment by emphasizing active participation and collective ownership in destination management (Komariah et al., 2018). The Community-Based Tourism (CBT) model has emerged as a widely adopted approach in various rural tourism development policies and programs, as it provides greater opportunities for local communities to be directly involved in planning, management, and decision-making processes. (Novianti et al., 2023).

Nevertheless, the effectiveness of CBT implementation at the village level is often constrained by structural and cultural challenges, particularly those arising from internal community dynamics. A growing body of recent studies highlights intergenerational gaps as a critical issue in the management of tourist villages. These gaps encompass differences in values, perspectives on tourism, digital literacy capacities, and participation in local institutions such as the Tourism Awareness Group (Pokdarwis). Younger generations tend to be more responsive to innovation and digital technologies, whereas older generations prioritize tradition and local knowledge as the foundation for tourism development. If not properly mediated, these divergent orientations may lead to social fragmentation, thereby hindering collaborative efforts in destination management (Lazuardina & Amalia G., 2023).

Figure 1. Map of Mekarlaksana Tourism Village Development Strategy Analysis in Cikancung District, Bandung Regency Using Qualitative and SWOT Analysis

Source: Author's Compilation, (2025)

Mekarlaksana Village, located in Cikancung Subdistrict, Bandung Regency, West Java, holds significant potential for development as a community-based tourism (CBT) destination. Its topographic location at the foothills of Mount Mandalawangi, with an elevation of approximately 1,200 meters above sea level, offers a natural landscape conducive to ecotourism. Mekarlaksana is accessible from Jakarta within approximately four (4) to five (5) hours by car or train, and from Bandung airport in about two (2) to three (3) hours, depending on the mode of transportation (car, bus, or train). In addition, the village's agro-tourism potential derived from local commodities such as coffee, tobacco, and vegetables presents a distinct comparative advantage.

Previous studies on community-based tourism (CBT) in Indonesia have predominantly concentrated on institutional frameworks and economic outcomes, while intergenerational integration remains underexplored (Hatma Indra Jaya et al., 2022). This represents a critical gap in the literature, particularly in addressing the sustainability challenges of community-based programs. Sustainable tourism development necessitates the active participation and collaboration of all age groups within the community. Scholars have emphasized that bridging generational gaps requires communication strategies and institutional cultures that support inclusive participation and collaborative planning (Juliana et al., 2021). The importance of community involvement in tourism communication strategies, stressing that intergenerational engagement enhances the preservation of cultural heritage and supports long-term sustainability (Sunuantari, 2017). Likewise (Hariyadi et al., 2024), argue that inclusive CBT practices not only improve community welfare but also help preserve rural environmental values by fostering cross-generational collaboration.

In this context, the study of Mekarlaksana Village becomes particularly relevant. It is not only positioned to manage tourism potential through agro-tourism and cultural resources but also offers a valuable opportunity to examine how intergenerational collaboration can be integrated into strategic tourism planning. This research aims to contribute to the formulation of inclusive planning that strengthens the role of the Tourism Awareness Group (Pokdarwis) and promotes a tourism management model responsive to the evolving social dynamics of rural communities.

In addition to intergenerational social dynamics, another recurring challenge in the development of tourist villages is the suboptimal marketing strategy for promoting a distinctive and sustainable village identity. A strong destination identity plays a crucial role in establishing positioning in the minds of visitors an identity that relies not only on physical beauty, but also on the

articulation of local narratives and embedded cultural values (Lazuardina & Suhirman., 2023). In many cases, rural communities have yet to fully articulate their local uniqueness into compelling and communicable tourist attractions. Limited capacities in digital promotion, village branding, and storytelling have hindered the effective communication of existing potentials. This highlights the importance of training and mentorship programs that go beyond technical tourism skills, focusing instead on enhancing digital literacy and strategic communication competencies among community members as key destination actors.

In this context, successful empowerment programs are those that foster community confidence in managing local assets while preserving the distinct identity of the village. The involvement of local actors such as the Tourism Awareness Group (Pokdarwis), youth organizations (Karang Taruna), and traditional leaders is particularly critical. The case of Mekarlaksana Village is therefore highly relevant, as the village is not only in the early stages of tourism development but is also experiencing potential social transformation due to increasing interactions with visitors.

METODOLOGY

To analyze social dynamics, institutional participation, and formulate future development strategies for Mekarlaksana Tourism Village, this study adopts a qualitative approach with a case study design, combined with SWOT analysis. The qualitative approach is employed to gain an in-depth understanding of the community's social conditions, intergenerational relationships, and interactions among local actors in managing the community-based tourism village. Data was collected through observations and subsequently analyzed to identify the village's strengths, weaknesses, opportunities, and threats (SWOT) in formulating sustainable tourism development strategies, where with this analysis can identify factors and strategy that fits (Alkhafaji, 2003). For better understanding data that have been collected, this research use triangulation by doing Forum Group Discussion with the local peoples. Triangulation is a multi-method approach that researchers take when collecting and analyzing data. The basis of triangulation is where the phenomenon under study in research can be understood thoroughly and well so that a high level of truth can be obtained when looking from various perspectives, by doing it can strengthen data comprehension and increasing accuracy of the analysis (Raharjo, 2010). The qualitative approach is well-suited for understanding social phenomena holistically within their natural context, wherein the researcher serves as the primary instrument (Creswell, 2009). Meanwhile, SWOT analysis functions as a strategic tool to support the formulation of action plans grounded in field data, thereby enabling the

development of contextual and applicable strategies tailored to the specific needs of tourism village development (Sugiyono, 2019).

RESULT AND DISCUSSION

Mekarlaksana Village is one of nine villages located in Cikancung Subdistrict, Bandung Regency, West Java. Geographically, the village occupies a strategic position at the foothills of Mount Mandalawangi. The area encompasses agricultural land, residential settlements, and forested zones, predominantly covered by productive trees and horticultural crops. Administratively, Mekarlaksana is divided into several hamlets (dusun), neighborhood units (RW), and sub-neighborhood units (RT), which serve as the smallest social structures within the village.

In terms of territorial boundaries, Mekarlaksana borders Cihanyir Village to the north and Tanjungwangi Village to the south. To the east, it is bordered by the hilly forest area of Mount Mandalawangi, while to the west, it shares a boundary with Rancaekek Subdistrict. The village's hilly topography and cool climate offer an appealing landscape that supports the development of nature-based and agro-tourism initiatives.

Values such as deliberation (musyawarah), mutual cooperation (gotong royong), and social solidarity remain integral to the daily lives of community members. While agriculture remains the primary livelihood for most residents, a gradual shift is occurring toward microenterprise development and tourism-related activities. The village maintains a harmonious social structure rooted in kinship and the influential roles of local leaders in mediating communal matters. The local philosophy of "silih asih, silih asah, silih asuh" emphasizing mutual care, learning, and guidance is still upheld in social practices, including the ongoing process of tourism village development. Therefore, strategic planning is essential to ensure that Mekarlaksana Village can preserve its cultural values amidst ongoing transformations.

Tourism Products in Mekarlaksana Village

The concept of tourism products is widely understood to encompass four key components: Attractions, Accessibility, Amenities, and Ancillary Services (Morrison, 2013). These elements serve as a fundamental framework for developing competitive tourism destinations. These elements serve as a fundamental framework for developing competitive tourism destinations. Drawing on field observations conducted as part of a qualitative assessment of tourism potential, Mekarlaksana Village already demonstrates the presence of all four components, although several aspects still require further improvement to enhance visitor experience and destination competitiveness.

Mekarlaksana offers a rich combination of natural, cultural, and agricultural attractions. The landscape is adorned with lush trees, community-managed coffee plantations, and tobacco fields, which not only present visual appeal but also reflect the agrarian values embedded in daily life. One of the village's key attractions is its traditional tobacco farming, which has been passed down through generations. Visitors can engage in various stages of tobacco cultivation (planting, drying, and processing) making it an authentic and educational agro-tourism experience.

In addition to tobacco, local culinary products such as kicimpring (traditional cassava chips) present significant potential as part of the village's culinary tourism offerings. The production process (still conducted manually by local women and micro-enterprises) can serve as a unique selling point for experiential tourism, allowing visitors to observe, taste, and purchase directly as part of the village's souvenir economy.

Cultural attractions also play a vital role, particularly the Benjang Helaran tradition, which symbolizes community cohesion and local identity. This intergenerational cultural practice holds the potential to become an annual attraction that reinforces the village's cultural narrative. Furthermore, traditional village music (digitized into MP3 format) adds value in efforts to preserve and promote local culture through new media channels.

Although not the focus of this study, accessibility to Mekarlaksana is relatively feasible from both Bandung Regency and Bandung City. However, further evaluation is needed regarding the quality of road infrastructure and the availability of reliable public transportation for tourists. During the observation period, which was conducted over the course of one week, a team of students conducted field activities in collaboration with Pokdarwis members. This included two days of direct observation at key tourism access points such as road junctions, public transportation nodes, and the Pokdarwis headquarters and three days of structured in-depth interviews with local actors, including community leaders, youth members, and MSME representatives. Additionally, two days were spent conducting informal discussions and participatory observation in community settings, providing valuable insight into the village's tourism dynamics. These activities were centered in Mekarlaksana Village and its surrounding access routes, especially those affected by infrastructure works in Garut Regency. This combination of methods helped capture the challenges of accessibility and local responses in maintaining tourism readiness.

According to interviews conducted during the same visit, Pokdarwis utilized the road construction downtime to intensify promotional activities, including collaborating with local media and leveraging grant opportunities to maintain visitor interest.

Basic amenities have been established to support visitor comfort, including homestays, local eateries managed by the Village-Owned Enterprise (BUMDes), and open spaces for various tourism activities. The village has also installed route maps at several points for general orientation. However, for mountain hiking activities, interpretation facilities remain limited, necessitating the assistance of local guides. Presently, this need is addressed through an on-request guiding system coordinated by Pokdarwis. In the future, the establishment of a Tourist Information Centre (TIC) will be crucial to improving tourism services, such as visitor registration, needs assessment, and targeted strategy development for sustainable destination growth.

Supporting services in digital promotion have begun to take shape, spearheaded by the village's youth through the management of social media, websites, and promotional video content. This demonstrates readiness in the area of digital marketing within the e-tourism framework. However, there remains a digital divide between the youth's technical capacity and the broader community's readiness to engage with tourists particularly in communication, service delivery, and attraction interpretation.

These findings reveal a gap between youth digital skills and the overall community's social and communicative preparedness. Key areas requiring development in the context of marketing and destination readiness include: (1) more appealing packaging of local Micro, Small, and Medium Enterprises (MSME) (BumDes) products, (2) improved service quality to align with the village branding under the 'Lumpat' slogan, and (3) enhanced village interpretation to serve as the core narrative in shaping visitor experiences. Therefore, the strategies proposed in this study are directed toward recommending capacity-building programs in communication, destination management, and attraction interpretation to enhance the appeal and sustainability of Mekarlaksana Tourism Village.

. Findings from the focus group discussions reveal that youth in Mekarlaksana Village face challenges in bridging intergenerational gaps, particularly in helping older residents adapt to the pace and methods used in tourism-related work. One of the main issues raised is the limited ability of older community members to communicate in formal Indonesian, as most still rely on the Sundanese language in daily interactions. While this reflects the village's rich cultural identity, it also creates a communication barrier when hosting domestic tourists. Moreover, the small number of youth means they are often tasked with serving as informal translators or communication facilitators. These insights align with the SWOT analysis, which highlights weaknesses in communication skills and unequal distribution of tourism-related competencies beyond the Pokdarwis group (Weaknesses 1–3; Threats 1–2). Addressing these issues calls for targeted communication training and strategies to foster

intergenerational collaboration, ensuring inclusive and sustainable tourism services.

SWOT Analysis of Mekarlaksana Village

Based on findings from field observations and interviews with key informants, a SWOT analysis was conducted as a foundation for formulating development strategies for Mekarlaksana Tourism Village in Cikancung Subdistrict, Bandung Regency. The SWOT method serves as a strategic analytical tool to assess strengths, weaknesses, opportunities, and threats stemming from both internal and external factors (Sugiyono, 2019). This analysis plays a crucial role in evaluating the village's readiness as a sustainable community-based tourism destination, with particular emphasis on institutional capacity, digital marketing strategies, and local guiding competencies. A summary of the SWOT analysis results for Mekarlaksana Village is presented in Table 1.

Table 1. SWOT Analysis of Mekarlaksana Village

IFAS / EFAS		INTERNAL FACTORS	
		Strength 1. The Pokdarwis human resources demonstrate adequate competencies under current conditions. 2. Basic guiding and tour leadership skills are already in place. 3. Digital promotion has been implemented effectively, including the production of a signature village tourism song.	**Weakness** 1. Limited technological proficiency and its application in tourism operations. 2. Low communication skills (in formal Indonesian and foreign languages), including interactive guiding and public speaking. 3. Uneven distribution of tourism management skills outside the Pokdarwis circle.
EXTERNAL FACTORS	**Opportunity** 1. Pokdarwis can gradually develop the capacity of its members. 2. Pokdarwis leadership has shown a strong commitment to development. 3. Inter-organizational collaboration can be strengthened. 4. There is significant potential in packaging educational and thematic tourism products.	**SO** 1. Encourage Pokdarwis to mentor local residents progressively in guiding and tourism services. 2. Increase the use of digital technology for promotion and visitor data management (e.g., through a planned TIC). 3. Develop thematic tourism packages (coffee, tobacco, culinary) with targeted market segmentation. 4. Integrate local narratives and educational activities into tourism attractions.	**WO** 1. Design communication and public speaking training programs for non-Pokdarwis community members. 2. Enhance digital skills through hands-on training for local residents. 3. Promote the routine use of basic Indonesian/foreign languages in guiding activities. 4. Facilitate active collaboration among MSMEs, farmers, and Pokdarwis in attraction design.
	Threat 1. The skills gap between Pokdarwis and the general community. 2. The "Lumpat" slogan has not yet been reflected in the communication readiness and service quality of village residents.	**ST** 1. Leverage Pokdarwis' strengths to bridge capacity gaps by serving as local mentors. 2. Develop intensive training programs that embody the values of the "Lumpat" slogan as a standard of service quality.	**WT** 1. Identify and train new trainers from within the Pokdarwis group to conduct recurring training for residents. 2. Create tourism service simulation scenarios and mentorship sessions as part of village readiness assessments.

Source: Author's Compilation, 2025.

The SWOT analysis in this study was developed based on empirical data obtained through field observations and in-depth interviews with key stakeholders, including members of the Tourism Awareness Group (Pokdarwis), local micro-entrepreneurs (BUMDes), and village leaders. These data were systematically synthesized to identify the internal strengths and weaknesses, as well as external opportunities and threats faced by Mekarlaksana Village as a community-based tourism destination. To further prioritize these factors and translate them into actionable strategies, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were employed. The matrices enabled the quantification and weighting of each SWOT element, thus facilitating the formulation of Strengths-Opportunities (SO); Weakness-Opportunities (WO); Strength-Opportunities (ST), and lastly Weakness-Threat (WT) strategies that are contextually grounded in the village's current capacities and future development potential. This integration of qualitative inquiry and strategic planning tools ensures that the resulting recommendations are both evidence-based and operationally relevant for sustainable tourism village development.

On the other hand, identified weaknesses include a skills gap between Pokdarwis members and the broader community. This gap involves low levels of digital literacy, limited communication abilities in both formal Indonesian and foreign languages, and a lack of public speaking and attraction interpretation skills. Such limitations directly affect the community's readiness to interact with tourists and deliver quality tourism services.

Externally, there are several opportunities to be leveraged, such as progressive capacity-building programs, inter-organizational collaboration within the village, and strong leadership from Pokdarwis. Additionally, emerging trends in educational and participatory tourism offer avenues to package local attractions such as coffee, tobacco, and culinary products into high-value experiential tourism. Conversely, the main threats include uneven community understanding of the tourism village concept and weak consistency in translating the promotional slogan 'Lumpat' into tangible service practices. These gaps pose a risk of creating a mismatch between tourist expectations and actual experiences on the ground.

Based on the SWOT analysis, as detailed in the IFAS and EFAS matrices, a set of applicable development strategies has been formulated to address the identified strengths, weaknesses, opportunities, and threats facing Mekarlaksana Village. These strategies are further operationalized into an actionable plan structured within a quarterly timeline. This action plan is structured over one year and divided into four implementation phases, referred to as "quarters," with each quarter representing a four-month cycle. The actions and strategic objectives outlined in each quarter are designed to build upon one another sequentially. The detailed strategic action plan is presented in Table 2.

Table 2. Recommended Stages of Development

Quarter (4 Months)	Action	Strategic Objective
Q1	Community or human resource development at tourism attractions, focusing on communication and technology. - Public speaking and tourism storytelling training - Digital literacy and promotional content workshops - Mapping youth and women's roles in tourism development	To enhance communication skills, public speaking, and technological literacy of community members directly involved in tourism activities, supporting operations from local to international levels.
Q2	Evaluation of tourism packages and enhancement of digital marketing. - Review of existing tourism package content and pricing - Capacity building in social media and website management - Development of digital-based tourism service standards	To conduct a comprehensive evaluation of the content and quality of tourism packages, and to strengthen digital marketing strategies aligned with current trends and broader market reach.
Q3	Development of tourism packages linked to external networks and cooperation proposals. - Identification of potential partners (travel agencies, MSMEs (BumDes), creative communities) - Proposal writing training - Partnership forums between Pokdarwis and strategic partners	To foster connectivity with external stakeholders (e.g., tour and travel agencies, creative industry players, village-owned enterprises) through collaborative proposals that expand markets and promotional opportunities.
Q4	Proposal design for structured tourism activities. - Design of thematic events based on local potential (coffee, tobacco, culinary) - Service simulation and attraction trials - Final evaluation and annual reporting as a basis for the subsequent village tourism plan	To design more structured tourism events and activities through creative proposals based on tourist needs, aimed at enhancing the value and quality of visitor experiences.

Source: Author's Compilation, (2025)

RESEARCH LIMITATION

This study was limited by the relatively short duration of fieldwork, which was conducted over one week, thereby constraining the depth and diversity of data that could be gathered from broader community groups. While the research employed interviews, observations, and informal discussions, the focus was primarily on active stakeholders such as Pokdarwis members and youth representatives. As a result, the perspectives of older residents and less-involved community members may not have been fully captured. Additionally, this study did not include quantitative measurements of tourism performance indicators, such as visitor numbers or income

generated. Future research could benefit from longitudinal studies that measure the long-term impact of intergenerational collaboration and institutional strengthening on tourism development. It is also recommended that future studies explore the perspectives of external stakeholders such as tourists, government officials, and private sector actors to gain a more holistic view.

CONCLUSION

Mekarlaksana Village holds significant potential for development as a sustainable community-based tourism destination. Its strengths lie in the richness of its natural and cultural attractions, as well as in institutional initiatives led by the Tourism Awareness Group (Pokdarwis) and digital promotional efforts. However, a key challenge persists in the capacity gap between the youth and the broader community, particularly in the areas of communication, service delivery, and attraction interpretation. Based on the SWOT analysis and IFAS–EFAS matrices, the proposed development strategies emphasize communication training, digital technology utilization, tourism package evaluation, and the formulation of collaborative programs. An approach grounded in intergenerational collaboration and community capacity building is considered essential for fostering an inclusive, adaptive tourism village that ensures long-term social and cultural sustainability.

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