TOBA (*Journal of Tourism, Hospitality and Destination*)
journal.literasisains.id/index.php/TOBA
ISSN Media Elektronik 2828-4100
Vol. 4 No. 3 (Agustus 2025) 280-287
DOI: 10.55123/toba.v4i3.6140

SWOT Analysis of Green Tourism Development Strategies in Telaga Saat, Puncak, West Java

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ABSTRACT

This study examines the implementation of green tourism at Telaga Saat using a qualitative approach, involving in-depth interviews with five key informants (management, government, academics, Perhutani, and media). The findings reveal that the main strengths of the destination are its unique ecological features and strong community involvement, while limitations in facilities and human resource capacity remain critical weaknesses. Opportunities are identified in the support of the 2025–2029 National Medium-Term Development Plan (RPJMN) and the potential for university collaboration, whereas threats include overtourism and climate change. The TOWS matrix produces four core strategies: (1) a local product-based water conservation education package (SO), (2) eco-friendly infrastructure improvements supported by CSR (WO), (3) dynamic carrying capacity management using real-time sensors (ST), and (4) a circular waste management ecosystem (WT). Strategy implementation is prioritized for 2025–2029, with key indicators including a 40% reduction in plastic waste, ASEAN Sustainable Tourism Standard certification, and the planting of 10,000 endemic trees. The study highlights that multi-stakeholder collaboration is essential for sustaining green destinations in ecologically sensitive areas.

Keywords **:**
Community-Based Tourism; Green Tourism; Multi-Stakeholder Collaboration; Sustainable Tourism; SWOT Analysis

A. INTRODUCTION

The tourism sector has long been a key pillar of Indonesia's economy, contributing significantly to state revenue and local original revenue, as noted by (Puspitasari, (2021) based on data from Kemenpar 2017. With its abundant natural resources, Indonesia possesses enormous potential for developing nature-based, sustainable tourism. This transformation is becoming increasingly evident as global awareness of environmental issues grows.

Consequently, tourism development in Indonesia is increasingly focused on sustainability principles, especially in nature-based destinations with high ecological sensitivity (Astuti, 2024). In this context, green tourism has emerged as a strategic approach to balance economic development, environmental conservation, and local community welfare ((Tourism & Un, 2024); (Pan et al, 2018)). According to (Uno, 2024), green tourism has become a top priority in Indonesia's sustainable tourism agenda.

However, the implementation of green tourism is not without its challenges. Issues such as overtourism and uncontrolled development must be addressed through appropriate policies and the active participation of all stakeholders. Tackling overtourism requires a multidimensional analysis that includes environmental, social, economic, and cultural factors (Sutanto H & Setiadi, 2020). In Bogor Regency, West Java, the tourism sector has experienced rapid growth since the COVID-19 pandemic, with ecotourism and green tourism concepts becoming major attractions. The Puncak region, where Telaga Saat is located, frequently experiences severe traffic congestion, indicating symptoms of overtourism (Kanaka, 2024).

Telaga Saat, a destination located upstream of the Ciliwung River, holds crucial ecological value as a water catchment area and a biodiversity habitat. While it has significant potential as a green tourism destination (Adnyani, 2024), Telaga Saat also faces serious challenges. A 35% surge in tourist visits in 2023 raised concerns about sedimentation, waste management, and the risk of environmental degradation ((Tourism & Un, 2024); Puspitasari, 2021)). The implementation of green tourism here is not only limited to environmental management but also includes the equitable distribution of economic benefits and the preservation of local culture ((Brian et al, 2023); (Puspitasari, 2021)).

According to (Soeprobowati, 2017) preserving Telaga Saat Lake and its surrounding area is vital for flood control in downstream regions, as the lake functions as a natural catchment that regulates rainwater flow. The community-based tourism (CBT) model is highly relevant for Telaga Saat, as active community involvement in management and decision-making can enhance sustainability and ensure equitable economic distribution (Tourism & Un, 2024). Nevertheless, persistent limitations in human resource capacity, inadequate basic infrastructure, and the need for ongoing environmental education for both visitors and local actors remain key issues that must be addressed ((Astuti, 2024); (Tourism & Un,2024)).

Thus, the development of ecotourism and green tourism at Telaga Saat is a strategic approach to balance environmental preservation, economic improvement, and community well-being (Mulya et al, 2024); (Nathan Blake & Logan Pierce, 2016)). This study seeks to formulate a green tourism development strategy for Telaga Saat, drawing upon a qualitative

Diterima Redaksi: 26-06-2025 | Selesai Revisi: 15-07-2025 | Diterbitkan Online: 10-08-2025

SWOT analysis and multi-stakeholder engagement, with the primary objective of contributing to sustainable tourism governance in an ecologically sensitive region.

Research GAP

Although green tourism has been a subject of extensive research, existing studies are often broad in scope or use case studies from other regions, such as Bali and Pangandaran. This research addresses that gap by offering a focused, in-depth analysis specific to Telaga Saat, a destination with significant ecological value that has yet to be widely studied from a green tourism perspective. The primary gap addressed by this research is a highly contextual and focused analysis of green tourism development strategies for a single destination: Telaga Saat. This study meticulously identifies the unique practices, challenges, and opportunities present at Telaga Saat, such as the lake's role as the zero point of the Ciliwung River, a waste management system utilizing maggots, and the empowerment of the Cibulao coffee MSME. In contrast to previous, more general studies, this research formulates development strategies that are specifically tailored to the local dynamics and address particular challenges like overtourism and low visitor awareness at Telaga Saat. Consequently, this study is significant because it provides a more targeted and applicable strategic model that can serve as a reference for other destinations with similar characteristics.

Research Objectives

Based on the background and research gap that have been outlined, the objectives of this study are to:

1. Identify the forms of green tourism concept implementation at Telaga Saat.
2. Formulate a development strategy for green tourism at Telaga Saat."

B. RESEARCH METHODS

The research was conducted at Telaga Saat, Cibulao, RT.02/RW.06, Tugu Utara, Cisarua District, Bogor Regency, West Java 16750, from March to May 2025. Telaga Saat Lake spans an area of 1.5 hectares in the Puncak region, West Java. The methodological approach adopted in this research was descriptive qualitative. Descriptive qualitative research aims to explicate and delineate a studied phenomenon, especially in relation to human behavior and customs that are inherently challenging to numerically measure, according to (Harahap, 2020).

Research informants, or key persons, are the study subjects who can provide the most detailed information about the research phenomenon to be observed. Informants are categorized into three types: key informants, primary informants, and supporting informants, as defined by (Altaran et al., 2023) . In this study, informants were drawn from five key elements of the tourism pentahelix model: policymakers, academics, business actors, local communities, and media, all of whom had direct relevance to the research topic. Qualitative research doesn't set a minimum number of informants because its primary focus is the depth of information, not quantity. Generally, the number of informants is relatively small, and in certain conditions, it might even involve just one person. However, two important criteria guided their selection: first, the information obtained had to be sufficient to address the research objectives (adequacy), and second, the chosen informants had to be relevant to the context of the issues being studied (appropriateness), as highlighted by (Martha, E., & Kresno, 2016).

The research adopted a qualitative approach featuring a case study design centered on the Telaga Saat destination, Bogor Regency. Data were gathered via three main techniques: in-depth interviews, direct field observations, and document analysis. Interviews involved five key informants—tourism site managers, local government representatives, academics, Perhutani authorities, and local media—to elicit a comprehensive perspective on green tourism implementation at Telaga Saat. Field observations were conducted within the tourism area to assess facility conditions, tourist activities, and community participation in local environmental and economic stewardship. Document analysis encompassed a review of relevant management reports, regional policies, and sustainable tourism planning documents. in Table 2 research informants.

Data analysis in qualitative research is a continuous process, occurring from the pre-research stage, during fieldwork, and extending through post-data collection. According to (Sugiyono, 2015), data are analyzed interactively based on interview results, observations, documents, and field notes until information saturation is reached (Yusuf, 2014).

Recognized for its utility, the SWOT methodology is instrumental in discerning strengths, weaknesses, opportunities, and threats pertinent to tourism destination development, which in turn enables the design of strategies that are both more focused and realistically actionable(Soeswoyo, 2021). For analysis, the gathered data were subjected to qualitative SWOT analysis. Strengths and weaknesses (internal factors) as well as opportunities and threats (external factors) were first identified from interview insights, observational findings, and document reviews. These were then descriptively structured into IFAS and EFAS matrices. Subsequently, development strategies were crafted using the TOWS matrix to outline specific actions based on the outcomes of the strategic factor analysis. Data validity was rigorously upheld through both source triangulation and member checking with the main participants.

Methodological Justification

The methodological approach employed in this study is descriptive qualitative. This method was selected because the research aims to explain and describe the phenomenon of green tourism

implementation, including human behaviors and customs that are inherently difficult to measure numerically. A case study design focusing on the Telaga Saat destination was chosen to allow the researcher to gain a holistic and in-depth understanding of the unique practices, challenges, and dynamics occurring at the destination. This level of detail would not be achievable with a quantitative method, which typically focuses on generalization.

Research informants are the subjects who provide detailed information about the observed phenomenon. Qualitative research does not require a minimum number of informants, as its primary focus is on the depth of information rather than quantity. Informant selection was based on two key criteria: the information provided had to be sufficient to address the research objectives (adequacy), and the chosen informants had to be relevant to the issues being studied (appropriateness). For this study, five key informants were chosen from the tourism pentahelix model—destination managers, local government officials, academics, Perhutani authorities, and media representatives—to obtain a comprehensive perspective.

Data Validity

The validity of the data was maintained through source triangulation and member checking. Source triangulation was carried out by comparing and verifying data obtained from various informants—including managers, government officials, academics, Perhutani, and the media—to ensure the consistency and accuracy of the information. For example, information from the manager regarding conservation activities was verified with data from Perhutani and the perspectives of academics. Additionally, member checking was performed by presenting a summary of the findings back to the key informants to validate the researcher's interpretations and confirm that their views were accurately understood before the final analysis.

Data was collected using three main techniques: in-depth interviews, direct field observations, and document analysis. In-depth interviews were conducted to explore the perceptions and experiences of the informants , while field observations were used to assess the condition of facilities and tourist activities. Document analysis included a review of relevant management reports and related policies. The data were analyzed interactively, encompassing data reduction, data presentation, and conclusion drawing until a point of information saturation was reached. Subsequently, a SWOT analysis was used to formulate focused and realistic development strategies.

C. RESULTS AND DICUSSION

Green Tourism Implementation in Telaga Saat

Green tourism is a tourism approach that focuses on environmental and local cultural preservation. Its primary goal is to reduce the negative impacts of tourism while maximizing benefits for the local community (Chen et al. in (Pasulu et al., 2024).

The implementation of **green tourism** at Telaga Saat has progressed through synergy among managers, the Tugu Utara community, local government, and Perhutani. Telaga Saat plays a vital role as the headwaters of the Ciliwung River and a water catchment area.

> *Boasting original landscape authenticity, conservation of flora-fauna like the Javan hawk-eagle, and its function for the regional ecosystem (Renol Hamzah, i-4).*
>
> *Besides being a water catchment area, there are still Javan hawk-eagles and leopards around Telaga Saat that need to be protected" (Renol Hamzah, i-4).*

The research findings indicate that the implementation of green tourism at Telaga Saat has progressed through collaboration among managers, the community, the government, and Perhutani. Environmental preservation efforts include the protection of four spring points, 3R-based waste management, and a visitor limit of 500 people per day on weekends to prevent overtourism. Local economic empowerment is reflected in the full involvement of the Tugu Utara Village community in tourism management and the development of superior products like Cibulao coffee and plastic waste handicrafts. However, observations and interviews revealed that limitations in toilet facilities, seating, and accessibility for people with disabilities remain major obstacles, consistent with existing findings (Soeswoyo, 2021) that the inadequacy of basic facilities may impede the optimization of green tourism in community-based regions.

> *Waste bins are provided at every corner... management is carried out independently and collaboratively by the youth organization and the community. There are maggots as organic waste decomposers" (Renol Hamzah, i-4).*
>
> *A maximum visitor limit of 500 people per day on weekends is enforced to maintain carrying capacity and prevent overtourism (Renol Hamzah, i-4).*

Tourism Activities and Local Economic Empowerment

All developed tourism activities—non-motorized canoeing, trekking, glamping, ecological education, nationally acclaimed Cibulao robusta coffee, and plastic waste handicrafts—serve as attractions that simultaneously promote sustainability (Renol Hamzah, i-4; Dina Mayasari, i-2). All operations are managed by local residents:

> *All management here is originally by the residents of Tugu Utara Village. Cibulao coffee products, MSMEs, are managed by the community without additional retribution" (Renol Hamzah, i-4).*

Cultural preservation is also carried out, such as the Rebo Wekasan event, and dance and pencak silat performances at Sanggar Amarta (Renol Hamzah, i-4). Environmental and cultural education activities are integrated into tourism packages, although their integration into main destination promotion still needs improvement (Dina Mayasari, i-2).

Facilities and Limitations

Basic facilities such as eco-friendly toilets, paving block paths, benches made from fallen wood, and sorted waste bins are available. However, disability access and location signs are still limited (Dina Mayasari, i-2). This impacts the tourist experience and accessibility for all groups.

> *Connecting paths are already paving block to maintain water absorption, there are three eco-friendly toilets, but disability access, inclusive toilets, and adequate signboards are not yet available" (Renol Hamzah, i-4; Dina Mayasari, i-2).*

Tourism Facilities and Activities Data

Table 1 illustrates the primary facilities present at Telaga Saat, and Figure 1 depicts the geographical location of Telaga Saat lake

SWOT Analysis and Development

The SWOT analysis conducted yielded a mapping of strategic factors, as shown in Table 3, which was then used to formulate TOWS-based development strategies. Table 3. SWOT Matrix of Telaga Saat

Compiled from IFAS-EFAS analysis and insights from five primary data sources. The informants for this study included Deni Juli Hasim from the Bogor Regency Culture and Tourism Office (Disbudpar Kabupaten Bogor), representing local government perspectives. Academic insights were provided by Dina Mayasari from Bogor Tourism Institute, while a business perspective came from Denih Sutisna of KPH Bogor. Further supporting data was gathered from local community member Renol Hamzah from Tugu Utara Village, and local media was represented by Septi Nulawan Harahap from Radar Bogor

Regarding the development strategy, the conducted SWOT analysis produced a matrix of internal (strengths and weaknesses) and external (opportunities and threats) factors.

In-depth SWOT Analysis

1. **Strengths:** Telaga Saat's key strengths lie in the authenticity of its ecosystem, including the lake, forest, and tea plantations, which create a strong natural tourism appeal. Its function as the zero point of the Ciliwung River provides high educational and ecological value for flood mitigation. The full involvement of the local community, from managers to MSME actors, ensures equitable distribution of economic benefits and forges a unique destination identity. Active collaboration among Perhutani, the government, and local communities also forms a solid foundation for sustainable governance.
2. **Weaknesses:** Significant weaknesses include the suboptimal management of waste and limited supporting facilities, such as accessibility for disabled visitors. These limitations hinder an inclusive tourist experience. Additionally, low visitor awareness of green tourism practices and the need for training to enhance local human resource capacity are obstacles that must be overcome.
3. **Opportunities:** External opportunities include the growing trend of nature-based and green tourism, which creates an expanding market for destinations like Telaga Saat. Government policy support through the 2025-2029 National Medium-Term Development Plan (RPJMN) and the potential for collaboration with universities or the private sector provide pathways for facility development and training. Green destination certification can also boost the destination's competitiveness on both national and international levels.
4. **Threats:** The greatest threats are the risk of overtourism, which can damage the environment and degrade the quality of the visitor experience. Climate change and intense competition from other destinations in the Puncak area that offer more complete facilities are also tangible external threats. Land governance conflicts among Perhutani, private plantations, and the community also have the potential to hinder development.

TOWS Development Strategies

Based on the SWOT matrix, the following TOWS strategies were formulated:

1. **SO Strategy (Strength-Opportunity)**: This strategy focuses on leveraging internal strengths to seize external opportunities. By utilizing its authentic natural environment and strong community involvement, Telaga Saat can develop educational conservation tourism packages centered on nature and local culture. These packages can include soft trekking with trained local guides, tree-planting activities, and workshops on making products from waste. Capitalizing on the trend of green tourism and policy support, Telaga Saat can promote its unique ecological features, such as being the zero point of the Ciliwung River, to obtain green destination certification, which will enhance its competitiveness in the tourism and hospitality market.
2. **WO Strategy (Weakness-Opportunity)**: This strategy aims to overcome internal weaknesses by taking advantage of external opportunities. Facility limitations can be addressed by improving eco-friendly infrastructure supported by CSR funds or

external grants. This includes building inclusive facilities like wheelchair ramps, accessible toilets, and easy-to-access digital information boards. Collaboration with academics and the government can be used to provide routine training for local human resources in waste management, digital marketing, and creative product development. In the context of hospitality, this training will improve the overall quality of services and the tourist experience.

3. **ST Strategy (Strength-Threat)**: This strategy uses internal strengths to confront external threats. To prevent overtourism, Telaga Saat can implement dynamic carrying capacity management using online ticketing systems and real-time sensors. The destination's uniqueness as a conservation area for the Javan hawk-eagle and a Biosphere Reserve can serve as a key differentiator from competitors. Land management by Perhutani and the community can be strengthened through cross-sector collaboration to create clear regulations regarding facility development limitations, thereby preserving the area's ecological function.
4. **WT Strategy (Weakness-Threat)**: This strategy focuses on improving internal weaknesses to avoid external threats. The currently suboptimal waste management system can be improved by establishing an integrated circular waste management ecosystem that involves processing organic waste into compost or maggot feed and recycling inorganic waste into creative products. To counter the threat of climate change, adaptive infrastructure, such as water infiltration paths, must be developed, and environmental audits should be conducted periodically. Collaboration with landowners, including Perhutani and private plantations, must be strengthened through coordination forums to prevent conflicts and ensure integrated governance. The success of green tourism at Telaga Saat is highly dependent on the synergy of environmental preservation, economic empowerment, cultural protection, and inclusive, adaptive governance.

Comparison to Prior Research

The findings of this study align with previous research by (Brian et al., 2023) dan (Vasile HERMAN et al., n.d.) , which confirms the necessity of multi-stakeholder collaboration and community-based tourism for enhancing the sustainability of nature-based destinations. Moreover, the adoption of environmental carrying capacity principles and green destination certification, as proven by (Astuti, 2024) is also relevant to the development needs of Telaga Saat as a green tourism destination.

This research affirms that the success of green tourism at Telaga Saat is highly determined by multi-stakeholder collaboration, regular monitoring of tourism impacts (Deni Juli Hasim, i-1), community involvement, and innovation based on local wisdom (Astuti, 2024) ; (Soeswoyo, 2021). Although significant progress has been made, strengthening facilities, visitor education, and cross-sectoral actor synergy remain the next priorities to make the destination more inclusive, sustainable, and competitive.

Tabel 1. Tourism Facilities and Activities Data

Category	Facility/Attraction	Description
General Facilities	Gazebos & Shaded Areas	Rest areas made from fallen wood & bamboo, used by tourists for relaxing
	Semi-permanent Toilets	Built with a recycled and eco-friendly concept
	Sorted Waste Bins	For organic and inorganic waste sorting (supports 3R education & maggot farming)
	Paving Block Path	Pedestrian access from the entrance to the lake
	Bicycle, Motorcycle, & Car Parking	Dedicated parking area at the entrance/assembly point
	MSME/Culinary Area	Stands for local food/drinks & featured products (Cibulao coffee, plastic waste crafts)
	Location Signs & Map	(Still limited, in the process of developing a digital QR system)
	Musalla	Prayer room within the tourism area
Special Facilities	Disability Access Path	Not yet optimally available, a recommendation for development

Category	Facility/Attraction	Description
	Souvenir Kiosk	Sells handicrafts based on local crafts
	Amarta Art Studio	Practice & performance space for local arts and culture (dance, pencak silat, craft workshops)
	Environmental Education Station	Education area on waste management, flora-fauna introduction, and conservation
Attractions/Rides	Canoe, Raft, & Rubber Boat Rental	Non-motorized water tourism, for water quality preservation
	Conservation Education Tour	Zero-point Ciliwung exploration package, reforestation, and environmental education with guides
	Homestay/Community Experience	Staying in local homes, learning cultural activities (farming, coffee making, crafts)
	Recycling & Coffee Craft Workshops	Hands-on practice of making crafts & Cibulao coffee with local MSMEs
	Agrotourism (Tea Picking/Tea Process Learning)	Tea plantation tour with education on harvesting & production processes
	Camping Area	Camping ground for special interest tourism (with limited management)
	Trekking/Forest Walk	Light nature exploration trail around the forest and lake
Cultural Attractions	Traditional Dance & Music Performance	Regular art performances at the studio, welcoming tourists and village events

Source: Researcher's Own Data (2025)

Tabel 2. Research Informants

No.	Informan	Nama dan Intansi	Kode Informan
1	Pemerintah Daerah – Informan Kunci	Deni Juli Hasim – Disbudpar Kab Bogor	i-1
2	Akademisi – Informan utama	Dina Mayasari – Sekolah Tinggi Pariwisata Bogor	i-2
3	Pelaku Bisnis – informan utama	Denih Sutisna – KPH Bogor	i-3
4	Masyarakat setempat – Informan pendukung	Renol Hamzah – Desa Tugu Utara	i-4
5	Media – informan pendukung	Septi Nulawan Harahap – Radar Bogor	i-5

Tabel 3. SWOT Matrix Table

	(Opportunities)	**(Threats)**
(Strengths)	**SO** Strategies: 1. Develop nature- and local culture-based educational tourism packages. 2. Leverage green tourism trends and national policies for green destination certification. 3. Foster multi-stakeholder collaboration (universities, private sector) for human resource training & innovative promotion. 4. Highlight the area's ecological uniqueness (Ciliwung zero-point, Biosphere Reserve).	**ST** Strategies: 1. Establish and monitor maximum tourist carrying capacity. 2. Conduct regular environmental monitoring. 3. Differentiate through conservation of endemic wildlife & biosphere zones. 4. Limit facility development to align with conservation regulations.
(Weaknesses)	**WO** Strategies: 1. Enhance eco-friendly public facilities (toilets, disability access, location signs) through grants/CSR funds. 2. Promote environmental awareness education and community participation. 3. Expand training for tourism sector MSMEs. 4. Integrate digital technology for tourism promotion and services.	**WT** Strategies: 1. Reform waste management systems (maggot farming, 3R, composting). 2. Conduct periodic environmental audits and facility evaluations. 3. Foster cross-institutional collaboration for spatial planning & sector conflict mitigation. 4. Develop adaptive infrastructure to cope with climate change.

Source: Author's Own Data (2025)

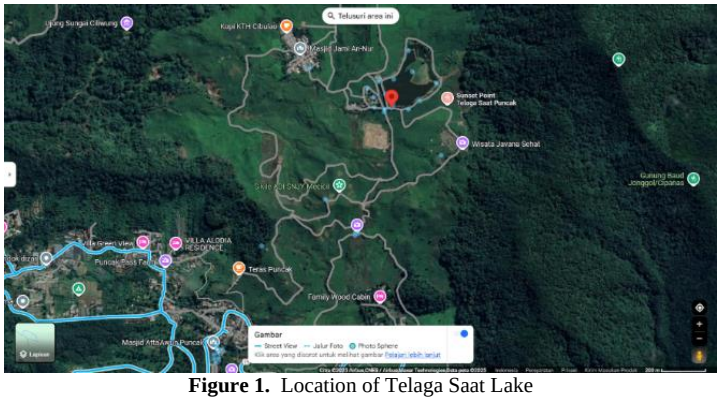

Figure 1. Location of Telaga Saat Lake
Source: Google Maps (2025)

E. CONCLUSION

This research concludes that the implementation of green tourism at Telaga Saat has been realized through strong collaboration among managers, local communities, government entities, Perhutani, and other relevant stakeholders. Tangible environmental conservation initiatives, such as water source protection, the adoption of a 3R-based waste management system, and visitor limitations, have proven effective in preventing ecosystem degradation. Furthermore, local economic empowerment has been achieved through the active participation of residents in tourism management and the development of local products.

However, this study also identified that inadequate facilities, accessibility constraints, and suboptimal human resource capacity remain major impediments that require prompt resolution. Based on the SWOT analysis, development strategies focused on multi-stakeholder cooperation, enhancing eco-friendly infrastructure, continuous education, and technology-driven visitor management are crucial. Consequently, the successful advancement of Telaga Saat as a competitive and sustainable green tourism destination depends on the synergy of environmental preservation, economic empowerment, cultural heritage protection, and fortified inclusive and adaptive governance.

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