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From Coast to Highlands: A Cross-Regional SWOT/SOAR Analysis of 14 Indonesian Tourism Villages

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Abstract

This study examines strategic capacities and aspirations of 14 Indonesian tourism villages through a cross-regional SWOT and SOAR analysis. Using a qualitative multiple-case study design, semi-structured interviews was conducted with one Pokdarwis (Tourism Awareness Group) representative per village and reviewed secondary documents, coding data manually in Excel. Thematic analysis identified three core strengths rich natural attractions, distinctive cultural heritage, and active community involvement and three primary weaknesses underdeveloped infrastructure, limited strategic capacity, and low digital promotion. Key opportunities emerged around digital marketing, niche tourism product development, and multi-stakeholder collaboration, while environmental risks and fragmented governance surfaced as major threats. Informants' aspirations centered on becoming models of eco-cultural tourism, empowering youth, and integrating tradition with modern strategies. Early results include increased homestay revenues, growth of MSMEs, and the revival of cultural events, demonstrating that asset-based planning coupled with targeted capacity building can yield sustainable outcomes. The findings underscore the value of combining diagnostic (SWOT) and forward-looking (SOAR) frameworks to guide community-based tourism development and offer practical insights for policymakers and practitioners aiming to foster inclusive growth, cultural preservation, and ecological resilience.

Keywords: community-based tourism, tourism village, SOAR framework, sustainable development, SWOT analysis

A. Introduction

Indonesia, as one of the world's largest archipelagic nations, is endowed with extraordinary ecological and cultural diversity (Avi et al., 2021). In recent decades, the country has embraced tourism not merely as a source of economic growth, but as a platform for inclusive development (Fadilla et al., 2024; Rusmana et al., 2024; Yulius et al., 2024). Central to this shift is the promotion of *Desa Wisata* (tourism villages), which function as localized tourism hubs rooted in community ownership, cultural heritage, and environmental stewardship (Amir et al., 2020; Yulius, 2023). This initiative reflects a broader global trend toward sustainable community-based tourism (CBT) (Prakoso et al., 2020), an approach that emphasizes bottom-up planning, local empowerment, and the integration of socio-cultural and environmental values into tourism development (Jackson, 2025).

Community-based tourism is widely recognized for its potential to generate income for rural populations while protecting cultural identity and biodiversity (de Carvalho et al., 2024). By emphasizing local ownership, inclusive decision-making, and responsible resource use, it supports multiple United Nations Sustainable Development Goals—such as poverty reduction, decent work, sustainable communities, and environmental conservation (Abreu et al., 2024). In Indonesia, the Desa Wisata program has been positioned as a strategic policy to deliver these outcomes by unlocking the potential of villages to serve as sustainable tourism destinations (Mtapuri & Giampiccoli, 2020; Suhaimi et al., 2024).

Despite national support and the increasing visibility of *Desa Wisata* in policy agendas, the development outcomes of these villages vary significantly (Sofiani et al., 2024; Wiweka et al., 2021). Differences in geographic location, community capacity, infrastructure, tourism typology, and institutional support lead to fragmented implementation (Junaid, 2023; Niken & Arida, 2021; Salouw & Pramono, 2023). Furthermore, the lack of strategic planning tools and insufficient monitoring have made it difficult to evaluate the long-term sustainability of tourism village initiatives (Dewi et al., 2021; Firdaus et al., 2021). While individual case studies have shed light on success stories or isolated challenges, there is still a dearth of comparative research that synthesizes cross-regional experiences and strategic positioning within a unified analytical framework (Latif, 2018; Rosalina et al., 2023).

To address this gap, this study employs a comparative analysis of 14 purposively selected Desa Wisata, representing diverse geographical contexts and tourism models across six major regions of Indonesia: Sumatra, Java, Kalimantan, Sulawesi, Nusa Tenggara, and Papua. Villages were selected based on data availability, regional spread, tourism typology (marine, cultural, ecotourism, spiritual/adventure), and developmental stage (emerging vs. mature). Using both SWOT (Strengths, Weaknesses, Opportunities, Threats) and SOAR (Strengths, Opportunities, Aspirations, Results) frameworks, this research aims to evaluate how tourism villages navigate their internal capacities and external environments in formulating development strategies (Setianingsih, 2024; Susilowati et al., 2019).

The dual use of SWOT and SOAR allows for a more nuanced understanding of both the present conditions and future ambitions of these villages (Kurniansah, 2023). While SWOT provides a diagnostic snapshot of internal and external factors affecting performance (Zhu et al., 2023), SOAR encourages a more optimistic, action-oriented outlook by identifying opportunities and aspirations that communities can rally around (Kurniansah, 2023). When applied together, these frameworks help illuminate how Desa Wisata align their local assets with broader developmental goals.

This study makes three key contributions to sustainable tourism research. First, it uncovers shared strategic patterns rich natural and cultural assets, infrastructure and capacity gaps, digital and niche-market opportunities, and environmental and governance threats across 14 diverse Desa Wisata. Second, by juxtaposing SWOT's diagnostic clarity with SOAR's forward-looking vision, it reveals how villages align immediate needs with long-term aspirations, highlighting their strategic maturity. Third, it offers actionable insights for policymakers, planners, and community leaders on strengthening infrastructure, building local capacity, and fostering inclusive governance. In doing so, it provides a framework for understanding how community-driven tourism strategies can support sustainable development at the village level.

B. Literature Review

Sustainable Community-Based Tourism: Global Perspectives and Indonesian Models

Community-based tourism (CBT) places local communities at the center of tourism planning and operations, aiming to align with the triple-bottom-line goals of economic, cultural and environmental sustainability (Jackson, 2025). Globally and regionally, CBT is recognized for balancing community participation with sustainable outcomes (Sapkota et al., 2024); in Indonesia, this is operationalized through the *Desa Wisata* program (Aulia et al., 2024). Unlike mass tourism, which often exploits resources without local benefit, CBT emphasizes equitable revenue sharing and community control over tourism resources (Giampiccoli & Mtapuri, 2021; Nainggolan et al., 2024). Studies highlight that successful CBT initiatives can "generate sustainable livelihoods, preserve cultural heritage, and address governance challenges" (Jackson, 2025; Krittayaruangroj et al., 2023; Lemunge et al., 2025; Suriyankietkaew et al., 2025). In practice, communities under CBT develop authentic tourism offerings such as guided cultural experiences or nature walks that both honor local traditions and provide direct income to residents (Sutomo et al., 2024).

Sustainable CBT tries to integrate three dimensions environmental protection, cultural preservation, and inclusive economic development, under community management, using tourism for local development and cross-cultural learning (Chatkaewnapanon & Kelly, 2019; Guerrero-Moreno & Oliveira-Junior, 2024). By design, CBT contrasts with top-down tourism (Azwar et al., 2023; Tolkach & King, 2015): it embeds local values in growth plans, ensuring tourism development "reflect[s] indigenous values, protect[s] environmental or cultural

assets valued by residents, and channel[s] benefits into community initiatives" (Sutomo et al., 2024). However, researchers note that realizing CBT's promise requires overcoming challenges (e.g. limited funding or skills) and supporting village self-reliance through policy, capacity building and partnerships (Afenyo-Agbe & Mensah, 2022; Imbaya et al., 2019; Zielinski et al., 2020).

Strategic Planning Tools: SWOT and SOAR in Tourism

SWOT and SOAR frameworks play pivotal roles in shaping tourism development strategies, yet they differ fundamentally in orientation and outcome focus (Kurniansah, 2023). SWOT analysis systematically reviews a destination's internal Strengths such as unique natural assets, cultural heritage, or skilled local guides, and Weaknesses, like limited accommodation capacity or inadequate transport links, alongside external Opportunities, including emerging niche markets or supportive policy shifts, and Threats such as environmental degradation or regional competition (Abya et al., 2015; Harto et al., 2021). While this thorough diagnostic approach offers a comprehensive snapshot of factors influencing sustainable tourism, it can inadvertently emphasize deficits and risks, leading stakeholders into protracted problem-solving cycles (Ghaleb, 2024). In response, the SOAR framework refines and extends SWOT's positive dimensions by substituting its deficit-driven elements with Aspirations community-driven visions for future growth and Results concrete, measurable objectives that translate vision into action (Kamkankaew, 2023; Khavarian-Garmsir & Zare, 2015). By centering strategic planning on co-created strengths, forward-looking opportunities, shared aspirations, and defined outcomes, SOAR transforms analysis into a generative process that not only identifies where a community stands today but also maps a disciplined path toward its desired "to-be" state, fostering momentum, stakeholder buy-in, and adaptive resilience (Cole & Stavros, 2019; Khorasani et al., 2017).

In tourism planning, SWOT is still extensively used to evaluate current assets and challenges. Researchers report numerous cases where destinations use SWOT matrices (sometimes combined with quantitative scoring) to set conservation or marketing priorities(Gerami & Hosseini, 2021; Zhao et al., 2021). By contrast, SOAR remains relatively new in tourism but is gaining traction as communities seek more positive planning processes (Yulius et al., 2025; Zarestky & Cole, 2017). For example, Khavarian-Garmsir & Zare (2015) propose SOAR as a suitable strategic model that explicitly incorporates economic, social and environmental sustainability pillars into tourism development planning. In essence, SWOT answers "Where are we now?" by diagnosing strengths/weaknesses, while SOAR asks, "Where do we want to go?" by envisioning an enhanced state (Kamkankaew, 2023).

Indonesia's Tourism Villages (Desa Wisata) and Local Planning

Indonesia has institutionalized community tourism through its desa wisata (tourism village) program; however, it still lacks a specific national regulation that comprehensively governs the designation, development, and management of

these tourism villages (Saragi et al., 2021; Sutomo et al., 2024). The first use of this term was in 1992, the "*desa wisata terpadu*" model in Bali was designed as an archetype of sustainable development adapted to local culture and environment (Pickel-Chevalier, 2018). The aim is to diversify Indonesia's tourism beyond urban centers and famous sites by leveraging rural cultural and natural assets (Jane & Pawitan, 2025). In a *desa wisata*, villagers collaborate to offer tourism products (homestays, tours, crafts, events) that are authentic to their ethnic and environmental context, thereby improving livelihoods and preserving rural ways of life (Sutomo et al., 2024; Yulius et al., 2025).

Research on Indonesia's desa wisata confirms these goals. A recent survey of 49 tourism villages in Sleman (Yogyakarta) found that CBRT enabled communities to design tourism around local values – for example, framing tours as cultural experiences and using local guides – so that tourism growth reflected community priorities (Sutomo et al., 2024). Such CBRT initiatives result in local circulation of tourism revenue, providing fair employment and entrepreneurship opportunities aligned with villagers' skills (Yunikawati et al., 2021). In effect, tourism businesses remain community-owned, and a variety of tourism offerings (ecological tours, culinary workshops, craft demonstrations) integrate environmental conservation with cultural education.

However, sustainable development in *desa wisata* or rural touri(An & Alarcón, 2020; Guaita-Martínez et al., 2019; Simeanu et al., 2025)(An & Alarcón, 2020; Guaita-Martínez et al., 2019; Simeanu et al., 2025). Indonesian studies (Kirana & Artisa, 2020; Sutomo et al., 2024) note that many tourism villages still depend on external support (e.g. government promotion, NGO training). Policy analysts stress that ongoing capacity building, access to funding, and supportive governance are needed to build true self-reliance and resilience. Without such support, infrastructure gaps or limited marketing can threaten a village's tourism; communities might lack skills to manage impacts or adapt to market changes (Junaid, 2023; Kirana & Artisa, 2020; Sofiani et al., 2024; Wiguna et al., 2018). Thus, scholars recommend integrating CBT planning with broader rural development: ensuring local institutions share in decision-making, and aligning village tourism plans with district or national sustainability objectives (Abreu et al., 2024).

C. Research Methodology

This research adopts a qualitative multiple-case study approach to explore strategic planning and sustainable development in Indonesia's community-based tourism sector. The case study design is appropriate for this inquiry as it allows for rich, contextualized understanding across diverse settings (Çakar & Aykol, 2021) critical for capturing the complexity of tourism village (*Desa Wisata*) dynamics in Indonesia. As a qualitative study, this research is interpretive, emphasizing the lived experiences, aspirations, and strategic perspectives of local tourism actors (Creswell & Poth, 2018). It integrates both primary and secondary data sources, analyzed thematically through the combination of SWOT and SOAR frameworks.

Case Selection and Participants

Fourteen *Desa Wisata* were purposively selected to ensure rich, representative data for SWOT and SOAR analyses. Selection criteria included accessible qualitative material (interviews or documentation) and a balance between established and emerging destinations to reflect different levels of institutional maturity and community participation. The chosen villages also span Indonesia's six main regions Sumatra, Java, Kalimantan, Sulawesi, Nusa Tenggara, and Papua ensuring national relevance and capturing regional diversity.

These villages showcase diverse tourism typologies, from marine-based attractions like Alor Kecil and Sorake Beach to ecotourism and agrotourism sites such as Lerep and Malino. Cultural heritage destinations (Setu Babakan, Hilisimaetano) and nature–spiritual experiences (Sano Nggoang, Luk Panenteng) were also included to cover the full spectrum of village tourism models. Participants were the leaders or representatives of Pokdarwis (*Kelompok Sadar Wisata*), the community-based tourism awareness groups central to local governance. Each informant was selected for their in-depth knowledge of village-level operations, strategic planning, and engagement practices. Their perspectives ensured that insights were grounded in both practical experience and local contexts.

Data Collection

Primary data were collected via 30–60-minute semi-structured interviews with one Pokdarwis representative from each of the 14 villages, conducted in person or by phone/video call. The interview guide covered five areas—local tourism assets and challenges (SWOT), community aspirations and development goals (SOAR), governance and collaboration, tourism's impact on livelihoods and the environment, and observed trends/future outlook—and all interviews were manually transcribed for coding.

Secondary data comprised document analyses of books, academic articles, policy reports, village promotional materials, and online sources. A key resource was Indonesia's Ministry of Tourism and Creative Economy's Jadesta platform, which offers detailed profiles and updates on registered tourism villages.

Data Analysis

The analysis combined structured categorization with interpretive synthesis in two main phases. First, all interview transcripts and secondary documents were manually coded in Excel: separate sheets for SWOT and SOAR dimensions received descriptive codes for each village, enabling consistent cross-case clustering. Next, following Braun and Clarke's six-phase thematic analysis (Braun & Clarke, 2019) data familiarization, initial coding, theme development, review, naming, and reporting the study distilled recurring patterns across both SWOT and SOAR dimensions, revealing shared strengths, weaknesses, and aspirations.

Finally, to ensure consistency and validity, findings were triangulated against secondary sources (Carter et al., 2014). For example, aspirations identified

in interviews were checked against official village vision statements and promotional materials (online and in Jadesta), confirming that qualitative insights aligned with documented village goals.

D. Result

SWOT and SOAR Frameworks

This table below summarizes the result of the interview in a SWOT & SOAR frameworks for 14 Tourism Village in this research:

Table 1: SWOT & SOAR Frameworks

Tourism Village	Alor Kecil (East Nusa Tenggara)	Hilisimaetano (North Sumatra)	Huta Tinggi (North Sumatra)	Kalibiru, Genyem (Papua)	Karimunting (West Kalimantan)	Lerep (Central Jawa)	Luk Panenteng (Central Sulawesi)
Strengths	Marine biodiversity, local culture, 26+ dive spots	Nias traditional houses, rich cultural traditions	Batak culture tourism, strong community involvement	Forested landscape, recreational variety, eco-attractions	Marine park, coastal beauty, local culture, managed by Bumdes	Community-based ecotourism, CHSE certified	Scenic lake (Paisupok), local tradition and culture
Weaknesses	Limited human resources, lack of gov't support	Low community participation, access/parking issues	Weak infrastructure and promotion, limited SDM	Poor access, basic amenities, price barriers	Poor promotion, minimal infrastructure	Unequal engagement, minor sanitation issues	Poor accessibility, lack of facilities
Opportunities	Marine tourism, cultural promotion, homestays	Cultural branding, collaboration with agents	Batak heritage tourism, product development, digital outreach	Cross-destination promotion, educational tourism	Tourism packaging, government support, digital marketing	MSME development, digital platforms, event packaging	Student-based tourism, community events, eco-tourism
Threats	Climate change, infrastructure gaps	Remote location, no digital reservation system	Environmental pressure from tourism	Overtourism, seasonal dependency	Climate threats, natural disaster risk	Internal conflicts, exploitation of natural resources	Climate variability, regional competition
Aspirations	Become a leading marine and cultural ecotourism village	Promote culture as a key attraction with homestay integration	Become a flagship Batak cultural tourism village	Ecotourism role model in Papua	Become a coastal tourism hub in Kalimantan	Certified model for sustainable village tourism	Develop integrated eco-cultural village model
Results	Increased income from tourism and improved community-	Development of homestays with unique cultural character	Strengthened community capacity, improved	Visitor satisfaction improvement, environmental preservation	Better service standards, increased tourist volume	Welfare improvement through sustainable	Cultural/environmental conservation with youth engagement

Tourism Village	Alor Kecil (East Nusa Tenggara)	Hilisimaetano (North Sumatra)	Huta Tinggi (North Sumatra)	Kalibiru, Genyem (Papua)	Karimunting (West Kalimantan)	Lerep (Central Jawa)	Luk Panenteng (Central Sulawesi)
	based homestay system		governance and revenue sharing		and village identity	rural tourism practices	
Strengths	Highland views, tea estates, cool climate, cultural diversity	Muck diving, coastal traditions, nature trails	Coral reefs, beach forest, local cuisine and arts	Authentic Betawi culture, urban access, government support	World-class surfing site, rich marine life, homestay growth	Crater lake, hot springs, spiritual potential	Forests, beaches, unique fauna, strong adat system
Weaknesses	Road congestion, limited trash facilities	Weak infrastructure, limited promotion	Low accessibility, limited support facilities	Infrastructure deficit, weak innovation in presentation	Incomplete food and safety infrastructure	Lack of regulations, tension between adat and gov't	Inadequate infrastructure, minimal coordination with government
Opportunities	Government collaboration, digital marketing, agrotourism festivals	Eco-trekking, cultural packages, marine tourism development	Sago-forest tourism, culinary tourism, digital exposure	Cultural education, urban tourism packages, MSME engagement	Homestay branding, restaurant development, foreign tourist markets	Geothermal tourism, youth involvement, improved facilities	Customary-law tourism, biodiversity education, community stewardship
Threats	Mass tourism risk, site degradation	Environmental damage from visitor behavior, tsunami potential	Climate change, competition, skill/resource limitations	Cultural dilution, funding constraints	Road access issues, competitor destinations	Homestay competition, environmental risks	Resource exploitation, weak institutional support
Aspirations	Leading Sulawesi ecotourism destination	Sustainable dive and coastal ecotourism village	Become a sustainable, sago-themed tourism village	National cultural heritage attraction center	Recognized international surf tourism destination	Spiritual and eco-tourism landmark in Flores	Protect land/sea through adat-based tourism governance

Tourism Village	Alor Kecil (East Nusa Tenggara)	Hilisimaetano (North Sumatra)	Huta Tinggi (North Sumatra)	Kalibiru, Genyem (Papua)	Karimunting (West Kalimantan)	Lerep (Central Jawa)	Luk Panenteng (Central Sulawesi)
Results	40% increase in tourism income, expanded job opportunities	Professional dive services and eco-tour circuits established	Enhanced access and local brand visibility through digital channels	Income growth for Betawi community and preservation of traditional practices	Premium homestay services and expanded surfer visitor base	Youth-led village strategy with structured tourism regulations	Adat-driven tourism regulation and local job creation

Thematic Analysis of SWOT & SOAR

Table 2: Thematic Analysis of SWOT and SOAR Across 14 Indonesian Tourism Villages

Element	**Strengths**		
Theme	Natural Attractions as Core Assets	Cultural Identity and Heritage	Community Involvement and Tourism Awareness
Description	Unique landscapes such as marine parks, crater lakes, beaches, and forests serve as the main tourism draw.	Distinctive cultural expressions, traditional houses, and living traditions are key selling points.	Strong Pokdarwis/Bumdes institutions and local participation strengthen tourism initiatives.
Element	**Weaknesses**		
Theme	Inadequate Infrastructure and Basic Services	Limited Human Resources and Strategic Capacity	Low Promotion and Market Reach
Description	Poor roads, sanitation, accommodation, and food services limit visitor satisfaction and capacity.	Shortage of trained tourism personnel, planning skills, and organizational development.	Minimal digital marketing, weak branding, and low public awareness hinder destination visibility.
Element	**Opportunities**		
Theme	Digitalization and Branding	Niche Tourism Development	Multi-Stakeholder Collaboration
Description	Leveraging social media, digital booking platforms, and destination branding to reach wider markets.	Specialization in eco-tourism, spiritual tourism, diving, and cultural heritage creates unique value.	Potential to work with government, universities, NGOs, and travel agents for support and scaling.
Element	**Threats**		
Theme	Environmental Degradation and Climate Risk	Governance Gaps and Institutional Tensions	Competition and Tourism Saturation

Description	Coastal erosion, coral reef damage, climate change, and unsustainable visitor behavior endanger ecosystems.	Weak government coordination or tensions with adat authorities inhibit planning and growth.	Risk of being overshadowed by better-known destinations or facing over-tourism without preparation.
Element		**Aspirations**	
Theme	Model for Sustainable/Niche Tourism	Community Empowerment and Youth Leadership	Integrating Tradition with Modern Strategy
Description	Desire to become a benchmark for eco-, cultural, or spiritual tourism rooted in local assets.	Villages aim to build tourism around youth, local talent, and inclusive governance.	Aspirations to maintain cultural integrity while adopting digital and hospitality improvements.
Element		**Results**	
Theme	Economic Uplift via Homestays and MSMEs	Improved Branding and Visitor Satisfaction	Cultural and Environmental Stewardship
Description	Increase in household income through homestays, crafts, and local services.	Growth in visibility, branding, and positive tourist experiences.	Strengthened adat practices, cultural revival, and sustainable management.

E. Discussion

The comparative analysis of 14 Desa Wisata highlights that these villages possess richly endowed natural (marine parks, crater lakes, highlands) and cultural (traditional architecture, ceremonies, crafts) assets. These resources not only attract visitors but also reinforce community identity and pride; in several cases, tourism has directly enabled the revival of local festivals and artisanal practices (Li et al., 2024). Such strengths underscore the core principle of community-based tourism: when communities control and steward their own cultural and environmental capital, they create distinctive, sustainable offerings (Fong & Lo, 2015; Talmage et al., 2022).

However, systemic infrastructure deficiencies—including poor roads, sanitation, and visitor facilities—consistently hinder growth. Equally, many villages lack strategic capacity: limited marketing expertise, digital skills, and formal planning experience prevent them from translating potential into market-ready products. These shortcomings point to the need for targeted investments in both physical infrastructure and human capital, particularly in digital literacy, hospitality training, and organizational development (Cahyaningsih et al., 2023; Junaid, 2023; Yulius et al., 2023).

At the same time, informants identified promising opportunities in digital marketing, niche tourism (e.g., agro-tourism, spiritual retreats), and multi-stakeholder collaboration. Embracing online promotion platforms can overcome geographic remoteness, while specialized tourism products align with shifting visitor preferences for authentic, community-driven experiences (Gato et al., 2022). Partnerships with government agencies, NGOs, and academic institutions offer avenues for capacity building and resource mobilization, enabling villagers to professionalize their operations (Reina-Usuga et al., 2024).

Despite these prospects, villages face acute threats: environmental risks from climate change and resource overuse, and governance fragmentation caused by overlapping mandates among customary leaders, local officials, and private actors. Such challenges can undermine both conservation efforts and coherent development strategies, underscoring the importance of integrated planning frameworks that unite stakeholders around shared goals (Awaloedin et al., 2024; Sutomo et al., 2025).

Encouragingly, the villages' aspirations—to become models for sustainable or niche tourism, empower youth, and weave tradition into modern marketing—are already yielding tangible results, including increased homestay revenues and the emergence of MSMEs. By combining SWOT's clear-eyed diagnosis with SOAR's forward-looking vision, these Desa Wisata demonstrate a balanced approach: they recognize existing barriers yet remain committed to community-driven, culturally grounded pathways toward sustainable tourism.

F. Conclusion

This study's comparative SWOT and SOAR analysis of 14 purposively selected Desa Wisata across six Indonesian regions reveals that these villages combine valuable natural and cultural assets with active community governance.

We identified consistent strengths in environmental and heritage resources, offset by weaknesses in infrastructure and strategic capacity. Opportunities such as digital marketing, niche tourism, and multi-stakeholder partnerships contrast with threats from environmental degradation and fragmented governance. Notably, the villages' aspirations—to serve as eco-cultural exemplars, empower youth, and merge tradition with innovation—are already yielding early results like increased homestay revenues and revitalized cultural events.

These findings highlight the need to pair asset-based community empowerment with targeted capacity building and coordinated governance. Sustainable outcomes will depend on investments not only in physical infrastructure but also in digital skills, inclusive planning, and environmental stewardship. Future research should track the long-term impact of these strategies and test scalable models for other communities, ensuring that community-based tourism continues to foster economic inclusion, cultural preservation, and ecological resilience throughout Indonesia.

G. Conflict of Interest

Neither author has any financial or non-financial competing interests to disclose in relation to the cross-regional analysis of the 14 Indonesian tourism villages presented in this study.

H. Declaration of AI Use

The authors used ChatGPT by OpenAI to improve sentence clarity and readability during manuscript preparation. They compared the suggested revisions with the original wording to ensure that the text preserved the intended meaning, conceptual distinctions, and accurate presentation of the SWOT and SOAR analyses. The authors made all final language decisions and remain fully responsible for the accuracy, originality, references, and integrity of the manuscript.

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