Decision Support System for Tourism Supply Chain Strategy in Banyumas Regency

Cindy Malinda Uscha [1*], Chelsia Pranindyasari[2]

[1] Multimedia Nusantara Polytechnic, Tangerang, Indonesia
[1] cindy.uscha@mnp.ac.id*; [2] chelsia.pranindyasari@lecturer.mnp.ac.id
*** corresponding author**

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ABSTRACT

Tourism is a sector that consistently supported by the government due to its impact on Indonesia's economic growth. One of the regions with the highest number of tourist attractions in Central Java is Banyumas Regency, known especially for its natural tourism. However, tourism growth in Banyumas has stagnated and even worse having a drecreased due to the impact of COVID-19. To accelerate economic recovery through tourism, the government has implemented various efforts, including strengthening the supply chain process from upstream to downstream. However, Banyumas has not yet optimized the supply chain process, resulting with amount of visitor are less than the tourism attraction that offered in Banyumas. This study aims to determine supply chain strategies for enhancing tourism growth in Banyumas Regency. Using SWOT analysis initially, followed by the Analytical Hierarchy Process (AHP) for prioritizing strategies, the results suggest that the optimal strategy is a Strength-Opportunity (SO) approach, focusing on developing affordable, family tour packages for natural tourism destination, cultural festivals, and art events through village tourism.

1. INTRODUCTION

The tourism industry covers a wide range of business sectors, both services and goods that are interrelated and aimed at people who travel. This has led to the creation of many various kinds of businesses from the tourist location itself, hospitality such as hotels or home stays, culinary to businesses in the creative sector. Tourism development has always been one of the government's priorities to be optimized because of the contribution it makes to Gross Domestic Product which has an impact on foreign exchange earnings from foreign tourist visits.

According to the Organization for Economic Co-Operation and Development (OECD) in the Tourism Trends and Policies 2020 report, the tourism sector contributed up to 536.8 trillion rupiah or 4.1% of Indonesia's total Gross Domestic Product (GDP) in 2017 and increased to 6.1% in 2019. Strategically, the tourism sector also provides employment for 12.7 million people, or 10.5% of the total national employment [1]. The annual growth of Indonesia's tourism sector also exceeds the average growth of other sectors in the national economy over the past 15 years [2].

The development of Central Java tourism has increased from year to year until in 2020 the number of tourist attractions, special interests and others reached 956 tourist locations with the number of tourists increasing before COVID 19, namely in 2019 as many as 54.9 million people [3]. In addition, in line with the post-COVID 19 economic recovery plan and the tourism and creative industry development plan until 2025, the increase in tourism growth must be fully supported.

According to the Ministry of Tourism and Creative Economy, there are several works made to improve tourism development: (1) potential for developing tourism destinations (2) potential for developing tourism marketing (3) potential for developing the tourism industry (4) potential for developing tourism institutions. One of the potentials for developing tourism is by paying attention to the processes that occur from upstream to downstream [2].

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The main focus on tourism has been dominated by promotion and tourist arrivals, but upstream problems are rarely considered. Infrastructure is the basis for the success of creating/forming new tourist locations in line with the development of infrastructure in the surrounding area [4]. Recent studies show that tourist destinations with good infrastructure will attract more [5]. So that the upstream flow also has a great influence on increasing tourism.

The upstream to downstream flow in tourism activities can be referred to the tourism supply chain flow [6]. The tourism supply chain involves many components, not only accommodation, transportation, but also restaurants, handicrafts, food production, waste disposal, and infrastructure that support tourism at the destination [7]. Accordingly, tourism development works by considering the supply chain flow will be implemented comprehensively from upstream to downstream in increasing tourism.

Banyumas is an area with the largest tourist attractions in Central Java. It has 44 natural attractions, 4 cultural attractions, 38 artificial attractions and other attractions with a total of 99 tourist attractions [8]. Banyumas Regency in terms of tourism services has had several services that are quite adequate in terms of transportation. The availability of accommodations or hotels around tourist areas also serves as an essential service to meet the needs of tourists In tourism activities, Banyumas also has various recreational rides and souvenir centers.

However, the flow of tourism process activities is considered ineffective in supporting the increase in tourist visits and the development of tourism in Banyumas Regency. Based on the number of tourists visiting, Banyumas is in 4th position in Central Java after Klaten, Magelang and Semarang [9]. So it can be seen that there is a gap between the number of tourists and the number of tourist attractions provided.

To create tourist satisfaction, tourism managers must be able to optimize tourism supply chain management [6]. Therefore, the performance of the supply chain in the tourism industry is important to be taken into consideration [10]. In previous studies, strategic plans for increasing tourism in Banyumas were found to only focus on the downstream, such as marketing strategic in tourism promotion media and communication [11] and focused only one part, such as developing tourist destinations [12]. There is limited information or studies regarding the tourism supply chain in efforts to improve the tourism sector in Banyumas Regency. So there is no specific strategy to improve the overall flow of the tourism supply chain.

This study aims to fill the current gap in the previous studies by exploring the importance of comprehensive tourism supply chain management across all process from upstream to downstream ([6]; [7]). It shows that optimal supply chain performance, including accommodation, transportation, culinary, crafts, waste management, and infrastructure, is the key to creating visitor satisfaction and supporting increased tourist visits ([6]; [10]). Therefore, this study seeks to develop a comprehensive strategy to improve the entire flow of the tourism supply chain in Banyumas Regency so that it does not only focus on downstream aspects or one particular part. This strategy is expected to reveal the strengths, weaknesses, opportunities, and threats within the tourism supply chain flow in Banyumas Regency, thereby serving as a valuable source of information for decision-making and future strategic tourism development planning by the Banyumas local government. Determination of this strategy will use SWOT analysis for the initial stage and continued with the AHP method in determining its priority strategies. The results of this study are expected to provide a more optimal and effective strategy plan for the growth of Banyumas tourism.

2. METHOD

The object of research in this study is the tourism sector in Banyumas Regency. The research location includes tourist destinations in Banyumas Regency with one of the largest natural tourism areas, namely the Baturraden Area. In addition, the research object also includes the tourism supporting industry which is part of the tourism supply chain flow starting from suppliers in food supply provider, accommodation, transportation to tourism activities through new rides and travel agents that will increase tourist satisfaction at Banyumas tourist locations.

The data used in this study are primary and secondary data. Primary data is a type of data collection with direct observation. Data collection is carried out using the direct observation method at the research location, interviews with experts in the tourism sector who know the supply chain process,

and distributing questionnaires to the experts involved. While secondary data is a type of data collection that is carried out indirectly as supporting data in the study. Secondary data is obtained through the results of a literature review of theories obtained from books, journals or the internet. The results of data collection will be the results of the tourism supply chain model that will be analyzed.

This study will use qualitative methods by combining SWOT analysis to design tourism supply chain strategies and AHP to determine the selection of priority alternative strategies. The purpose of utilizing AHP within the SWOT framework is to systematically qualify SWOT factors and equalize their intensity. By developing integration between SWOT analysis and AHP, factors will become equivalent and can support a more quantitative basis in strategic planning [13].

SWOT analysis is a commonly used tool to analyze the external and internal environment simultaneously to obtain a systematic approach and support for decision-making situations. The internal and external factors that are most important to the future of the company are referred to as strategic factors. In SWOT these factors are grouped into four parts called SWOT groups: strengths, weaknesses, opportunities, and threats. The application of SWOT in strategic decision-making aims to select, develop and implement strategies that produce a match between internal and external factors [14]. The chosen strategy must also be in line with the current and future goals of the decision maker [13]. SWOT analysis involves systematic thinking and a comprehensive diagnosis of factors related to a new product, technology, management, or planning.

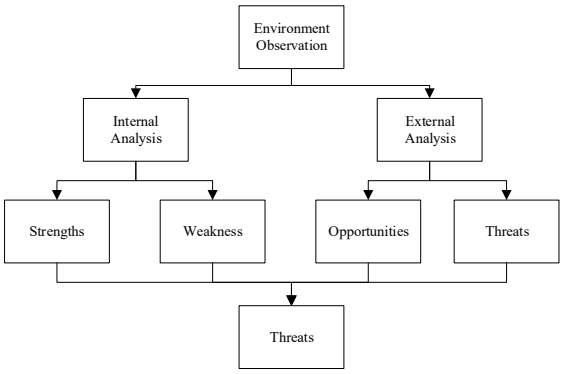

Figure 1. SWOT Analysis Framework

AHP is a technique in supporting the decision-making process that aims to determine the best choice from several alternatives that can be taken. The AHP method is also a method used based on the opinions of experts and also people who act as decision makers in a field without requiring quantitative information from each alternative choice [15].

The AHP method is based on three principles: first, model structure; second, comparative assessment of criteria and/or alternatives; third, priority synthesis. In the literature, AHP has been widely used in solving many decision-making problems [16]. In the first step, the decision problem is structured as a hierarchy [17]. AHP initially breaks down a complex multi-criteria decision-making problem into a hierarchy of interrelated decision elements (criteria, decision alternatives). With AHP, objectives, decision criteria and alternatives are arranged in a hierarchical structure similar to a family tree. A hierarchy has at least three levels: the overall objective of the problem at the top level, several criteria that determine alternatives at the middle level, and alternatives at the bottom level [13].

Table 1. AHP Importance Level Assessment Scale

	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	
Variable																		Variable 2

Meanwhile, the definition of the level of interest intensity is in the table below.:

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Table 2. Definition of the importance scale value in the AHP method

Score	Definition
1	Equally important
3	Slightly more important
5	More important
7	Strongly more important
9	Extremely important
2,4,6,8	Intermediate value between two adjacent judgement

In this study, AHP is used to determine the priority of SWOT elements. After the problem is decomposed and the hierarchy is built, the prioritization procedure is started to determine the relative importance of the criteria. At each level, the criteria are compared pairwise according to their level of influence and based on the criteria determined at the higher level.

3. RESULT AND DISCUSSION

3.1 Results

Tourism Supply Chain Model of Banyumas Regency

The results of the supply chain model development are based on several theories and references to previous research models [18]. In addition, supply chain network analysis was also carried out based on observations in the tourism industry in Banyumas Regency, Central Java, Indonesia. The purpose of the supply chain diagram is not to discuss entity relationships alone but to allow and think about with whom the interaction in the supply chain occurs [18].

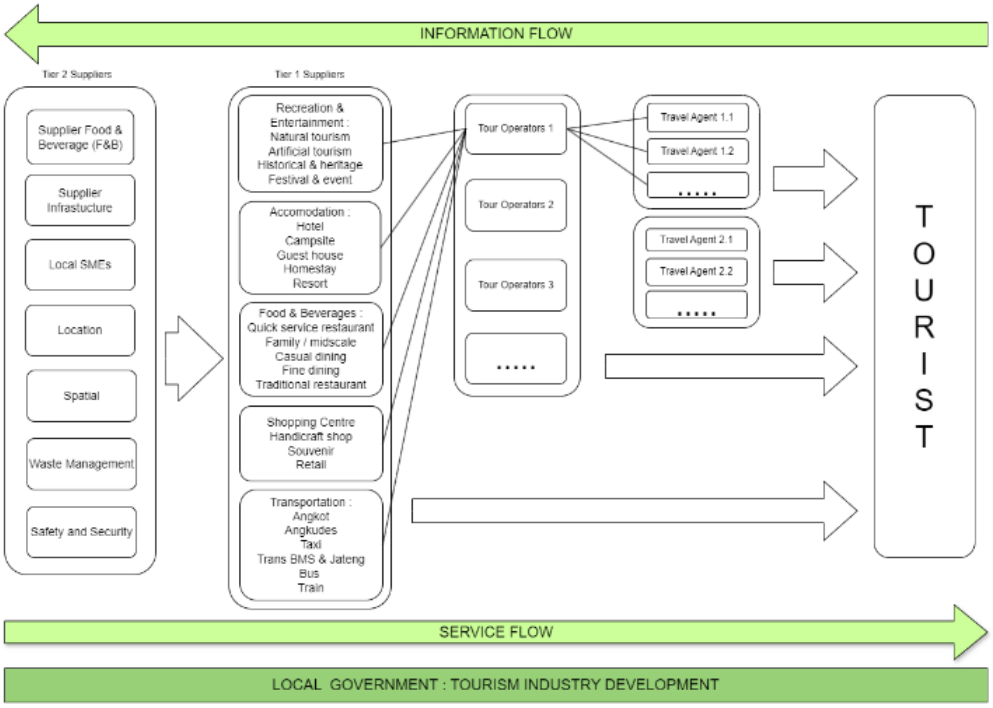

Figure 2. Tourism Supply Chain Model of Banyumas Regency

Support system and facility variables are variables designed to measure and develop tourism potential in an area [18]. The supporting system facility variables of this study include the food and beverage industry, infrastructure, transportation, waste management, MSMEs, location, and safety and security. Therefore, the supporting system variables in this study as tier 1 suppliers and tier 2 suppliers, which will be mapped for each stakeholder involved in the stages.

Tour operators and travel agents act as distributors and deliver suppliers containing various supporting systems and facilities to tourists. Moreover, tourists may access products or services directly from suppliers without the involvement of intermediaries. Nonetheless, the majority of the tourism industry functions as an integrated entity, often delivering services to tourists through travel agencies or tour operators.

Tour agents serve as intermediaries who represent tourism products and services to customers. They play a crucial role in generating interest and promoting these offerings. Moreover, tour agents contribute significantly to building customer relationships and assisting clients in fulfilling their travel needs. They are also responsible for handling customer bookings and ensuring that all necessary information is accurate and properly arranged.

Therefore, Figure 2 shows that products or services from suppliers will be delivered to tourists who visit through tour operators and travel agents. Each component in the tourism industry consisting of supporting systems and facilities as suppliers, tour organizers and travel agents as distributors, and tourists as consumers, becomes one unit in tourism industry activities. Integration of synergy between service providers in tourism industry activities will improve performance and provide a positive experience for every tourist [19]. By mapping the supply chain in the tourism industry, it is hoped that it can clarify every activity in it [20]. Accordingly, the formulated strategy is expected to encompass all relevant components required to enhance the overall flow of the tourism supply chain in Banyumas Regency..

SWOT Analysis of Tourism Supply Chain

Tourism development strategies in Banyumas Regency are formulated using SWOT analysis, which identifies internal factors such as strengths and weaknesses inherent to the region and external factors, including opportunities and threats arising from outside the region. This framework serves as a foundational approach to effectively manage tourism areas within the regency.

The results of the analysis of internal and external factors will be the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices. IFE is the result of the analysis of internal factors in the Banyumas Regency tourism sector that has been previously carried out, in the form of strengths and weaknesses in the Banyumas Regency tourism sector. In table 3, the total IFE matrix is 3.8 and in table 4, the total EFE matrix is 3.76, which means that the Banyumas Regency tourism sector has a strong effort in utilizing its strengths and overcoming existing weaknesses and the Banyumas Regency tourism sector has a high or strong effort in utilizing existing opportunities and overcoming the threats.

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Table 3. Internal Factor Analysis

Strength	Rating	Weight	Rating x Weight
S1	5	0,08	0,38
S2	4	0,08	0,31
S3	4	0,10	0,4
S4	3	0,05	0,15
S5	3	0,09	0,27
S6	2	0,05	0,10
S7	3	0,09	0,27
Weakness			
W1	5	0,08	0,38
W2	2	0,04	0,08
W3	4	0,09	0,36
W4	5	0,10	0,50
W5	2	0,07	0,14
W6	5	0,09	0,45
Total Score			**3,80**

Table 4. External Factor Analysis

Opportunity	Rating	Weight	Rating x Weight
O1	5	0,13	0,65
O2	5	0,08	0,4
O3	5	0,10	0,5
O4	4	0,09	0,36
O5	4	0,08	0,33
O6	3	0,05	0,15
Threat			
T1	3	0,08	0,25
T2	4	0,09	0,36
T3	1	0,05	0,05
T4	1	0,07	0,07
T5	5	0,10	0,5
T6	2	0,07	0,14
Total Score			**3,76**

The results of IFE and EFE show the position of tourism growth in the IE matrix based on the values of the EFE matrix and the IFE matrix. Figure 3 shows the position of tourism growth in quadrant 1, namely grow and build. Therefore, the most appropriate type of strategy to improve the tourism supply chain is by implementing an intensive development strategy for existing strategies and an integrative strategy to build a new strategy with a combination of internal and external conditions that can be a new innovation in increasing Banyumas tourism growth. This condition also shows the potential for competitive advantage and good growth.

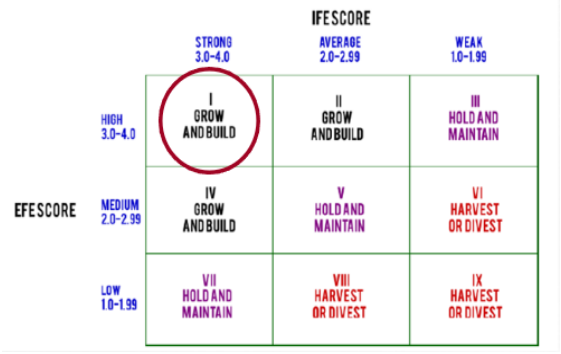

Figure 3. Internal – External Matrix

Based on the strengths, weaknesses, opportunities, and threats that have been identified from the internal and external analysis of the tourism sector of Banyumas Regency, several alternative strategies for developing the tourism sector of Banyumas Regency can be prepared by transferring the results of the EFE and IFE analysis into the SWOT matrix. In the SWOT matrix, there are four types of strategies that can be developed, namely SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Treats), WT (Weaknesses-Treats) strategies. For more details on the alternative strategies resulting from the SWOT analysis, see Table 5.

Strength-Opportunity	**Weakness-Opportunity**
Developing affordable tour packages for families that include various natural attractions, cultural festivals, and engaging arts through community-based tourism villages (S1,S6,O1,04,05)	Attracting external investors to develop innovative recreational attractions by enhancing tourism villages and creating appealing tour packages to encourage tourists to stay longer (W1,W3,O1,O4,O5)
Enhancing local MSMEs by promoting a variety of signature Banyumas products as souvenirs for visiting tourists (S4,S5,06)	Organizing various events in collaboration with government and private sectors by involving local entrepreneurs and promoting them through social media to increase engagement and awareness of Banyumas tourism (W4,W5,W6,O3,06)
Developing a digital tourism map to facilitate tourist access to information on attractions, transportation, and accommodations (S3,S7,O2,03)	Developing the skills of tourism villages to actively produce handcrafted souvenirs (W2,O4,O6)
	Integrating marketing communications for tourism events through Banyumas's official social media channels and website by leveraging Search Engine Optimization (SEO) strategies (W4,W6,O2,O3)
Strength-Threat	**Weakness-Threat**
Improving the quality and quantity of land transportation access (such as roads and public transport) (S3,S7,T5)	Improving road and public transportation infrastructure while leveraging tourism promotion through travel agencies by actively promoting land access to Banyumas tourism destinations and highlighting the affordability of traveling in Banyumas Regency (W1,W6,T5)
Improving tourism safety in collaboration with the government through the implementation of trial runs on tourism facilities. (S7,T2,T4,T6)	Strengthening safe tourism facilities in accordance with occupational health and safety (OHS) standards (W3,T1,T4,T6)
Collaborating with the surrounding regional governments of Banyumas Regency and the private sector in planning tourism and cultural festival development (S1, T1,T2,T4)	Both the government and the private sector can collaborate in providing funding to support community-based businesses in producing diverse and high-quality MSME products. (W2,T2)

Figure 4. TOWS Matrix

Determining Priority Strategies in the Tourism Supply Chain

From the results of the SWOT analysis, 13 alternative strategies were obtained to increase tourism growth. To determine the priority strategy, it was obtained using the AHP method. AHP makes pairwise comparisons between evaluation factors to determine their priorities using eigenvalue calculations. In general, SWOT analysis, factor weights are not measured to determine the influence of each factor on the proposed alternative strategies [21]. While useful for identifying key internal and external factors, SWOT analysis lacks a systematic mechanism to quantify the relative importance of each criterion or to objectively assess alternative strategies based on those criteria. To

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overcome this deficiency, the SWOT framework used was transformed into a hierarchical structure and the model was integrated and analyzed using AHP with its eigenvalue calculation method [22].

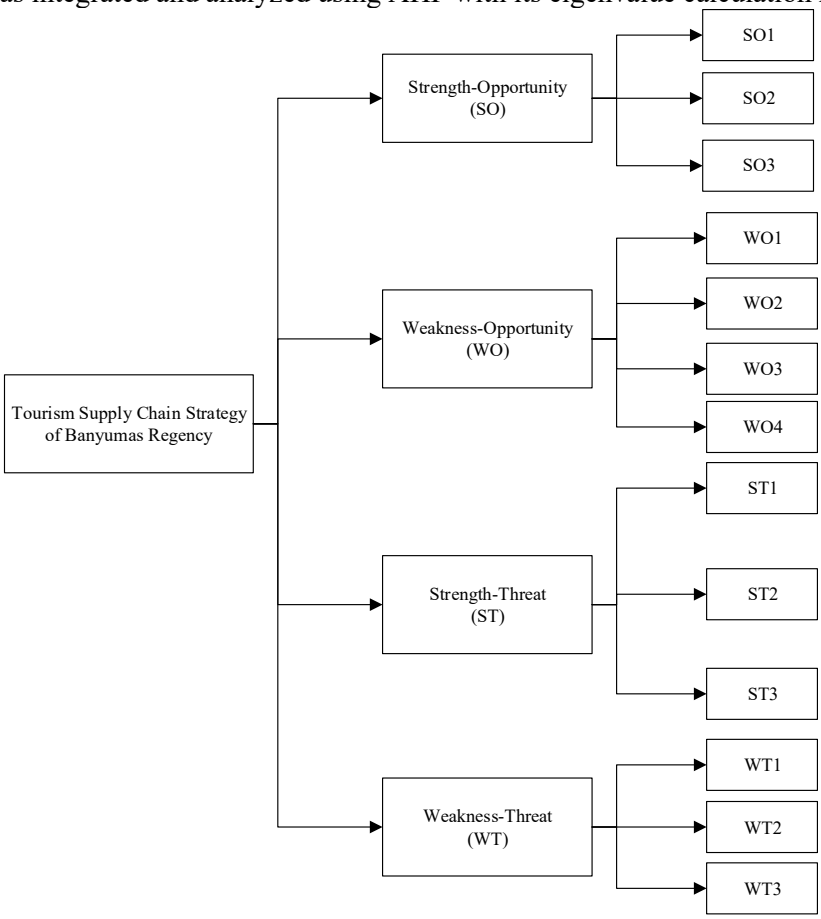

Figure 5. Tourism Supply Chain Strategy Hierarchy Structure

After creating the hierarchical structure, the next stage is to perform pairwise comparison weighting of each element in the hierarchical structure. In determining the level of importance of each element in the hierarchical structure, pairwise comparison data collection is carried out. The data were collected using pairwise comparison questionnaires, which were filled out by relevant stakeholders. The comparison results are carried out by considering each SWOT Matrix combination group. All pairwise comparisons are carried out by a team of experts consisting of 5 parts that are included in the stakeholders.

SWOT Combination	Weight	Strategy	Weight	Total All Weights
SO	0,000	**SO1**	**0,455**	**0,233**
		SO2	0,314	0,161
		SO3	0,231	0,118
WO	0,000	WO1	0,057	0,009
		WO2	**0,583**	**0,090**
		WO3	0,151	0,023
		WO4	0,304	0,047
ST	0,000	ST1	0,284	0,091
		ST2	**0,457**	**0,147**
		ST3	0,259	0,083
WT	0,000	WT1	0,213	0,013
		WT2	0,373	0,023
		WT3	**0,414**	**0,025**

Figure 6. Pairwise Comparison of Tourism Supply Chain Strategies in Banyumas Regency

The results of the AHP analysis show that the best strategy based on the SWOT Matrix is to use the SO (Strengths-Opportunities) strategy with an alternative priority strategy of developing affordable family tourism packages with various natural attractions, interesting cultural and art

festivals through tourist villages. This strategy not only utilizes Banyumas' unique assets but is also in line with the increasingly popular trend of sustainable and community-based tourism, ensuring a wide tourist experience and a more equitable distribution of economic benefits [23]. Active participation of local communities and cultural preservation efforts are key to developing tourist villages. This approach is essential for sustainable destination management, which will ultimately result in economic and social improvements for local communities [24]; [25].

4. CONCLUSION

The determination of the tourism supply chain strategy for Banyumas Regency was conducted using SWOT analysis, followed by the identification of priority strategic alternatives through the Analytic Hierarchy Process (AHP) method. Strategy formulation was based on the results of the Internal-External (IE) Matrix, which indicated that the most appropriate approach is a 'grow and build' strategy. This involves intensive strategies aimed at enhancing existing initiatives and integrative strategies that combine internal and external factors to develop new innovations for advancing the tourism supply chain in Banyumas. These conditions also reflect the region's potential for competitive advantage and sustainable growth.

Using the Analytic Hierarchy Process (AHP) method, the Strengths-Opportunities (SO) strategy was selected as the top priority. This indicates that Banyumas Regency should leverage its internal strengths—such as its rich natural attractions, cultural festivals, and arts—to capitalize on external opportunities, including the growing interest in family tourism and tourism villages. Specifically, the identified priority strategy is to develop affordable family-oriented tour packages that integrate various natural attractions, cultural festivals, and engaging arts through tourism villages. This approach is expected not only to drive tourism growth but also to promote sustainable, community-based development.

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