



## Process Hierarchy Analysis as Determining Sustainable Tourism Development Strategies

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### ABSTRACT

*This research aims to determine sustainable tourism development strategies through several aspects including diversification of tourism products, environmental preservation, involvement of local communities and human resources. This research method was carried out using a hierarchical process analysis approach to determine priority strategies from multi-criteria. The location of this research was carried out in Bojonegoro Regency because this location is experiencing a very rapid increase in infrastructure development and the tourism industry. The findings in this research can be concluded that the first priority aspect that must be implemented in developing sustainable tourism is human capital, then diversification of tourism products as the second priority aspect, involvement of local communities as the third priority aspect and environmental preservation as the final priority aspect. Based on these findings, policy recommendations can be provided for the government in an effort to develop a sustainable tourism industry by prioritizing human capital aspects, then diversifying tourism products, involving local communities and preserving the environment. The limitation of this research is that the research object only focuses on the development of the tourism industry in Bojonegoro Regency and only uses four aspects as a comparison of priority policies in developing the tourism industry.*

**Keywords:** *diversification of tourism products; environmental conservation, involvement of local communities, human capital, AHP*

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## INTRODUCTION

Development has an important role in strengthening the economy of a region. Sustainable economic growth can only be achieved through planned and sustainable development efforts. Development also plays an important role in driving economic growth, because it encourages the creation of new jobs, increases production efficiency, and expands economic opportunities for society.

The industrial sector plays an important role in the economy, contributing to the production of goods and services, creating jobs, encouraging innovation and driving economic growth (Adha, 2020). The tourism industry sector has an important role in the economic development of a region. The tourism industry makes a significant contribution to regional income and job creation (Meyer & Meyer, 2016). The tourism industry also drives the growth of related sectors, such as hotels, restaurants and transportation services (Khan et al., 2020). The tourism industry basically not only increases local economic growth, but also encourages improvements in infrastructure, including transportation and other public facilities (Dieke, 2003), (Masson & Petiot, 2009) Thus, the development of the tourism industry sector not only supports economic growth, but also plays an important role in expanding economic opportunities for society and improving overall welfare. Sustainable development is an effort to ensure a balance between economic progress, social justice and environmental preservation (Polasky et al., 2019). Natural resources can be used wisely and appropriately, so that they can be maintained for future generations (Moldan et al., 2012). Sustainable development also emphasizes the need to reduce economic inequality, accommodating current community needs without sacrificing future needs (Gill et al., 2022).

The tourism industry can be a source of income for many regions, which

in turn can be used to support nature conservation and environmental sustainability efforts (Flórez et al., 2022). Responsible tourism management is needed, including the development of sustainable tourism, maintaining cultural heritage, and reducing negative impacts on the environment (Mathew & Sreejesh, 2017). It is important to ensure that the economic benefits of tourism are sustainable without compromising natural and cultural sustainability for future generations (Kim et al., 2019). Thus, it is important to build a sustainable framework for tourism development that is in line with sustainable development goals, including environmental sustainability, social justice and economic growth.

The tourism industry is currently faced with a number of problems that require serious attention (Jones et al., 2014). One of the main problems is the environmental impact it causes, such as environmental degradation, increased pollution and damage to natural ecosystems due to massive tourism activities (Koval et al., 2019); (Ghobadi & Verdian, 2016).

In addition, there are issues related to economic inequality, where the tourism sector often provides unequal economic benefits to local communities, causing income disparities for the community (Li et al., 2016). Another important problem is the problem of preserving local culture, where the exploitation of traditional culture for tourism purposes often leads to excessive commercialization and loss of original cultural identity (Zhang et al., 2021a).

Sustainable tourism development requires appropriate and effective strategies (Hughes & Allen, 2005). Furthermore, it is also necessary to emphasize the empowerment of local communities through their participation in the tourism industry, by ensuring that economic benefits are distributed fairly and local employment opportunities are available by strengthening the involvement of local communities in decision making related to tourism devel-

opment (Giampiccoli & Saayman, 2018). By implementing strategies synergistically, tourism can grow sustainably, provide economic benefits, and protect natural and cultural riches which are important assets for the region and local communities (Prihanta et al., 2017).

Diversification of tourism products is an important strategy in developing a sustainable tourism industry (Zhang et al., 2021b). By expanding the types of tourism products and services offered, tourism can attract a wider market segment, thereby reducing dependence on just one type of tourism (Hasan & Tinggi Pariwisata AMP-TA Yogyakarta, 2018). Diversification also helps in mitigating economic risks associated with fluctuations in tourism demand, as well as protecting the natural environment and local culture.

Environmental preservation in the development of a sustainable tourism industry by maintaining the authenticity and beauty of nature, as well as the sustainability of the ecosystem, tourist destinations will remain (Le et al., 2019). Thus, environmental conservation not only protects natural heritage for future generations, but also forms a strong basis for the economically and socially sustainable growth of the tourism industry. Local community involvement is the main key in developing a sustainable tourism industry (Sharma et al., 2018). Through empowerment and active involvement of communities in the decision-making process, destination planning and resource management, the tourism industry can be quality in the local social and cultural context (Arida et al., 2019). Preserving the environment and cultural heritage among local communities can encourage collective awareness of the importance of preserving cultural and natural assets which are the basis of tourism attractions (Jugmohan, 2016). Thus, the involvement of local communities not only improves economic sustainability, but also strengthens the cultural and social identity

of the community, thereby ensuring the sustainable development of the tourism industry.

Education and awareness in developing a sustainable tourism industry is one of the strategic steps that must be taken (Kisi, 2019). Higher education about the importance of wise management of natural resources and preserving ecosystems will prepare people to play the role of managing this heritage (Nurchotimah, 2021a). Thus, good education and awareness will form a strong basis for the sustainable growth of the tourism industry. The government's role is very important in developing a sustainable tourism industry (Kapera, 2018). The government has the responsibility to design policies that support sustainable tourism development, through creating regulations governing the use of natural resources, environmental protection and management of tourist destinations (Vieira et al., 2016). Thus, the government's role is the basic foundation in directing the tourism industry towards sustainable development and ensuring that its growth does not come at the expense of environmental sustainability and the welfare of local communities.

In efforts to develop a sustainable tourism industry, the involvement of the industrial world is an important factor (Hatipoglu et al., 2016). The industrial world has a key role in implementing environmentally and socially friendly practices, as well as technological innovations that support tourism sustainability. Through investment in environmentally friendly infrastructure, the use of renewable energy, and the development of responsible tourism products, the industrial world can encourage tourism growth that does not damage the environment (Pan et al., 2018).

In the development of a sustainable tourism industry, the involvement of academics has a very important role through research and education, academics can provide in-depth insight into best

practices in environmentally friendly and sustainable tourism management (Pranoto et al., 2022). Engagement through partnerships between academia and the tourism industry, knowledge and innovation can be transferred effectively, enabling the adoption of the latest practices that support environmental conservation and the development of socially responsible tourism (Budeanu et al., 2016).

Community involvement in the development of a sustainable tourism industry must be carried out, through planning, management and decision making (Oluwatuyi & Omotoba, 2016). The tourism industry not only ensures a deep understanding of local needs and interests, but also strengthens people's sense of ownership of tourism development (Scheyvens & Biddulph, 2018). Thus, community involvement not only strengthens the relationship between tourism and local communities, but is also the key to success in building a tourism industry that is socially, culturally and economically sustainable.

Institutional theory is a framework in the social sciences that emphasizes the important role of institutions in shaping individual behavior and social processes (Andari, 2020). This theory highlights how the rules, norms, and values adopted by social institutions influence society's collective interactions and decisions. Institutional theory emphasizes that these institutions not only create structures, but also influence patterns of behavior, modify preferences, and shape the direction of social development (Nurchotimah, 2021b). Institutional theory helps understand how social institutions influence practices and policies in the development of the tourism industry, ensuring that interactions between industry players, society and the environment are guided by norms, rules and values that support sustainability.

Several previous studies on tourism development have been carried out, research conducted by (Asmara, 2020);

(Destin & Narottama, 2020); (Rinuastuti et al., 2022); (Simamora et al., 2016) explained that diversification of tourism products, including the development of nature and culture-based tourism, can increase the attractiveness of tourism destinations. Research conducted by Setyawati et al., (2019); (Khouroh et al., 2019) explained that a strong government role and clear policy strategies can create a conducive environment for the development of the tourism industry.

Research conducted by (Pambudi et al., 2020)(Wanodyatama Islami & Khouroh, 2022); (Novaria & Rohimah, 2017) explained that diversification of tourism activities, including the development of sports, cultural and adventure tourism, can increase the attractiveness of tourism destinations throughout the year. Research conducted by (Oluwatuyi & Omotoba, 2016); (Ade et al., 2017); (Wahyuni et al., 2019) explains that local communities must be involved in tourism development efforts through planning to decision making. Research conducted by (Ni & Arismayanti, n.d.); (Sudini & Arthanaya, 2022); Jaelani & Hanim, (2021); (Ma'arif et al., 2023) explained that environmental conservation and preservation of natural resources integrated in tourism development can maintain the sustainability of tourist destinations.

The importance of a sustainable tourism development strategy is to ensure that the growth of the tourism industry can occur without damaging the local environment, culture and natural resources. This strategy enables the preservation of cultural and natural heritage, encourages local community participation, and ensures equitable economic benefits for local communities. Thus, this strategy not only protects the beauty and uniqueness of tourist destinations, but also supports long-term economic and environmental sustainability. Bojonegoro Regency is one of the areas that is experiencing increased development,

**Table 1.**  
**Ranked in The Top 3 Regencies in East Java ss Tourist Villages**

No.	Name of Regency	Number of Tourist Villages
1.	Bojonegoro	32
2.	Ponorogo	19
3.	Kediri	17

Source: Bojonegorokab.go.id (2023)

both in infrastructure and the tourism industry. The following is the ranking of Bojonegoro Regency based on ownership of tourist villages throughout East Java in 2022 in table 1.

Bojonegoro Regency is ranked first of the three major districts in East Java Province with the highest number of tourist villages at 32 tourist villages, thus showing great potential in the tourism sector. This indicates the importance of in-depth research into the sustainability strategy of the tourism industry in the district. With the largest number of tourist villages, the sustainability strategy for the tourism industry in Bojonegoro Regency must be seriously considered so that the growth of the tourism sector can be maintained without damaging the local environment and culture. This research can provide strategic guidance for the government and related stakeholders to ensure that tourism growth remains in line with sustainable development and social sustainability in Bojonegoro Regency.

The gap in previous research in sustainable tourism industry development strategies lies in the lack of focus on the integration aspects of tourism development. Previous research does not clearly accommodate the active participation of local communities in decision making. As an effort to face complex challenges in the development of the tourism industry, the novelty of this research was carried out by utilizing a quantitative approach through process hierarchy analysis (AHP) as a way to determine a more measurable and targeted priority strategy. This approach allows researchers to systematically identify

key factors that can be implemented for successful tourism development and give appropriate weight to each aspect and alternative so as to help determine effective strategic priorities. Thus, this research is new in the development of the tourism industry by providing a stronger and more measurable basis. In contrast to several previous studies which only determined a literature and qualitative study approach, which may not be able to provide a comprehensive and systematic picture of the required priority strategies. Process Hierarchy Analysis (AHP) is a decision-making method used to address complex problems by assisting individuals or groups in prioritizing and selecting the best option from several different criteria. This method can be applied in various contexts, including the development of the tourism industry.

This research aims to establish a sustainable tourism development strategy and aims to present a more measurable and systematic approach in the decision-making process as well as clearly and accurately identifying important criteria as a successful strategy for sustainable tourism development. So that it can recommend more effective and sustainable strategies, which are able to take into account the various social, environmental and economic aspects involved in the tourism industry.

## **METHODOLOGY**

This research approach was carried out through quantitative analysis through the Analytic Hierarchy Process (AHP). AHP is an effective method and is often used in complex decision making, in this case determining sustainable tourism



development strategies. One of its advantages is its ability to address the complexity and uncertainty associated with such analysis. AHP allows decision makers to evaluate various criteria involved in tourism development, including environmental, economic, social and cultural aspects.

By taking into account these various factors simultaneously, AHP can help identify priorities that need to be considered in determining sustainable tourism development strategies. In addition, AHP also allows stakeholders to measure their preferences quantitatively, thereby facilitating more robust and measurable data-based decision making. In this way, AHP can help achieve consensus among the various parties involved, as well as reduce the possibility of conflict related to strategic decisions in sustainable tourism development.

AHP is a method of quantitative analysis in decision making. This method is used to solve complex problems by helping decision makers to prioritize and select the best alternative from several different criteria. AHP focuses on making decisions from multiple interrelated criteria, taking into account preferences relative to these criteria.

the highest number of tourist villages at 32 tourist villages, thus showing great potential in the tourism sector (Bojonegorokab.go.id, 2023). The data used in this research is primary data in the form of questionnaires collected directly by researchers from predetermined key persons.

Determining respondents as key persons in AHP analysis, There are several important criteria that need to be considered, including respondents who have in-depth knowledge of the tourism industry and a comprehensive understanding of related sustainability issues, Respondents who have experience in managing sustainable tourism projects or who have been involved in previous sustainability initiatives will bring valuable insight to the decision-making process, respondents who have interests in line with the goals of sustainable tourism development, as well as having active involvement in the tourism industry, will increase the credibility and relevance of their contribution to the AHP analysis, the respondent's ability to communicate well and collaboratively with team members and other stakeholders is another important criterion. The following are key persons as respondents in this research:

**Table 2.**  
**Key Person Process Hierarchy Analysis**

Type of Key Person	Number of Key Person
Academics	2 Respondents
Businessman	2 Respondents
Non-governmental organization	2 Respondents
Government	2 Respondents
<b>Total Key Person</b>	<b>8 Respondents</b>

Source: Processed data, 2023

The location of this research was carried out in Bojonegoro Regency because this location is experiencing a very rapid increase in infrastructure development and the tourism industry. Bojonegoro Regency is ranked first of the three major districts in East Java Province with

Process Hierarchy Analysis (AHP) involves several important steps in a structured decision-making process with steps including defining the problem: The first step is to clearly define the problem or goal of the decision. Creating a Hierarchy: Then, making a decision must create a hi-

erarchical structure of the problem by determining the main objectives, criteria, and relevant alternatives. Assigning Weight: Once a hierarchy is established, the decision maker assigns relative weight to each criterion reflecting its level of importance. Conducting Pairwise Comparisons: Next, decision makers compare each criterion or alternative in pairs to determine the relative preferences between them. Calculating Priority Score: After a number of comparisons have been made, the priority scale of each criterion or alternative is calculated using mathematical calculations that have been determined in AHP. Consistency and Sensitivity of the Analysis: The final step involves checking the consistency and sensitivity of the analysis, which helps ensure that the results obtained are consistent and reliable.

**RESULTS AND DISCUSSION**

The following are the results of the Analytic Hierarchy Process (AHP) to determine multi-criteria priority strategies based on the results of the overall questionnaire obtained from key persons which was converted into a matrix.

Based on table 3 below, it can be explained that the results of the Consistency Ratio (CR) calculation show that all questionnaire results for all key persons are consistent, because the Consistency Ratio (CR) value is less than 0.1 or 10% (CR ≤ 10%). Therefore, a geometric average calculation was carried out for aspects to determine the priority weight of each aspect. The following are the results of calculating aspect priority weights.

Based on table 3, it can be shown through the following diagram on figure 1. Based on the results of calculating priority weights in figure 1, it can be explained that human capital has a percentage of 39.18% and is the first priority aspect, tourism product diversification has a percentage of 37.34% and is the second priority aspect, local community involvement has a percentage of 18.71% and is the third priority aspect. Meanwhile, environmental preservation has a percentage of 4.77% and is the fourth priority aspect. The following are the results of the criteria matrix calculation.

Based on table 5 below, it can be explained that the results of the Consistency Ratio (CR) calculation show that all

**Table 3.**  
**Aspect Matrix Calculation Results**

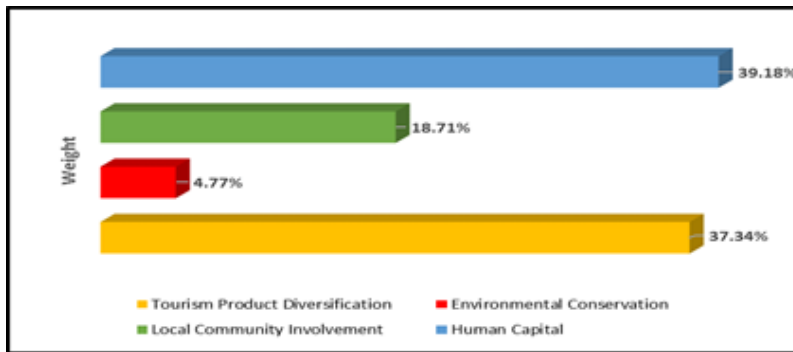
Key Person	Consistency Ratio (CR) Value
Academics 1	0,038969
Academics 2	0,077508
Businessman 1	0,098133
Businessman 2	0,080501
NGO 1	0,070686
NGO 2	0,078438
Government 1	0,078144
Government 2	0,03375

Source: AHP analysis results, 2023

**Table 4.**  
**Calculation of Aspect Priority Weights**

Aspect	Priority Weight
Tourism Product Diversification	0,373467
Environmental Conservation	0,04767
Local Community Involvement	0,187094
Human Capital	0,391769

Source: AHP analysis results, 2023



Source: AHP analysis results, 2023

**Figure 1.**  
**Aspect Weighting Results**

questionnaire results for all key persons are consistent, because the average Consistency Ratio (CR) value is less than 0.1 or 10% ( $CR \leq 10\%$ ). Therefore, the geometric mean of the criteria was calculated to determine the priority weight of each criterion. The following are the results of calculating the priority weights for each criterion on table 6. Based on table 6, it can be shown through the following diagram on figure 2.

Based on the results of priority weight calculations in diagram 2 above, it can be explained that marketing and promotion is 30.83% and is the first priority. identification of potential new products is 28.78% and is the second priority, product development and launch is 22.89% and is the third priority, while the fourth priority is market analysis and consumer understanding at 17.50%.

Based on table 6, it can be shown through the following diagram on figure 3. Based on the results of priority weight calculations in figure 3, it can be explained that the development of environmental policies and standards is 49.84% so that it becomes the first priority, environmental education and awareness is 18.28% so that it becomes the second priority, environmental management and restoration of 16.68% so it becomes the third priority and the current environmental impact evaluation is 15.20% so it becomes the fourth priority.

Based on table 7, it can be shown through the following diagram:

Based on the results of calculating priority weights in figure 4, it can be explained that the analysis of community conditions has a percentage of 49.31% and as the first priority, tourism aware groups/

**Table 5.**  
**Criteria Matrix Calculation Results**

Key Person	Average Consistency Ratio (CR) Value
Academics 1	0.088102
Academics 2	0.07349325
Businessman 1	0.072574
Businessman 2	0.0676565
NGO 1	0.0635505
NGO 2	0.07225925
Government 1	0.08648725
Government 2	0.08637775

Source: AHP analysis results, 2023



communities are 23.91% so as the second priority, cultural preservation is 19.95% so as the third criterion, participation in decision making is 6.83% so it is the fourth criterion. Thus, it can be explained that based on the calculation of the weighting criteria, local community involvement can be carried out by prioritizing analysis of community conditions, tourism awareness groups/communities, cultural preservation and participation in decision making.

Based on table 8, it can be shown through the following figure 5. Based on the results of calculating priority weights in diagram 5 above, it can be explained that training is 35.34% so it is the first priority, skills/expertise is 29.61% so it is the second priority, education is 19.97% so it is the third priority and increased experience is 15.08% so it is the criteria fourth. Thus, it can be explained that implementing human capital criteria can be done through implementing training, improving skills/expertise, improving the quality of education and experience.

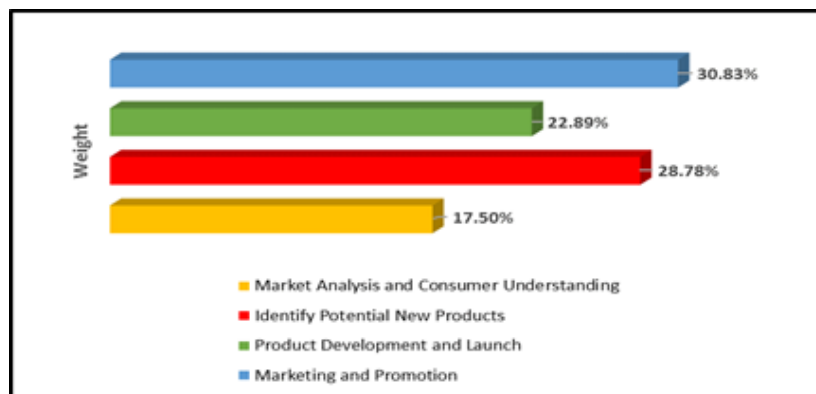
Based on table 9, it can be explained that the results of the Consistency Ratio (CR) calculation show that all questionnaire results for all key persons are consistent, because the average Consistency Ratio (CR) value is less than 0.1 or 10% ( $CR \leq 10\%$ ). Thus, the key persons involved and determined in formulating sustainable tourism management policies include academics, business people, non-governmental organizations and the government. So the geometric mean of alternatives is calculated to determine the priority weight of each alternative.

Based on table 10, it can be shown through the following diagram on figure 6. Based on the results of calculating priority weights in figure 6, it can be explained that the government is 47.59% so it is the first priority, academics is 22.88% so it is the second priority, the industrial world is 15.38% so it is the third priority and society is 14.15% so it is the fourth priority. Thus, it can be concluded that as a sustainable tourism management strategy it can be

**Table 6.**  
**Calculation of Priority Criteria Weights for Tourism Product Diversification**

Criteria	Priority Weight
Market Analysis and Consumer Understanding	0.175038
Identify Potential New Products	0.28771
Product Development and Launch	0.22889
Marketing and Promotion	0.308362

Source: AHP analysis results, 2023



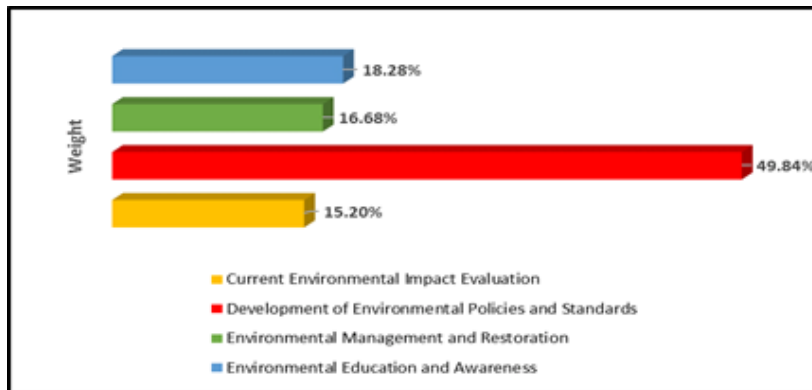
Source: AHP analysis results, 2023

**Figure 2.**  
**Results of Weighting Criteria for Tourism Product Diversification**

**Table 7.**  
**Calculation of Priority Weights for Environmental Conservation Criteria**

Criteria	Priority Weight
Current Environmental Impact Evaluation	0.152048
Development of Environmental Policies and Standards	0.498457
Environmental Management and Restoration	0.166739
Environmental Education and Awareness	0.182756

Source: AHP analysis results, 2023



Source: AHP analysis results, 2023

**Figure 3.**

**Results of Weighting Criteria for Tourism Product Diversification**

carried out by prioritizing the role of government, academics, involvement of the industrial world and local communities.

**Sustainable Tourism Development Strategy Through Human Capital**

Based on the results of the analysis, it shows that human capital is the first priority aspect that must be implemented as a strategy for developing sustainable tourism.

Human capital which is human capital can be identified as experience, education and knowledge (Susilo & Agustino, 2022). Human capital, as a sustainable tourism development strategy, has an important role in ensuring the long-term success of the tourism industry (Rahmat & Apriliani, 2022). Human capital development also allows local communities to be actively involved in environmental and cultural preservation, thus making tourism a tool for sustainable economic prosperity while still paying attention to environmental protection and cultural heritage (Vegheş,

2018).

Training is needed in developing sustainable tourism to improve community skills in providing quality tourism services, preserving the environment, and promoting cultural heritage (Tjilen et al., 2023). With the right training, communities can provide positive experiences to tourists while preserving natural and cultural resources.

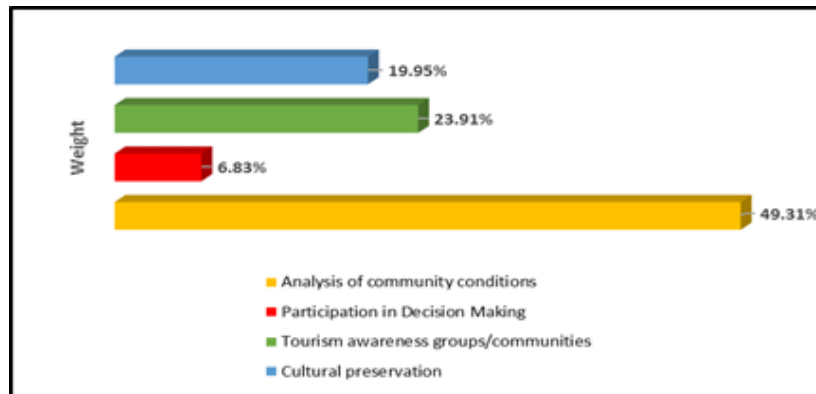
Increasing skills or expertise is an important factor in sustainable tourism development strategies, because it encourages mastery of the abilities needed to provide high-quality services to tourists and contributes to preserving the environment and local culture (Ditya, 2020). Improving skills also opens up new job opportunities and strengthens the local economy, while increasing awareness of the importance of preserving nature and cultural heritage for the sustainability of tourism in the future.

Research conducted by (Saripurnadinata, 2022) explained that improving education is an important element

**Table 8.**  
**Calculation of Priority Weight Criteria for Local Community Involvement**

Criteria	Priority Weight
Analysis of community conditions	0.493171
Participation in Decision Making	0.068212
Tourism awareness groups/communities	0.239124
Cultural preservation	0.199494

Source: AHP analysis results, 2023



Source: AHP analysis results, 2023

**Figure 4.**  
**Results of Weighting Criteria for Local Community Involvement**

in a sustainable tourism development strategy, because it increases public understanding of the importance of environmental conservation, cultural preservation and responsible tourism ethics. Improved education can also prepare local communities for a more active role in the tourism industry, whether as destination managers, tour guides, or local entrepreneurs, thereby strengthening the local economy as a whole (Tomasi et al., 2020). Thus, improved education is an important foundation in ensuring that tourism growth occurs in a balanced, sustainable and beneficial manner for local communities and the environment.

Improving experiences is an important factor in sustainable tourism development strategies, as it encourages the development of richer and more diverse services for tourists, while promoting a deeper understanding of local culture and environmental wisdom (Farhan & Anwar, 2016). Increased experience also encour-

ages local community participation in developing unique and attractive tourism products, which in turn will increase local economic involvement and promote long-term sustainability in the tourism sector.

#### **Sustainable Tourism Development Strategy Through Tourism Product Diversification**

Based on the results of the analysis, it shows that diversification of tourism products is the second priority aspect after human capital which must be carried out as a strategy for sustainable tourism development.

Diversification of tourism products is a strategy in developing sustainable tourism because it can reduce dependence on one type of tourism, reduce the risk of external changes, and create diverse sources of income for local communities (Coroş et al., 2017) Through a tourism product diversification strategy, destinations can achieve long-term sustainability by increasing posi-

tive economic, social and environmental impacts for local communities and ensuring the continuity of the tourism industry as a whole.

Marketing and promotion are sustainable tourism development strategies because they can attract wider tourist interest, expand the visit base, and promote a better understanding of the cultural heritage and natural riches of a destination (Surya Wijaya et al., 2019). Thus, effective marketing and promotion are key in increasing awareness and interest in sustainable tourism, ensuring balanced and sustainable growth for destinations and local communities.

Study conducted by (Kyriakaki & Kleinaki, 2021) explained that Identification of potential new products is a sustainable tourism development strategy, because it allows destinations to discover and develop unique attractions that attract tourists, while enriching the visiting experience. Thus, the identification of potential new products plays an important role in

creating a long-term positive impact for the tourism industry, while ensuring the protection and preservation of environmental and cultural sustainability.

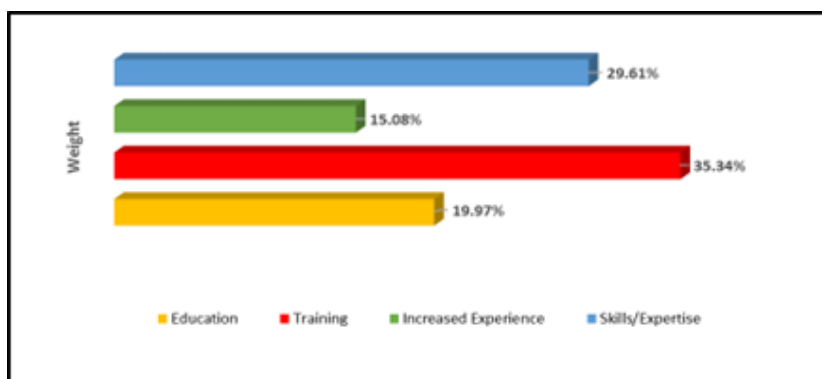
Product development and launch is a sustainable tourism development strategy, because it encourages innovation in tourism services, enriches the visiting experience, and creates sustainable economic opportunities for local communities (Santos et al., 2020). Thus, product development and launch is key in ensuring sustainable tourism growth, while strengthening positive social and economic impacts for local communities and the environment.

Market analysis and consumer understanding are important steps in sustainable tourism development strategies, as they enable destinations to adapt tourism services and products to tourists' preferences and needs (Font & McCabe, 2017). Thus, market analysis and consumer understanding play an important role in directing sustainable tourism development, maintaining a balance between industrial

**Table 9.**  
**Calculation of Priority Weight Criteria from Human Capital**

Criteria	Priority Weights
Education	0.199618
Training	0.353484
Increased Experience	0.150771
Skills/Expertise	0.296128

Source: AHP analysis results, 2023



Source: AHP analysis results, 2023

**Figure 5.**  
**Human Capital Criteria Weighting Results**

**Table 10.**  
**Alternative Matrix Calculation Results**

Key Person	Nilai Consistency Ratio (CR)
Academics 1	0.036563
Academics 2	0.095788
Businessman 1	0.073468
Businessman 2	0.071855
NGO 1	0.081889
NGO 2	0.071855
Government 1	0.071855
Government 2	0.093333

Source: AHP analysis results, 2023

**Table 11.**  
**Calculation of Alternative Priority Weights**

Alternative	Priority Weights
Government	0.475931
Industry world	0.153792
Academics	0.228773
Public	0.141504

Source: AHP analysis results, 2023

growth and preserving the environment and cultural heritage.

**Sustainable Tourism Development Strategy Through Local Community Involvement**

Based on the results of the analysis, it shows that involvement of local communities is the third priority aspect that must be carried out as a strategy for developing sustainable tourism.

Involvement of local communities is key in sustainable tourism development strategies because it allows their active participation in planning, management and economic benefits from the tourism sector (Kapera, 2018). Through strong involvement, local communities can feel ownership and responsibility for the sustainability of tourism destinations, thereby ensuring that tourism growth has a positive impact on local communities and the environment.

Analysis of community conditions is important in sustainable tourism development strategies because it allows a better understanding of the needs, aspirations and challenges faced by local communities

(Edy Susilo et al, 2016). Through a deep understanding of community conditions, destinations can design policies and programs that focus on inclusive economic development, cultural preservation and environmental protection. Thus, analysis of community conditions plays an important role in ensuring that tourism has a sustainable positive impact on local communities and the environment.

Tourism awareness groups or communities are an important element in sustainable tourism development strategies because they can be a driving force in promoting responsible tourism practices, supporting environmental conservation and preserving cultural heritage (Kusumawardhana, 2023). Thus, the formation of tourism awareness groups or communities is an important step in ensuring that tourism growth occurs in a balanced and sustainable manner, by paying attention to environmental sustainability and the welfare of local communities.

Previous studies conducted by (Mateoc-Sîrb et al., 2022) explained that cultural preservation is the main pillar in a



sustainable tourism development strategy because it allows destinations to maintain their unique identity, attracts tourists who care about cultural heritage, and creates sustainable economic opportunities for local communities. Through sustainable cultural preservation strategies, destinations can demonstrate a commitment to local wisdom, while attracting tourists looking for authentic and meaningful experiences.

Participation in decision making is an important strategy in developing sustainable tourism because it encourages the inclusion of local communities in the planning and management process of tourism destinations (Park & Kim, 2016). Through participation in decision making, destinations can develop tourism management models that are more inclusive, sustainable and have a positive impact on local communities and the environment.

**Sustainable Tourism Development Strategy Through Environmental Conservation**

Based on the results of the analysis, it shows that environmental preservation is the fourth priority aspect that must be carried out as a strategy for developing sustainable tourism.

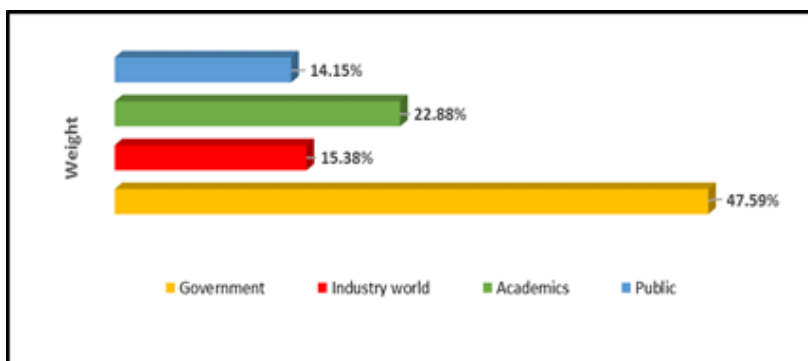
Environmental preservation is a key strategy in developing sustainable tourism because it ensures the preservation of natural resources which are the main attraction of tourist destinations. Through

sustainable environmental conservation strategies, destinations can attract tourists who care about nature conservation, as well as ensure that tourism contributes to overall environmental preservation (Mathew & Sreejesh, 2017).

Analysis of community conditions is important in sustainable tourism development strategies because it allows a deeper understanding of the needs, aspirations and challenges faced by local communities. By holistically understanding community conditions, destinations can design integrated steps, ensuring active community participation in tourism development, while promoting long-term sustainability through inclusive economic growth and environmental conservation.

The development of environmental policies and standards is an important strategy in the development of sustainable tourism because it can provide a clear framework for ensuring environmentally friendly and sustainable tourism practices (Al Mustaqim, 2023). By developing policies that prioritize environmental protection and natural resources, destinations can reduce the negative impact of the tourism industry on local ecosystems.

Previous research conducted by (Cheng et al., 2019) explains that environmental education and increasing awareness play an important role in sustainable tourism development strategies, because



Source: AHP analysis results, 2023

**Figure 6.**  
**Alternative Weighting Results**

they encourage active community participation in environmental preservation and tourism sustainability. Public education can understand the impact of tourism on the environment, and become agents of change in promoting sustainable tourism practices.

Environmental management and restoration is the main strategy in developing sustainable tourism because it ensures the preservation of natural resources which are the main assets of tourist destinations (Mycoo, 2014). By implementing sustainable management practices, destinations can minimize the negative impact of tourism on the environment, maintain biodiversity, and ensure environmental cleanliness and sustainability.

Environmental impact evaluation is now key in sustainable tourism development strategies as it allows a better understanding of the impact of the tourism industry on the environment and local ecosystems (Mccombes et al., 2015). Thus, environmental impact evaluation is now an important basis in ensuring that tourism growth occurs in a balanced and sustainable manner, protecting natural resources and the environment which are important assets for tourist destinations.

### **Alternative Sustainable Tourism Development Strategy**

Based on the results of the analysis, it shows that the government is the first alternative that must be implemented as a strategy for developing sustainable tourism.

The involvement of academics is an important alternative in sustainable tourism development strategies because it can provide in-depth knowledge, research and insight into sustainable tourism practices (Diana et al., 2016). Thus, involving academics as second partners in sustainable tourism development can provide new insights, in-depth perspectives, and a better understanding of the complexities and

challenges faced by the tourism industry.

Research conducted by Ni & Arismayanti, (2015) explains that the role of the industrial world is an important alternative in sustainable tourism development strategies because it can provide the financial resources, managerial expertise and technological innovation needed to support sustainable tourism growth. Thus, involving the industrial world as a second partner in sustainable tourism development can strengthen destination capacity, expand financial resources, and diversify sources of income for local communities.

The role of the community is an important alternative in sustainable tourism development strategies because it involves local communities directly in decision making and implementing tourism programs (Rochman, 2016). Thus, involving the community as a fourth partner in sustainable tourism development can strengthen local involvement, build a sense of ownership of the destination, and maintain a balance between tourism growth and environmental sustainability.

### **CONCLUSIONS**

Based on the results of this research, it can be concluded that the first priority aspect that must be implemented in developing sustainable tourism is human capital with the criteria of training as the first priority followed by skills/expertise, education and increasing experience.

Tourism product diversification has as the second priority aspect with the first priority criteria being marketing and promotion followed by identification of potential new products, product development and launch, market analysis and consumer understanding.

Involvement of local communities as the third priority aspect with the criteria of analyzing community conditions as the first priority, followed by tourism awareness groups/communities, cultural preservation and participation in decision making.

Environmental preservation as the fourth priority aspect with the criteria for developing environmental policies and standards as the first priority, followed by environmental education and awareness, environmental management and restoration, evaluation of current environmental impacts. Meanwhile, the priority alternative as a strategy for developing sustainable tourism is the government, followed by the involvement of academics, the industrial world and the community.

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