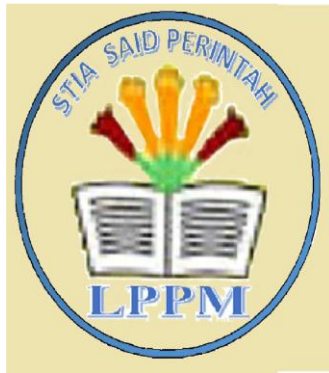


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Analysis of Tourism Development Strategies on Banda Island (Mix Methods Approach)

Novita Suara ¹⁾
Djufri Pattilouw ²⁾
Maryam Sangadji ³⁾

^{1,2,3} Universitas Pattimura,
Ambon, Maluku, Indonesia
ovhysuara@gmail.com

Abstract

This study aims to identify tourist attractions on Banda Island and analyze their strengths, weaknesses, opportunities, and threats to formulate appropriate development strategies. Employing a qualitative research approach, the findings reveal three main categories of tourism on Banda Island: historical tourism, cultural tourism, and marine tourism. Among these, historical and marine tourism are the most frequently visited, comprising six and seven tourist sites, respectively, making them significant attractions within Maluku Province. The analysis identifies four strengths, five weaknesses, three opportunities, and four threats influencing the development of Banda Island's tourism sector. Moreover, the government plays a pivotal role in fostering tourism development on the island. Based on the findings, an aggressive, growth-oriented strategy is recommended as the most suitable approach for advancing Banda Island's tourism industry.

Keywords : *Development Strategies, Tourism, Banda Island, Growth Oriented Strategy.*

Introduction

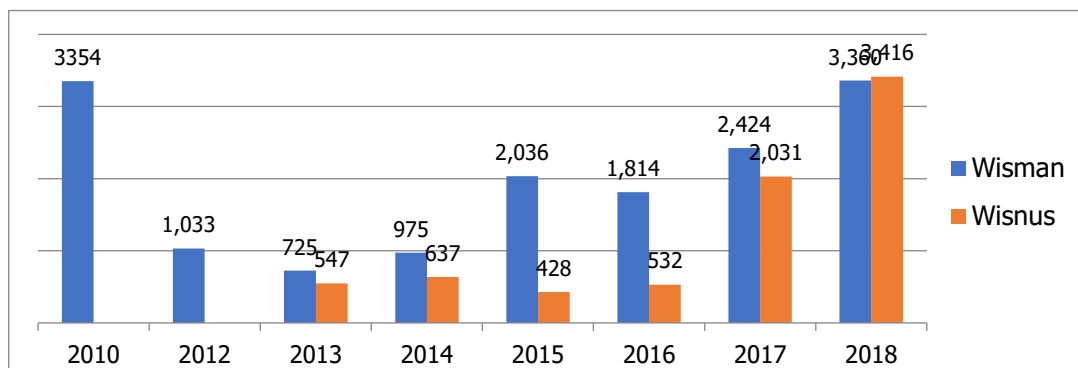
The tourism industry plays a crucial role in driving Indonesia's economic growth, as reflected in the National Medium-Term Development Plan for 2019–2024. Maluku Province, located in the Eastern Indonesia Region, possesses unique historical, natural, and cultural assets, including rich traditions and diverse local communities. The province's tourism potential spans various districts, offering a wide range of attractions (RPJMD 2019–2024).

For over six decades, tourism has been one of the fastest-growing economic sectors worldwide (Aliansyah & Hermawan, 2021). The expansion of new tourist destinations and increased investment in the tourism sector have positioned tourism as a key driver of socio-economic progress, contributing to foreign exchange earnings, job creation, entrepreneurship, and infrastructure development.

National-scale data indicate that in 2016, the tourism sector became Indonesia's second-largest contributor to foreign exchange earnings after crude palm oil. However, Wattimena et al., (2024) observe that, despite the annual influx of foreign tourists, the development of Maluku's tourism sector remains relatively weak compared to other destinations in Indonesia. This is particularly notable given the province's promising natural landscapes and tourist attractions.

Furthermore, data reveal a decline in tourist arrivals to Maluku Province from 2015 to 2022, as illustrated in the following graph. This trend suggests that, despite its potential, Maluku's tourism sector has yet to make a substantial contribution to the country's foreign exchange earnings. Nevertheless, the province's natural attractions remain a significant asset for future tourism development.

Tourist Visits from 2010 to 2018

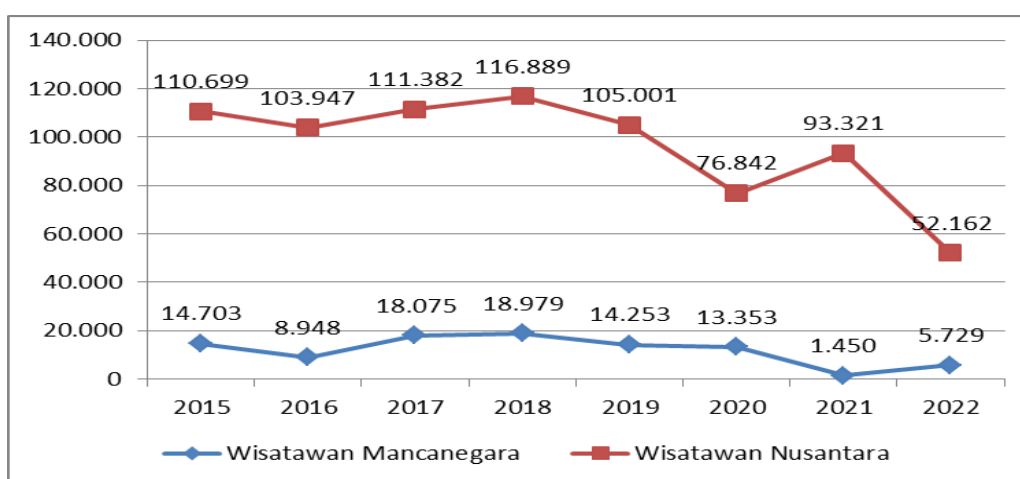


Source; UPT Pariwisata Banda, (2019)

The currently available data on tourist visits is still in the process of being finalized, but if we refer to data on tourist visits in 2019, it can be seen that there has been an increase in the number of tourist flows to Banda Island until 2018. Where foreign tourists have increased by 3,360 people compared to 2017 which was only 2,424 people. The same condition is also reflected in the increase in domestic tourist visits in 2018 of 3,416 people compared to 2017 of 2,031 people.

Meanwhile, tourist visits in Maluku Province show different dynamics, as shown in the following graph:

Tourist Arrivals to Maluku Province from 2015 to 2022



Source; BPS Provinsi Maluku & Dispar Provinsi Maluku, (2022)

Efforts to further enhance revenue from the tourism sector require effective policies and strategies to achieve spending effects. The fundamental value of tourism is "spending" because it has a multiplier effect across multiple sectors such as hotels, transportation, trade, crafts, and other services (Markovic, 2010).

Compared to other destinations, Maluku not only has natural attractions but also exceptional cultural and historical appeal. Banda Neira, as one of the islands in Maluku, has a long history that has influenced the history of the Indonesian archipelago until the birth of Indonesia as a nation. Since ancient times, Banda has been known as a spice-producing region, highly sought after globally for its spices used for warming the body, culinary seasoning, and food preservation, among other uses.

Banda Neira has been designated as one of Indonesia's Strategic Tourism Areas (KSPN) in the National Tourism Development Masterplan for 2010–2025, as outlined in Government Regulation No. 50 of 2011 (Rencana Induk Kepariwisata Nasional Tahun 2010-2025, 2011). The region is characterized by its natural beauty, rich culture, historical significance, and unique flora, as supported by various studies. For example, Hermawan, (2017) highlights the need to improve accessibility and further develop Banda Neira's natural, cultural, and historical attractions. Additionally, Hamin & Pongoliu, (2023) observe that while certain tourist sites possess monopolistic characteristics, they remain underdeveloped and require infrastructure improvements to attract investors. Similarly, Enderwita, (2021) underscores the importance of infrastructure development for optimizing the region's tourism potential.

Although tourism studies have gained significant attention in recent years, research on tourism development in Banda Island remains limited. A review of previous studies over the past five years reveals only a few research efforts focused on this topic. This lack of scholarly attention contrasts with Banda Island's international recognition for its historical significance and tourism potential.

A study by Nurlette et al., (2024) revealed that tourism development on Banda Island faces several challenges, including inadequate facilities and infrastructure, weak collaboration between stakeholders and the local government, and limited connectivity between islands and tourism sites. Similar findings were reported by Salouw. (2021) who noted that the government's role and efforts as the primary regulatory authority remain suboptimal, consequently impacting private sector involvement. Government initiatives primarily focus on attracting tourists through events and exhibitions; however, these efforts have had limited long-term impact, as tourist numbers tend to decline once the events conclude. In contrast, Rosalina et al., (2023) conducted a study on marine biodiversity in a tourist marine park on Lontoir Island, Banda Neira, and identified significant potential for abundant marine biota, highlighting an opportunity for further tourism development in the region.

This study adopts several relatively new approaches in formulating tourism development strategies for Banda Island, drawing from the framework of Nunkoo & Gursoy, (2012). One key approach involves leveraging technology in tourism management,

including digital platforms for destination promotion, online reservations, and interactive tourism experiences. Additionally, the study emphasizes environmental sustainability by integrating eco-friendly tourism practices and responsible natural resource management.

Another critical aspect is fostering active local community participation in decision-making processes related to tourism and destination management. The study also underscores the importance of diversifying tourism products to align with evolving market demands and visitor interests. Furthermore, it highlights the need for strong partnerships among government entities, the tourism industry, and local communities to ensure effective tourism development. Lastly, the study prioritizes enhancing tourist experiences through high-quality services and diverse, engaging activities.

Based on the study's novelty, the expected outcomes of tourism development research in Banda Island are as follows. First, the study aims to generate innovative solutions that sustainably enhance the island's tourism appeal. Second, it seeks to contribute concretely to the formulation of more effective tourism policies. Additionally, the findings are expected to provide a deeper understanding of both the potential and challenges of tourism in Banda Island. Lastly, by adopting an interdisciplinary approach, the study aspires to offer a holistic perspective that benefits all stakeholders in the pursuit of sustainable tourism development.

Theoretical Study

Tourism and Tourist

Tourism development in Indonesia is centered around seven key sectors: cultural and historical tourism, nature and ecotourism, recreational sports tourism, cruise tourism, culinary and shopping tourism, health and wellness tourism, and convention, incentive, exhibition, and event tourism (Kementerian Pariwisata dan Ekonomi Kreatif, 2013). According to the UNWTO, international tourists are individuals who travel to another country without the intention of earning income there. This category includes two groups: tourists, who stay for a minimum of 24 hours and up to twelve months for various purposes, and excursionists, who visit for less than 24 hours. Meanwhile, domestic tourists refer to Indonesian residents who voluntarily travel within the country for a period of less than six months, excluding travel for work or education purposes (Akhmad et al., 2016).

The Republic of Indonesia Law No. 10 of 2009 defines tourism as activities supported by facilities and services provided by the community, entrepreneurs, government, and local governments. Additionally, tourism involves interactions between tourists, local communities, fellow tourists, local governments, and businesses, making it a multidimensional and multidisciplinary sector. This highlights the complexity of the tourism industry, which requires the involvement of various stakeholders to achieve sustainable and equitable tourism development across Indonesia (Akhmad et al., 2016).

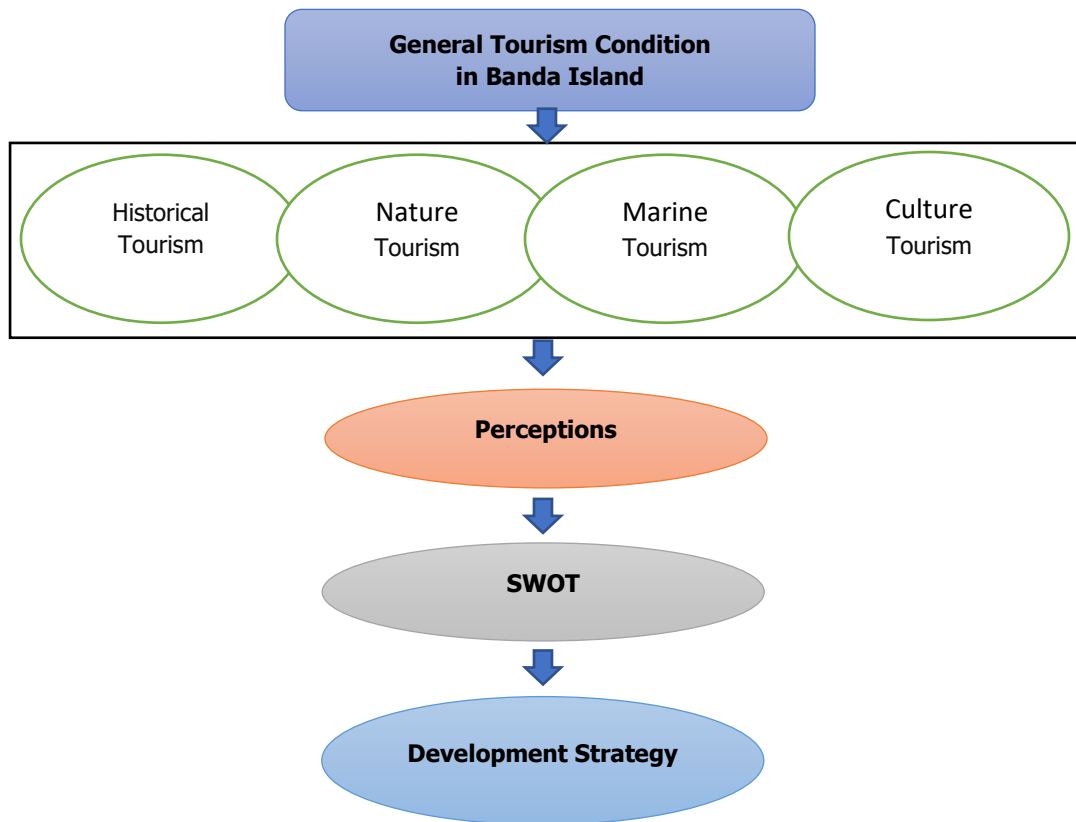
Development of Tourism

The term tourism development has been increasingly used in recent years. However, its understanding is often too narrow, primarily associated with visits to ancient buildings or monuments. Similarly, the use of historical tourism in reference to clubs for old town enthusiasts is somewhat restrictive, as it tends to focus only on pre-independence historical buildings or areas. Ideally, the concept of tourism development should be understood in a broader context.

Swarbrooke, (1996) defines *tourism development* as a series of efforts to achieve integration in utilizing various tourism resources while incorporating non-tourism aspects that directly influence tourism sustainability. Historical tourism serves as an essential record of the past, offering both an enjoyable experience and a valuable learning opportunity for present and future generations. According to White, et al., (2006), sustainable development requires a high level of adaptability to address rapid changes, particularly in tourism destinations (Bunruamkaew & Murayama, 2012; Dredge & Jamal, 2015). The realization of sustainable tourism destinations is closely linked to tourism planning, especially from a spatial perspective (Bahaire & Elliott, 1999). The spatial approach in tourism destination planning highlights the relationship between geographical factors, emphasizing the dimensions of space and time (Chhetri, & Arrowsmith, 2008).

Conceptual Framework

To obtain a holistic understanding of the Banda tourism development study, it is essential to refer to the conceptual framework depicted in the following diagram.



Method

This study employs a mixed-methods approach to analyze tourism development on Banda Island. Mixed methods integrate both quantitative and qualitative research, allowing for a more comprehensive, valid, reliable, and objective analysis (Creswell, 2013). Data collection in this research consists of both primary and secondary sources. Primary data are gathered through direct observation, field recordings, discussions, interviews, and questionnaire distribution. Meanwhile, secondary data are obtained from various sources, including previous studies, literature reviews, reports, and official documents from relevant institutions. In addition to data collection, interviews and discussions with key stakeholders are conducted to explore sector-specific issues, as well as to gather insights on existing and planned policies and programs.

The study employs a combination of accidental and snowball sampling methods, where samples are selected randomly from visitors encountered on-site, who are then

asked to share their opinions on tourism in Banda Island (Ahmadi, 2014). Additionally, convenience sampling is used due to the difficulty in identifying the entire population, allowing for immediate questionnaire distribution or observations upon encountering tourists.

To assess tourist preferences, community participation, and the impact of tourism development on environmental, social, cultural, and economic conditions, surveys are conducted with respondents directly involved in tourism activities around the designated tourist areas on Banda Island. Furthermore, key informants are selected through purposive sampling, targeting individuals with relevant expertise and knowledge to provide valuable insights aligned with the research objectives.

For data analysis, a qualitative approach is employed using phenomenological or grounded research methods, which involve iterative research processes to obtain accurate and in-depth information. The collected data is then analyzed using the SWOT method to evaluate the current state of tourism in Banda Island and develop strategic recommendations. SWOT analysis facilitates the identification of strengths, weaknesses, opportunities, and threats, serving as a foundation for strategic planning. This approach enables policymakers to formulate more effective government policies aimed at optimizing tourism development programs.

Result and Discussions

The tourist attractions on Banda Island are categorized into three main types: Historical Tourism, Cultural Tourism, and Nature/Marine Tourism. Among these, Historical Tourism and Nature/Marine Tourism are the most frequently visited. The research identified twelve key tourist attractions with development potential, with a majority being natural sites. The six popular natural attractions include Hatta Island, Nailaka Island, Banda Api Mountain, the Lava Flow/Dating Site, Rum Island, and Pisang Island. Meanwhile, the six notable historical sites are Bung Hatta Exile House, Nasao Fort, Sahrir Island, Belgian Fort, Mini Banda Naira Palace, and the Old Church of Banda Neira. These sites offer significant opportunities for tourism development by the Central Maluku Regency government.

Field observations revealed that the most visited tourist attraction by both domestic and international tourists is the Belgian Fort. This is due to its strategic location in the

middle of Banda Island's city, close to the palace, and its historical significance in the struggle against colonization. The statement is an elaboration of the following interview results.

"We came here quickly; we also wanted to get accurate information about Bung Hatta's struggle history, and how Bung Hatta's relics are preserved. Many people come here, the view is amazing, close to the beach and near Hatta's palace" (Interview with Mr. H, 2023).

As a tourist destination, the sustainability of Banda Island heavily depends on the proper management of supporting facilities and infrastructure to ensure long-term benefits. The prospects for tourism development in Banda require the involvement of various stakeholders, including the Central Government. Historically, Banda has played a crucial role in international trade and politics, particularly due to its renowned production of nutmeg and mace. The significance of the Banda Islands is evident in the Treaty of Breda in 1667, where England exchanged Manhattan (now New York) for Run Island, one of the seven islands in Banda, with the Netherlands, marking the end of the Second Anglo-Dutch War (Antara, 2022). This historical legacy further enhances Banda's tourism appeal and underscores its potential for sustainable development.

In addition to being part of the historical spice route narrative proposed by the United Nations Educational, Scientific, and Cultural Organization (UNESCO), Banda is widely recognized for its rich heritage of historical buildings, including forts, places of worship, residences of Indonesian nationalists, and sites associated with Sultan Sjahrir and Muhammad Hatta. The latter were exiled to Banda Neira in February 1936 and remained there for six years until 1942. During his exile, Sultan Sjahrir famously stated, "Don't die before going to Banda Neira," highlighting the island's unparalleled beauty that all Indonesians should experience. Moreover, Banda offers significant potential for marine tourism, particularly in diving and snorkeling, supported by abundant fishing resources, high-value marine biota sought in international markets, and a rich cultural heritage shaped by the fusion of Malay, Indian, and European influences.

Strengths, Weaknesses, Opportunity, and Threat of Banda Island Tourism Development

a) Strengths

Strengths in SWOT refer to internal initiatives that perform well. These can be compared with other initiatives or external competitive advantages. Examining this area helps you understand successful aspects, and you can then use proven techniques, such as organizational strengths. When looking at organizational strengths, the following questions can help start identifying them;

- 1) What has been done well?
- 2) What is unique about the organization?
- 3) What does the target audience like about the organization?

b) Weaknesses

Weaknesses in SWOT refer to internal initiatives that perform poorly. Identifying internal weaknesses provides a starting point for improving specific activities. Similar to strengths, different questions can be used to start identifying organizational weaknesses;

- 1) Which initiatives perform poorly and why?
- 2) What can be improved?
- 3) What resources can enhance our performance?

c) Opportunity

Opportunities in SWOT result from existing strengths and weaknesses, along with any external initiatives that will place the organization in a stronger competitive position. This can be anything, ranging from weaknesses that need improvement to areas not identified in the first two phases of analysis. There are many ways to identify opportunities, so it's best to consider these questions before starting;

- 1) What resources can be used to improve weaknesses?
- 2) Are there market gaps in services?
- 3) What are the organization's current goals?

d) Threats

Threats in SWOT refer to areas that could potentially cause problems. Threats are different from weaknesses because they are external threats and are generally

beyond control. This can include anything, from global pandemics, economic changes, and social conditions, to changes in competitive landscapes. To identify external threats, consider these questions;

- 1) What changes in the industry should be concerned about?
- 2) What new market trends are emerging?
- 3) Where are competitors outperforming us?

Concerning this, SWOT Analysis is used to formulate and analyze government policies in the development of Banda Tourism based on SWOT elements. The research findings gathered from respondents are as follows;

a) Strengths – Advantages or Strengths of Banda Island Tourism

Every institution certainly has advantages or strengths compared to others. The strengths of Banda Tourism can be identified as follows;

- 1) Historically, Banda Neira has been known as an island that produces valuable nutmeg.
- 2) Historical sites such as the exile locations of Bung Hatta and Sutan Syahrir.
- 3) Well-preserved historical sites, such as Belgica Fort.
- 4) There are several potentials for marine tourism, traditional and cultural tourism.

b) Weaknesses – Weaknesses of Banda Island Tourism

No institution is perfect. Some weaknesses may be present. Some weaknesses of Banda Tourism identified include;

- 1) Lack of adequate infrastructure to support tourism programs such as transportation, health facilities, and inadequate schools.
- 2) Inadequate waste management systems.
- 3) Inadequate quality of human resources, such as foreign language proficiency.
- 4) Lack of standardized regulations such as provision of tourist site facilities, services to tourists, and maintenance of historical sites to ensure their existence is well-preserved.

c) Opportunities – Opportunities in Banda Island Tourism

Many socio-economic dynamics provide opportunities for various parties. Opportunities for developing Banda Tourism can be identified as follows;

- 1) Government policies to develop tourism in Banda.
- 2) Existence of plantation crops and fisheries with economic value that can be developed.
- 3) Improvement in regional and national economies.

d) Threats – Threats to Banda Island Tourism

Banda Tourism needs to consider potential threats. Threats faced by Banda Tourism include:

- 1) Seismic activity patterns (high intensity).
- 2) Traces of past tsunamis that have hit Banda Neira, could recur.
- 3) Among 152 active volcanoes, the status of Banda Volcano is one of normal activity currently.
- 4) Collapse of the western part of Banda Volcano resulting in landslides.

After the internal and external factors have been formulated, a qualitative analysis will be conducted by connecting the internal and external factors. These internal and external factors are analyzed to formulate the appropriate strategies for the development of Banda Tourism. The qualitative SWOT analysis matrix of the IFAS-EFAS relationship can be seen below.

SWOT Matrix Analysis

IFAS	<p>Strength (S)</p> <ol style="list-style-type: none"> 1. Since ancient times, Banda Neira has been known as an island that produces valuable nutmeg. 2. Historic sites such as the exile of Bung Hatta and Sutan Syahrir. 3. The historical site that is still well-maintained today is Fort Belgica. 4. There are various potentials for marine tourism, traditional, and cultural tourism. 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Lack of adequate infrastructure to support tourism programs such as health facilities and schools. 2. Inadequate waste management system. 3. Insufficient quality of human resources, such as proficiency in foreign languages. 4. Absence of standardized regulations such as provision of tourist facilities and services for tourists, and maintenance of historical sites to ensure their preservation and upkeep. 5. Frequent fuel shortages and price fluctuations.
EFAS		
Opportunities (O)	SO Strategy	WO Strategy

<ol style="list-style-type: none"> 1. Government policies to develop tourism in Banda. 2. The presence of agricultural and fisheries crops with economic value that can be developed. 3. Improving local and national economies. 	<ol style="list-style-type: none"> 1. Optimizing tourism information for the public through government policies. 2. Utilizing social media as a promotional tool. 3. Maintaining tourist attractions according to standards. 4. Maximizing partnerships with stakeholders. 	<ol style="list-style-type: none"> 1. Urging the Local Government to establish comprehensive tourism standardization regulations. 2. Improving infrastructure across various sectors. 3. Developing human resources. 4. Maintaining stability in the prices of essential commodities.
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Seismic patterns (with relatively high intensity). 2. Traces of past tsunamis that once struck Banda Neira, thus allowing for possible recurrence. 3. Out of 152 active volcanoes, Mount Banda is currently classified as one of the normally active volcanoes. 4. The collapse of the western part of Mount Banda, resulting in landslides. This is marked by evidence of fractures or faults. 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Maintaining tourist attractions well. 2. Enhancing disaster mitigation literacy. 	<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Human resources development. 2. Improving disaster signage infrastructure. 3. Preparing a reference or roadmap for the sustainable development of Banda Tourism.

Source; Primary data, (2024)

Tourism Development Strategy on Banda Island

To conduct a SWOT analysis for the development of tourism in Banda Island, the Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis Summary (EFAS) models are utilized. Based on the weights of IFAS-EFAS mentioned above, priority strategies can be determined for the formulated policies, as outlined in the following table.

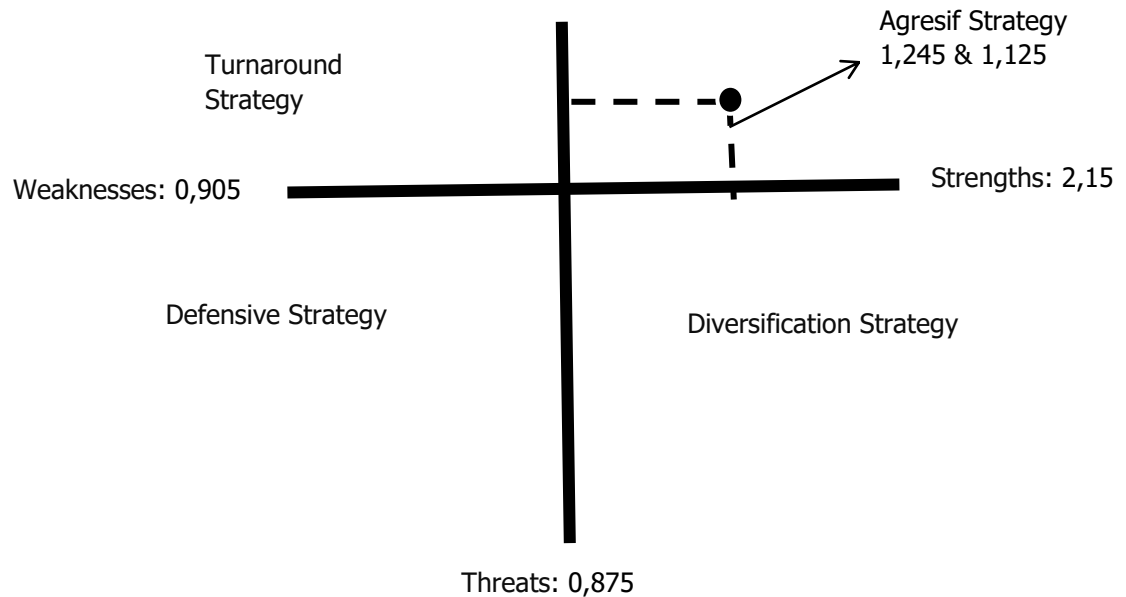
Policy Priority Strategies for Banda Tourism Development Based on SWOT

Priority	Strategy and Policy	Weight and Value
	<i>Strength + Opportunity (S+O)</i>	$2,15 + 2 = 4,15$
I	<ol style="list-style-type: none"> 1. Optimizing tourist information to the public through government policies. 2. Maximizing social media as a promotional tool. 3. Maintaining tourist attractions well following standards. 4. Optimizing partnerships with stakeholders. 	
	<i>Strength + Treats (S+T)</i>	$2,15 + 0,875 = 3.03$
II	<ol style="list-style-type: none"> 1. Ensuring proper maintenance of tourist attractions. 2. Improving disaster mitigation literacy. 	
	<i>Weakness + Opportunity</i>	$0,905 + 2 = 2,905$
III	<ol style="list-style-type: none"> 1. Urging the Local Government to enact comprehensive regulations regarding tourism standardization. 2. Infrastructure improvement across various sectors. 3. Human resource development. 4. Maintaining stability in the prices of essential needs. 	
	<i>Weakness + Treats (W+T)</i>	$0,905 + 0,875 = 1,78$
IV	<ol style="list-style-type: none"> 1. Human resource development. 2. Improving disaster signage infrastructure. 3. Preparing a reference or roadmap for the sustainable development of Banda Tourism. 	

Source; Primary data, (2024)

If mapped into a graph to determine the overall strategy for the development of tourism in Pulau Banda, by calculating the difference between internal factors (strengths-weaknesses) and the difference between external factors (opportunities and threats), the figures obtained for the internal factor are: 1.245 and for the external factor are 1.125. This indicates that the strategy falls within quadrant one on the graph below.

The Position of the Tourism Development Strategy for Pulau Banda



Source; Primary data, (2024)

The image illustrates that for the development of tourism in Pulau Banda, the government should choose an aggressive strategy, namely a growth-oriented strategy. Three main policies can be pursued: market penetration, market development, and tourism potential development. This means that the government is expected to actively promote Pulau Banda tourism as a distinctive, unique, and favorable destination. At the same time, the government addresses internal weaknesses.

Conclusion

Based on the previous discussion, several conclusions can be drawn regarding tourism in Pulau Banda. First, Pulau Banda presents unique characteristics, with 12 tourist attractions that encompass historical, cultural, and maritime elements. Second, the island has four key strengths, including its status as a nutmeg-producing island and well-preserved historical sites. However, there are also four weaknesses in its tourism development, such as inadequate infrastructure and limited human resource quality. On the other hand, there are various opportunities for growth, including supportive government policies,

improvements in regional and national economies, and the economic potential of the agriculture and fisheries sectors. Nonetheless, there are four significant threats to the development of the tourism sector in Pulau Banda. Given these factors, a growth-oriented or aggressive strategy is deemed the most suitable approach for advancing tourism in Pulau Banda.

Recommendations

Recommendations for the development of Pulau Banda's tourism include maintaining and preserving all existing tourist attractions to ensure their sustainability. Additionally, efforts should be intensified to promote Pulau Banda's tourism across various societal sectors, increasing awareness and attracting a broader audience. Strengthening infrastructure, enhancing human resource capacity, and fostering collaboration between the government, private sector, and local communities are also crucial for sustainable tourism development.

Research Limitation

However, this study has several limitations. First, the research primarily focuses on general tourism development without an in-depth analysis of specific visitor preferences and economic impacts. Second, data collection relies on accidental and snowball sampling, which may not fully represent the perspectives of all stakeholders. Third, while the study employs SWOT analysis, other strategic frameworks such as PESTEL or stakeholder analysis could provide additional insights.

Future Research

Future research should explore more targeted approaches, such as detailed assessments of tourist satisfaction, carrying capacity analysis, and the impact of tourism on local livelihoods. Additionally, further studies could examine the effectiveness of digital marketing strategies in promoting Pulau Banda as a global tourism destination. Strengthening interdisciplinary research involving environmental, economic, and sociocultural aspects would also contribute to a more comprehensive understanding of sustainable tourism development in Pulau Banda.

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