

Triple Bottom Line Model as a Solution for Sustainable Tourism Management in the SAMOTA Area, Sumbawa Regency: Economic, Social, and Environmental Perspectives

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ABSTRACT

The purpose of this study is (a) To identify and evaluate the internal and external environmental factors of the Samota Tourism Area. (b) To create alternative strategies that can be implemented by the Government and tourism managers to improve tourism competitiveness. (c) Implementation and development of the Triple Bottom Line concept in the Samota Tourism Area. The type of data used in this study is mixed data or mix methods. The combination research method (mixed methods) is a research method that combines quantitative and qualitative methods together to obtain more comprehensive, valid, reliable and objective data. The stages of quantitative data analysis were carried out using the Quantitative Strategic Planning Matrix (Qspm) and SWOT analysis with 100 respondents. Qualitative analysis used the Triple Bottom Line (TBL) analysis. The results of the study showed that Internal and External (IE) Matrix is in quadrant IV, indicating that the development of tourism in the Samota area of Sumbawa Regency requires a growth and build strategy . Meanwhile, the SWOT Quadrant Positioning is in quadrant I (positive, positive) indicating that the tourism industry in the Samota area is possible to develop and increase industry growth. Based on the TAS (Total Attractiveness Score) Value , the alternative priority strategies that must be implemented are Minimizing environmental damage that has an impact on endemic animals, avoiding activities in protected areas, and the next strategy is to optimize existing tourism potential sustainably and develop supporting infrastructure. The Triple Bottom Line (TBL) analysis shows that tourism development in the SAMOTA area from the Economic dimension shows that

increasing economic activity in the tourism sector directly contributes to increasing the income of local people involved in the tourism industry, while from the social dimension it shows that there is a *community-based tourism (CBT)* approach program to ensure that local people are not only passive beneficiaries, but also become the main actors in tourism development. Meanwhile, from the environmental dimension in the development of the SAMOTA tourism area, it shows that careful planning and implementation of sustainable tourism principles. First, from the perspective of business actors, before the project begins, an *Environmental Impact Assessment (EIA)* is carried out to identify and mitigate possible environmental impacts.

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1. INTRODUCTION

Nusa Tenggara Barat (NTB) is one of the provinces in Indonesia that is a Tourist Destination Area (DTW) with a very strategic location and is called the golden triangle area of DTW, namely Bali in the west, Sulawesi and Toraja in the north and Komodo Island in the east. There are several famous tourist destinations in NTB, namely Gili Terawangan Island, Mount Rinjani, Kuta Beach, Gili Meno Beach, Lombok *Wildlifas Park* , Senggigi Beach, Mawun Beach, Sembalun Tourism Village, and many others (1). The orientation of tourism development in NTB is directed at increasing the competitiveness of NTB Tourism amidst the large opportunities and potential for tourism that is growing with the determination of Mandalika as one of the Super Priority Tourism Destinations (DPSP). DPSP Mandalika will be *the center* for developing NTB tourism which will have implications for the National and Regional Tourism Strategic Areas (KSPN/KSPD) both on Lombok Island and Sumbawa Island (Rangkuti, 2018).

Current tourist visits tend to be centered on Lombok Island, while Sumbawa Island, located east of Lombok, has not received comparable attention. In fact, Sumbawa Island has very interesting potential and tourist destinations to be explored by domestic and international tourists. One of the tourist areas on Sumbawa Island is SAMOTA, an abbreviation of Saleh Bay, Moyo Island and Mount Tambora, which are acronyms for the three main destinations on this island. On June 19, 2019, the SAMOTA tourist area was designated as a Biosphere

Reserve by UNESCO in Paris, France. The designation of the SAMOTA tourist area as a biosphere reserve encourages the local government to implement sustainable development programs (David et al., 2017).

The SAMOTA area offers a variety of stunning natural attractions and various tourism activities that can be enjoyed by visitors, both for the beauty of nature and cultural heritage. This area includes the active Tambora volcano, the Moyo tropical forest with Mata Jitu Waterfall, and exotic beaches around it including whale shark tourism in the Saleh Bay area. In the SAMOTA tourism area, there is an international MXGP event which is routinely held every year and is one of the supporting potentials to increase tourism in Sumbawa Regency.

However, tourism growth often has negative impacts. Environmental degradation, social conflicts between local communities and tourism investors, and economic inequality between key stakeholders and local communities are some of the challenges faced in tourism management in the SAMOTA Area. In principle, tourism can be an important sector in increasing the GRDP of Sumbawa Regency. Viewed from a macroeconomic perspective, the tourism sector should be able to provide a positive impact on the economy, such as increasing regional income, expanding and equalizing business opportunities and employment, encouraging regional development, introducing and utilizing tourist objects and attractions in Sumbawa Regency. So to encourage this, an approach and development are needed to create sustainable tourism, one of which is by using the *Triple Bottom Line* (TBL) Model (Sargani et al., 2020).

Development TBL Model focuses activities on three pillars, namely economic, social and environmental. TBL model is also a term used to carve out and evaluate performance on economic, social and environmental issues (Gurel & Tat, 2017). The TBL concept has significant uses in tourism area management because it emphasizes balanced considerations between economic, social and environmental aspects.

Research conducted in the Takapala waterfall tourist area shows that the tourist area will be very good if managed using the Triple Bottom line concept approach (Hidayat, 2023). The research conducted by (Administrare et al., 2022) on tourism in the South Village of Lembang Nonongan, reflects the application of the Triple Bottom Line Concept in its management, This shows that the concept of a tourist village with the TBL concept has an impact and is in accordance with the government's goals, namely improving the quality of life and welfare of the community while maintaining the quality of the environment. Then in line with this, research conducted by (Stoddard et al., 2012) concluded that presenting sustainable tourism development organizations through the adoption of the TBL philosophy and the use of reliable instruments to measure TBL performance can increase tourist visits and tourism sustainability.

By implementing TBL, the Government and managers related to tourism areas can ensure that tourism activities not only generate sustainable income, but also improve the social welfare of local communities, preserve cultural heritage, and maintain the sustainability of nature and ecosystems that are tourist attractions. In addition, to support alternative strategies for tourism development and competitiveness, the analysis used to determine internal and external environmental conditions is *the Internal Strategic Factors Analysis Summary (IFAS)* and *External Strategic Factors Analysis Summary (EFAS)*. Furthermore, the analysis tool used to form alternative strategies for developing Tourism Areas is SWOT.

Based on the above, the formulation of the problem in this research is as follows:

1. Identify and evaluate the influence of internal and external environmental factors in the SAMOTA tourist area.
2. Review alternative strategies that can be implemented by the government and tourism managers to increase tourism competitiveness.
3. Formulate appropriate recommendations and managerial implications based on the development of the Triple Bottom Line model.

This research is important to be conducted because the SAMOTA area is an important tourism area on Sumbawa Island and has great tourism potential but also faces challenges in sustainable management. With the rapid growth of tourism, it is important to have a holistic approach to managing the economic, social, and environmental impacts generated by tourism activities. Through the development of a TBL model that is appropriate to the local context, this research will provide a comprehensive and integrative view in addressing these challenges, providing a basis for sustainable and future-oriented decision-making in tourism management in the area.

2. METHOD

The problem-solving approach in this case is through the Triple Bottom Line (TBL) concept which offers a holistic approach by considering the economic, social, and environmental impacts of every decision and action. In this context, the Internal Strategic Factors Analysis Summary (IFAS) (Savitri et al., 2023) and External Strategic Factors Analysis Summary (EFAS) analysis can provide a deep understanding of the internal strengths and weaknesses as well as external opportunities and threats that affect tourism development in the SAMOTA area. Through the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, stakeholders can identify key

elements that need to be improved and addressed to improve tourism sustainability, considering positive economic impacts, local community social welfare, and natural environmental conservation (Dae et al., 2023).

The application of TBL, IFAS, EFAS, and SWOT in solving tourism problems in the SAMOTA area allows related parties to develop sustainable and competitive strategies. By considering economic, social, and environmental aspects in a balanced manner, decision makers can integrate economic needs with environmental sustainability and the social welfare of the local community (Lubis et al., 2023).

Research Location

This research is located in the Samota tourist area (Samawa, Moyo and Tambora) which stretches from Sumbawa Besar Regency, Dompu Regency and Bima Regency. This location is approximately 30-60 km with an estimated time of around 30-60 minutes from the Sumbawa Technology University (UTS) campus.

Data and Data Collection Techniques

The type of data used in this study is mixed data or mix methods. Sugiyono (2018) stated that the combination research method (mixed methods) is a research method that combines quantitative and qualitative methods together to obtain more comprehensive, valid, reliable and objective data. In the first stage, researchers collect and analyze quantitative data which is then followed by collecting and analyzing qualitative data to strengthen the results of their research.

Because the data in the study consists of 2 (two) types of data, namely quantitative and qualitative data, the instruments used are also different. Instruments in quantitative data collection, especially in SWOT Analysis, the instruments used are internal factor instruments (strengths and weaknesses) and external factor instruments (opportunities and threats). Furthermore, in the collection of qualitative data, the instrument used is a semi-structured list of questions where the indicators come from the GRI 4 (Global Reporting Initiative GR4) indicator which is then developed and adjusted to the research, the goal is to explore information in the application of the TBL concept in the Samota tourist area.

Informants and Respondents

The technique for determining informants in this study is using snowball sampling. Snowball sampling is a non-probability sampling technique in which researchers start with a small number of relevant initial informants, then ask them to recommend other individuals who also fit the research criteria. This process continues in a chain until the number of informants is sufficient or the data reaches saturation. This technique is used mainly for hard-to-reach or hidden populations. This snowball sampling is used to collect qualitative data, especially in exploring information related to the implementation of TBL in the Samota tourist area.

Based on the explanation above, the informants in this study are divided into two as follows, namely:

1. Key Informant

Key informants are informants who have comprehensive information about the problem being studied. The key informant in this government research is the government, in this case the Tourism, Youth and Sports Office of Sumbawa Regency as the leading sector of tourism in Sumbawa Regency.

2. Key Informant

The main informants in this study were people who were directly involved in the interaction of social, economic and environmental dimensions in the SAMOTA area, consisting of Pokdarwis, tourism object managers, business actors in the SAMOTA area, and tourists or the community as supporting informants.

Furthermore, to collect quantitative data, especially in the Swot analysis that will be used, in the study using a technique to determine respondents using purposive sampling. According to Hartono (2014) purposive sampling is a sampling technique that is carried out by taking samples from the population based on a certain criteria, this technique does not provide the same opportunity or opportunity for each member of the population to be selected as a sample.

From the details of the informants above, because the total number of informants is unknown, the determination of the number of respondent (samples) in this study uses the Margin of Error (MoE) formula with an error rate of 10%, so that the number of respondents (samples) in this study is 97 people with the following calculation details.

$$n = \frac{Z^2}{4(Moe)^2} = \frac{1.96^2}{4(0.1)^2} = 96.04 = 97 \quad (1)$$

Information:

N = Number of informants (sample)

Z = level of confidence in sample determination 95% (then Z = 1.96 and alpha = 5%)

MoE = Margin of Error, which is the maximum level of error that can be tolerated, namely 10%.

Data Analysis Techniques

The data analysis techniques used in this study are using SWOT analysis and analysis of the application of the TBL concept in the Samota tourist area. The SWOT data analysis technique for the SAMOTA tourist area is carried out by identifying internal and external conditions that affect the management of the area. Internal data (strengths and weaknesses) are obtained through direct observation, interviews with managers, and analysis of reports related to facilities and area management. External data (opportunities and threats) are collected from tourist surveys, government policies, and tourism trends. This information is organized in a SWOT matrix to generate a strategy based on a combination of strengths, weaknesses, opportunities, and threats. Validation is carried out through focus group discussions (FGDs) with stakeholders, such as local communities and business actors, to ensure that the analysis reflects the reality on the ground.

The analysis technique for the application of the TBL (Triple Bottom Line) concept evaluates the sustainability of the SAMOTA tourist area based on economic, social, and environmental dimensions. Economic indicators include the contribution of tourism to local income, social indicators include community welfare, and environmental indicators assess ecosystem conservation efforts. The indicator is based on the GRI 4 indicator. Data is collected through surveys, interviews, and analysis of documents related to regional sustainability. The region's performance is compared against sustainability standards, such as the indicators in GRI 4, to identify gaps and opportunities for improvement. Validation is carried out by data triangulation and consultation with stakeholders to ensure that the results of the analysis are objective and relevant to the context of the SAMOTA tourist area.

According to (Gurel & Tat, 2017) SWOT compares strengths, weaknesses, opportunities and threats. Strengths and weaknesses are reviewed to determine current and future opportunities and threats. The clearer the knowledge of strengths and weaknesses, the smaller the opportunities that are not achieved. Good opportunities can be used to counter threats, in addition, weaknesses can be overcome through the strengths that are owned.

Meanwhile, the collected data is processed and analyzed descriptively by adopting the SWOT model to examine internal and external factors (Mallick et al., 2020). Internal factors in this case are strengths (strengths or potential) and weaknesses (weaknesses and constraints), while external factors are opportunities and threats. Furthermore, the *Internal Strategic Factor Analysis* (IFAS) calculation is carried out which refers to variables that influence the development of the SAMOTA tourism area by focusing on internal strengths and weaknesses, and the *External Strategic Factor Analysis* (EFAS) refers to variables that influence the development of seafood processing businesses by focusing on external opportunities and threats (Abya et al., 2015)

Table 1. IFAS And EFAS Score Criteria

Description	Score Weight		
	Low	Currently	Tall
IFAS	1.00 – 2.00	2.1 – 3.00	3.1 – 4.00
EFAS	1.00 – 2.00	2.1 – 3.00	3.1 – 4.00

After the IFAS and EFAS calculations are completed, data analysis continues by creating a SWOT matrix. According to (David & Fred, 2010), the SWOT matrix is a tool for matching that helps companies improve four types of strategies: the SO (Strengths-Opportunities) strategy, WO (Weaknesses-Opportunities) strategy, ST (Strengths-Threats) strategy, and WT (Weaknesses-Threats) strategy (Mahmoodi et al., 2014).

1. SO strategy, namely a strategy to use strengths by taking advantage of opportunities
2. WO strategy, namely a strategy to minimize weaknesses by utilizing opportunities
3. ST strategy, namely a strategy to use strengths to overcome threats
4. WT strategy, namely a strategy to minimize weaknesses and avoid threats.

Table 2. Internal And External Matrix (IE)

		I	Internal factor		
			Strong 3-4	Medium 2-2.9	Weak 1-1.9
External factor	High 3-4	I	II	III	
	Medium 2-2.9	IV	V	VI	
	Low 1-1.9	VII	VIII	IX	

Source: David, 2010

In determining the strategy for developing sustainable tourism destinations in the Samota area with the Triple Bottom Line (TBL) model, it refers to the internal and external (IE) matrix quadrants.

3. RESULTS AND DISCUSSION

Internal and External Factor Analysis (IFAS-EFAS) of Samota Tourism Area

SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses. SWOT elements consist of strengths, weaknesses, opportunities, and threats. External and internal factors to analyze SWOT in more depth, it is necessary to see external and internal factors as an important part of SWOT analysis (Rangkuti, 2018).

Internal Strategic Factor Analysis Summary (IFAS)

Table 3. IFAS Of SAMOTA Tourism Area

No	Strength Factor Indicator	Weight	Rating	Score
1	In general, the SAMOTA area has great and sustainable natural tourism potential.	0.105	3	0.353
2	The SAMOTA area has a strategic location in the northern part of Sumbawa Island.	0.107	3	0.366
3	The Samota area, which stretches from Sumbawa to Dompu, has a diversity of traditions, customs and cultures that support the SAMOTA tourism area.	0.099	3	0.314
4	There are endemic fauna in the Samota area (yellow-crested cockatoo on Moyo Island, and whale sharks in Labuhan Jambu)	0.102	3	0.332
5	Adequate and supportive facilities such as the MXGP Circuit, highways, hotel accommodation and transportation	0.095	3	0.289
Total power factor		0.507		1,651
No	Weakness Factor Indicator	Weight	Rating	Score
1	The quantity of investment in the Samota area is still low	0.096	3	0.295
2	Promotions that have not yet reached all groups	0.097	3	0.304
3	There is a lot of tourism potential that has not been optimized	0.104	3	0.347
4	Lack of collaboration between government and local communities regarding long-term development of the Samota area	0.102	3	0.332
5	The role of Tourism Awareness Groups (POKDARWIS) is not yet optimal	0.095	3	0.291
Total weakness factor		0.493		1,567
Total Internal Factors				3.219

Table 4. IFAS and EFAS Scoring Criteria

Description	Score Weight		
	Low	Currently	Tall
IFAS	1.00 – 2.00	2.1 – 3.00	3.1 – 4.00
EFAS	1.00 – 2.00	2.1 – 3.00	3.1 – 4.00

Because the total IFAS score is 3,219, which means the IFAS score weight is on a high scale.

External Strategic Factor Analysis Summary (EFAS)

Table 5. EFAS of SAMOTA Tourism Area

No	Opportunity Factor Indicator	Weight	Rating	Score
1	Has a complete range of tourism (MXGP, Whale Shark Tourism, Moyo Island Waterfall, beaches, and Mount Tambora climbing)	0.102	3	0.307
2	The connection of the Samota region with the planned northern ring road of Sumbawa Island	0.098	3	0.281
3	a natural and beautiful tourist area	0.100	3	0.297
4	Saleh Bay in the Samota area is included as a biosphere reserve by UNESCO	0.105	3	0.324
5	Friendliness and diverse cultural customs as selling points to support tourism	0.103	3	0.315
Total Chance factor		0.508		1,523
No	Threat Factor Indicators	Weight	Rating	Score
1	Externalities of tourist areas include the entry of foreign cultures which influence local culture.	0.091	2	0.245
2	The rapid development of tourism on Komodo Island and Lombok Island	0.090	3	0.238
3	Long-term environmental damage caused by human activities	0.111		0.362
4	Still relying on local tourists	0.103		0.313
5	Some tourist locations depend on the season and weather conditions (such as the Whale Shark area which only appears from April to September)	0.097		0.279
Total Threat Factor		0.492		1,429
Total External Factors				2,952

Based on the table, the EFAS score is 2.952, which means that external factors are on a moderate scale.

Internal and External Matrix (IE)

The Internal – External Matrix aims to sharpen the analysis and see the company's position and see the direction of further development (Rangkuti, 2018). The IE (Internal – External) Matrix positions the various divisions of an organization in a 9-cell display. The IE Matrix is based on two key dimensions: the total IE weight score on the X-axis and the total EFE weight score on the Y-axis (David et al., 2017).

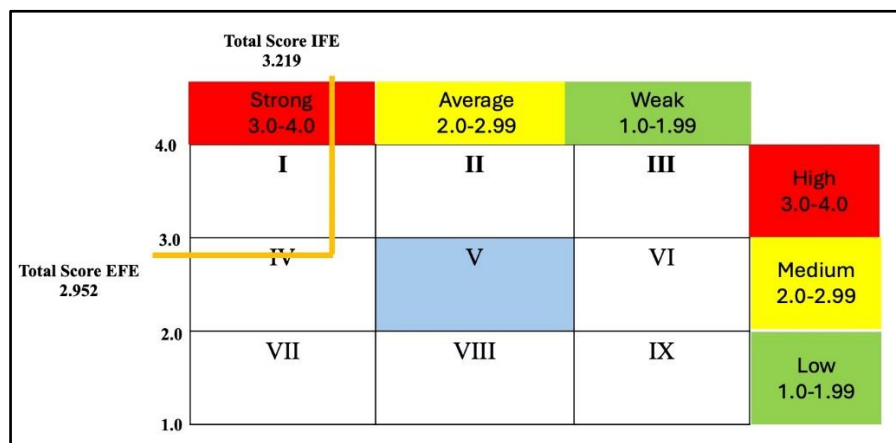


Figure 1. Internal and Eksternal matrix of Samota Tourism Area

The position in the matrix above shows that the development of tourism in the Samota area of Sumbawa Regency requires a growth and build strategy (Quadrant IV) (Susila et al., 2021).

SWOT Quadrant Positioning

After previously discussing IFAS and EFAS, the next step will be to determine the position of the tourism industry conditions in the Samota area. Based on the IFAS matrix, it can be seen that the position of the X axis with the formula:

$$X = \text{Total strengths} - \text{Total weaknesses} = 1.651 - 1.567 = 0.084$$

Meanwhile, for the EFAS matrix, the position of the Y axis can be seen as

$$Y = \text{Total opportunities} - \text{Total threats} = 1.523 - 1.429 = 0.094.$$

Based on the IFAS and EFAS matrices, the position in the SWOT quadrant is as follows.

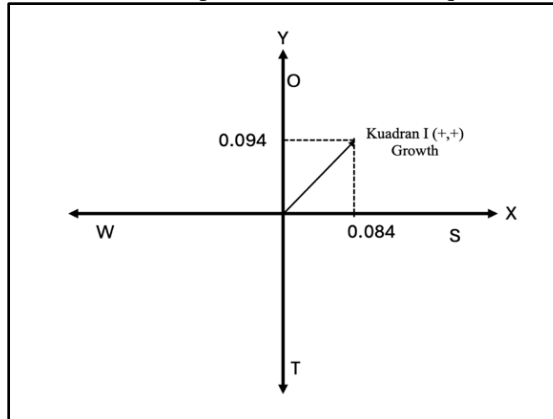


Figure 2. Positioning Kuadran SWOT of Samota Tourism Area

Based on the figure, it is obtained that the position of tourism development conditions in the Samota region is in quadrant I (positive, positive). This indicates that the tourism industry in the Samota region is possible to develop and increase industrial growth (Mahmoodi et al., 2014).

Alternative Strategies to Increase the Competitiveness of Samota Tourism Area

SWOT Matrix Analysis

The data analysis technique used in this study is SWOT analysis. SWOT analysis compares strengths, weaknesses, opportunities and threats. Strengths and weaknesses are reviewed to determine current and future opportunities and threats. The clearer the knowledge of strengths and weaknesses, the smaller the opportunities that are not achieved. Good opportunities can be used to counter threats, in addition, weaknesses can be overcome through existing strengths (4). After calculating IFAS and EFAS, data analysis is continued by creating a SWOT matrix (Raisi et al., 2020). The SWOT matrix is a tool for matching so that it helps companies improve 4 types of strategies, namely SO (Strength-Opportunities) strategy, WO (Weakness-Opportunities) strategy, ST (Strength-Threats) strategy, and WT (Weakness-Threats) strategy (David, 2010).

Table 6. SWOT Analysis Of SAMOTA Tourism Area

IFAS	Strength (power)	Weaknesses
	S1. In general, the SAMOTA area has great and sustainable natural tourism potential.	W1. The quantity of investment in the Samota area is still low
	S2. The SAMOTA area has a strategic location in the northern part of Sumbawa Island.	W2. Promotions that have not yet reached all groups
		W3. There is a lot of tourism potential that has not been optimized
EFAS	S3. The Samota area, which stretches from Sumbawa to Dompu, has a diversity of traditions, customs and cultures that support the SAMOTA tourism area.	W4. Lack of collaboration between government and local communities regarding long-term development of the Samota area

	S4. There are endemic fauna in the Samota area (yellow-crested cockatoo on Moyo Island, and whale sharks in Labuhan Jambu)	W5. The role of Tourism Awareness Groups (POKDARWIS) is not yet optimal
	S5. Adequate and supportive facilities such as the MXGP Circuit, highways, hotel accommodation and transportation	
<hr/>		
Opportunities (opportunities)	SO	WO
O1. Has a complete range of tourism (MXGP, Whale Shark Tourism, Moyo Island Waterfall, beaches, and Mount Tambora climbing)	1. Optimizing existing tourism potential sustainably and developing supporting infrastructure (S1,O1)	1. Increasing the amount of investment in the Samota area by providing a sense of security to business actors (W1, O1)
O2. The connection of the Samota region with the planned northern ring road of Sumbawa Island	2. Involving indigenous communities and Pokdarwis as partners in developing the Samota tourist location (S3, O5)	2. Increase promotional reach for all groups using conventional methods and online media (W2, O2)
O3. a natural and beautiful tourist area	3. Maintaining the diversity of endemic fauna in the Samota region as a tourist attraction (S4, O3)	3. Improving synergy between the local community and the government in maintaining the security and conduciveness of the Samota tourist area (W4, O5)
O4. Saleh Bay in the Samota area is included as a biosphere reserve by UNESCO		
O5. Friendliness and diverse cultural customs as selling points to support tourism		
<hr/>		
Threats (threats)	ST	WT
T1. Externalities of tourist areas include the entry of foreign cultures which influence local culture.	1. Curbing the negative impacts of foreign culture while maintaining social values and local customs (S3,T1)	1. Establishing cooperation with business actors in the tourism sector and travel agents in other regions considering that the Samota tourist location is only used as a transit destination between Lombok, Bali and Labuhan Bajo (W3, T2)
T2. The rapid development of tourism on Komodo Island and Lombok Island	2. Minimize environmental damage that impacts endemic animals by avoiding activities in protected areas (S4, T3)	2. Improving the quality of human resources for tourism management so that they can serve foreign and international tourists well (W5, T4)
T3. Long-term environmental damage caused by human activities	3. Improving facilities and accommodation to attract foreign tourists (S5, T4)	3. Increasing collaboration between the government, community and Pokdarwis to create a comfortable tourism climate, free from thuggery, drugs and alcohol (W5, T1)
T4. Still relying on local tourists		
T5. Some tourist locations depend on the season and weather conditions (such as the Whale Shark area which only appears from April to September)		

TAS (Total Attractiveness Score) Value of Alternative Strategies

QSPM is a tool that allows strategists to evaluate alternative strategies objectively, based on previously identified external and internal *critical success factors*(Hamdani et al., 2023) . Like other strategy-formulation analysis tools, QSPM requires good intuitive judgment. QSPM assessment produces all components of QSPM, including primary factors, alternative weights, attractiveness score (AS), total attractiveness score (TAS) and a total sum of all attractiveness scores (David et al., 2017). Total *Attractiveness Score* indicates the relative attractiveness of each alternative strategy.

Table 7. TAS (Total Attractiveness Score) Alternative Strategies

Code	Alternative Strategy	BAG	PRIORITY
SO1	Optimizing existing tourism potential sustainably and developing supporting infrastructure (S1,O1)	0.660	2
SO2	Involving indigenous communities and Pokdarwis as partners in developing the Samota tourist location (S3, O5)	0.629	4
SO3	Maintaining the diversity of endemic fauna in the Samota region as a tourist attraction (S4, O3)	0.629	5
WO1	Increasing the amount of investment in the Samota area by providing a sense of security to business actors (W1, O1)	0.602	8
WO2	Increase promotional reach for all groups using conventional methods and online media (W2, O2)	0.586	10
WO3	Improving synergy between the local community and the government in maintaining the security and conduciveness of the Samota tourist area (W4, O5)	0.648	3
ST1	Curbing the negative impacts of foreign culture while maintaining social values and local customs (S3,T1)	0.559	9
ST2	Minimize environmental damage that impacts endemic animals by avoiding activities in protected areas (S4, T3)	0.695	1
ST3	Improving facilities and accommodation to attract foreign tourists (S5, T4)	0.602	7
WT1	Establishing cooperation with business actors in the tourism sector and travel agents in other regions considering that the Samota tourist location is only used as a transit destination between Lombok, Bali and Labuhan Bajo (W3, T2)	0.585	11
WT2	Improving the quality of human resources for tourism management so that they can serve foreign and international tourists well (W5, T4)	0.604	6
WT3	Increasing collaboration between the government, community and Pokdarwis to create a comfortable tourism climate, free from thuggery, drugs and alcohol (W5, T1)	0.536	12

**Implementation of the Triple Bottom Line Concept in the Samota Tourism Area
Economic Dimensions in the Development of the Samota Tourism Area**

The economic aspect of the TBL concept relates to the financial benefits obtained from tourism activities. In this case, tourism development aims to provide economic benefits, both for tourism industry players such as hotels, restaurants, and travel agents, as well as for the local community(Shim et al., 2021). Effective tourism destination development must be able to attract tourists who are willing to spend money, so that it can increase local income. However, it is important to remember that increasing income does not always have to sacrifice social and environmental aspects. For example, mass tourism that is not managed properly can result in environmental damage and a decrease in the quality of life of local communities. A sustainable economic approach must include strategies such as developing tourism products based on local potential, investing in infrastructure that supports the sustainability of the tourism industry, and creating jobs for local residents. Diversification of tourism products, such as cultural tourism, ecotourism, and agrotourism, can also increase the competitiveness of destinations while supporting the local economy.

Contribution to Local Economic Growth

On June 19, 2019, the SAMOTA tourist area was designated as a Biosphere Reserve by UNESCO in Paris, France. The designation of the SAMOTA tourist area as a biosphere reserve encourages the local government to implement sustainable development programs. The development of the Samota tourist area has great potential to increase local economic growth. With the development of this area as a leading tourist destination, there has been an increase in tourist visits, both domestic and foreign. Tourists who come not only

spend money on accommodation and transportation, but also on consumption, shopping for souvenirs, and participation in tourist activities such as tours, diving, or other water sports.

NTB BPS data also shows a positive impact, the [MXGP Samota event](#) Sumbawa generates money circulation of up to Rp 154.03 billion in NTB. The biggest impact on the accommodation and food and beverage business sector which reaches Rp 34.99 billion, another economic impact is the development of tourism areas (BPS, 2023). The increase in economic activity in the tourism sector directly contributes to increased income. As an interview conducted with the village government.

"With this tourism activity, it has a significant impact on the economy of our community and makes our village an independent village."

Impact on Labor Absorption

The existence of the Samota tourism area has a significant impact on the absorption of local labor. The development of this tourist destination opens up many new job opportunities, both in the formal and informal sectors. For example, hotels, restaurants, tour operators, and recreational facilities require a large number of employees to operate their businesses. In addition, the construction sector involved in the development of tourism infrastructure also requires local labor. As an interview conducted with the village government said:

"The majority of hotel and restaurant activities and also construction sector development use our citizens as their workforce."

Investment Conditions in Samota Region

Investment conditions in the Samota region are quite promising, especially due to the large tourism potential and support from the local and central governments. The government has taken steps to attract investors by providing adequate basic infrastructure and offering investment incentives, such as tax exemptions and ease of licensing. An interview with the Integrated Investment Office stated:

"We will try as much as possible to simplify the licensing process as long as the activity is clear and does not violate the applicable provisions."

Infrastructure Procurement in Samota Area Involves Local Sources

Infrastructure procurement in the Samota region, in many cases, involves local resources, both in terms of materials and labor. The government and investors strive to optimize the use of local resources to support the local economy. For example, building materials such as stone, sand, and wood are often sourced from local suppliers, which helps reduce logistics costs and supports local small businesses. Interviews with entrepreneurs said:

"We prioritize local resources for the procurement of materials and the use of labor, if there are none, we will take them from outside the region."

Development Strategy in Providing Long-Term Economic Benefits for Local Communities

To ensure that tourism development in Samota provides long-term economic benefits to local communities, various strategies are implemented. One of them is a community-based approach, where local communities are actively involved in the management and development of tourist destinations. This includes skills training, local micro-enterprise development, and promotion of local culture and products. An interview with Bappeda stated that:

"In developing this tourism area, of course we have to look at various aspects and involve various parties such as local communities, local people must play an active role in tourism development, so we as the local government also work with the private sector and academics to try to provide skills training to the community in the Samota tourism area."

Tourism Projects in Samota Sumbawa on Job Creation and Local Community Income

Tourism projects in Samota Sumbawa have had a significant positive impact on job creation and increasing local incomes. Along with the development of tourism areas, many construction projects involve local labor, providing jobs for residents who may not have previously had permanent employment.

Partnership with Private or Public Sector Supporting the Economy of Samota Sumbawa Tourism Area

Partnership with the private and public sectors is one of the key factors in supporting economic development in the Samota tourism area. The local government has collaborated with various private parties, including property developers, tour operators, and other tourism industry players to develop infrastructure and services in the area. An interview with the Tourism Office said that:

"We do not develop and manage the Samota tourism area alone, we have partners from the central government in this case the Ministry of Tourism, the provincial tourism office to private companies and the community, we work together in building and developing the Samota tourism area."

Social Dimension in the Development of Samota Tourism Area

The social aspect of TBL emphasizes the importance of positive contributions to local communities and cultures. Sustainable tourism development must be able to create social welfare, such as improving the quality of life of local communities, preserving culture, and encouraging community participation in tourism management (Mulyani et al., 2022).

Tourism management must refer to a management concept that prioritizes the ideals of environmental sustainability, communication, and social values that allow tourists to enjoy their travel experiences and advance the welfare of the local community (I. S. Khan et al., 2021).

The implementation of Community-Based Tourism (CBT) in the SAMOTA tourist area is one of the main strategies in the social dimension of TBL. Research shows that local communities have been involved in the management of homestays, tour guides, and the provision of local products, such as handicrafts and culinary specialties. In addition, the community is also provided with tourism management skills training, so that they are not only passive participants but also the main actors in the development of community-based tourism. This approach increases a sense of ownership of the region, encourages active participation, and strengthens the attraction of tourism based on local culture.

However, the study also found that the main challenge in the implementation of CBT is the lack of coordination between the community, tourism managers, and local governments (Stoddard et al., 2012). Some communities feel that they are not fully involved in strategic decision-making, so a more inclusive dialogue mechanism needs to be created. In addition, the provision of access to small business capital for local communities is still limited, so the management of community-based tourism is not optimal. Strengthening multi-stakeholder collaboration and providing subsidies or ease of credit are needed to support community-based tourism businesses, so that the CBT concept is really able to encourage the social dimension of TBL in SAMOTA.

Then one of the main issues faced is inequality in the distribution of economic benefits from tourism. Most tour guides and travel agents come from outside the Samota area, local communities usually play the role of tour operators who deliver tourists to tourist sites only, local communities often only get marginal roles, such as unskilled labor or small service providers. This inequality raises dissatisfaction among local communities, especially for those who do not have access to resources or capital to participate more actively in the tourism sector.

Interaction between tourists and local communities in SAMOTA in some cases in several tourist areas in Indonesia presents the potential for social conflicts, especially related to cultural differences and expectations. However, in this Samota tourist area, there have been no cases of local people who feel disturbed by the behavior of tourists who are considered to lack respect for local norms and traditions.

Development of the Samota Sumbawa Tourism Area in Relation to the Social and Cultural Life of the Local Community

The development of the Samota Sumbawa tourism area certainly has an impact on the social and cultural life of the local community. The positive impacts include economic growth that can improve the quality of life of the community. In addition, this development also encourages the preservation of local culture because local culture and traditions are often the main attractions for tourists.

"Sometimes there are tourists who come specifically from outside the region and especially from abroad who want to witness the cultural attractions and traditions of the Sumbawa people such as the Kebo dance, horse racing and typical Sumbawa dances."

However, in general, the phenomena that occur in several tourist areas in Indonesia also have the potential for negative impacts, such as changes in local people's lifestyles due to the influx of outside influences. Tourists bring different cultures and values, which can cause shifts in habits, customs, and even local languages. In addition, the development of tourism can also lead to cultural commercialization, where local culture is displayed for economic gain, which can erode original values and change the meaning of the culture. In response to this, the village government in the Samota tourist area in collaboration with traditional leaders, religious leaders, tour operators, tour guides and the local community are equally committed to ensuring that there is no shift in habits, customs and social norms that apply (Rusby & Arif, 2020).

Special Program to Involve Local Communities in the Development and Operation of Tourism Areas

These programs involve local communities in various aspects, from planning, management, to operating tourist destinations. Skills training in the tourism sector, such as tour guiding, homestay management, and

handicrafts, are often held to empower local communities. Interviews with entrepreneurs in the Samota area said that:

"We provide training to local communities to provide special skills in utilizing existing business potential, we want the community to also take part in earning income and working together to advance tourism in this area"

Social Conflict with Indigenous Communities or with Local Communities in the Management of the Samota Tourism Area

To date, the management of the Samota tourism area has attempted to minimize social conflicts with indigenous and local communities through an inclusive and participatory approach. However, as in the development of other tourism areas, the potential for conflict always exists, especially related to land management, profit distribution, and environmental impacts.

"The potential for conflict is always there, but before it comes to the surface we try to dampen it, we carry out mediation and deliberation to resolve the potential for conflict, so that so far there has been no conflict that has occurred to the point of taking legal action or causing a commotion ."

Companies Ensure That the Needs and Rights of Local Communities Are Respected in the Development of Tourism Areas

Companies involved in the development of the Samota tourism area are generally committed to respecting the needs and rights of local communities through several strategic steps. One of them is by conducting a Social Impact Assessment before starting a project, to understand the potential positive and negative impacts on local communities. Interviews with entrepreneurs in the Samota Area said that:

"Of course, to establish a business in this place, we conducted a social impact assessment and also held meetings and consultations starting from the local government, village government to traditional leaders and religious leaders in this area ."

Social Initiatives Carried Out by Companies in the Samota Sumbawa Area

There are several social initiatives that have been carried out by companies in the Samota Sumbawa area, which aim to provide benefits to the local community. Some of these initiatives include contributing to the development of community facilities and infrastructure and contributing to social activities in the community, several companies in the Samota tourism area also participate in environmental conservation and conduct skills training to improve the soft skills of the surrounding community (Rusby & Arif, 2020).

"The initiatives that we can do at this time are still limited to contributions to village development, for example in the form of donations, and we are also active in social community activities, we also provide skills training to young people and the surrounding community ."

Social initiatives carried out by companies in the Samota area are still limited to contributions to the construction of public facilities and also training to improve human resource skills, there are no routine programs such as education scholarships, improving access to health and so on. However, the community views that the programs that have been carried out by the company are quite helpful in improving the skills and competence of the community. As an interview conducted with the Village Tour Operator said that:

"The company's training and mentoring program really helped us. Initially, we did not have access and knowledge about our current job. After the training and mentoring, thank God we were helped ."

Employment Practices Complaint Case

Common problems in the world of work are related to job dissatisfaction felt by workers, both in terms of financial compensation and non-financial compensation. So that in the end many workers leave their jobs and complain about labor practices that are not in accordance with the regulations (Chandra & Kumar, 2021). So far, information regarding cases of complaints about labor practices in the Samota tourist area has not been reported. However, labor issues, especially those related to workers' rights, are always a concern in the development of tourist areas. As an interview conducted with the Department of Manpower and Transmigration said:

"So far there have been no complaints reported to us, especially for workers in the Samota tourist area, let alone criminalizing the company where they work ."

Environmental Dimensions in the Development of the Samota Tourism Area

The environmental aspect in TBL focuses on efforts to minimize negative impacts on the environment from tourism activities. Sustainable tourism development must consider the preservation of nature and the environment around tourist destinations (Gimenez et al., 2012). Ecotourism, which is a form of environmentally

oriented tourism development, emphasizes the importance of environmental conservation and education for tourists about the importance of preserving nature. In ecotourism, tourists are invited to better understand and appreciate the environment, while also contributing to conservation efforts.

The existence of tourism can be directed as a vehicle for balancing the interests of human needs in environmental sustainability. Tourism should provide a method to manage a sustainable environment both through the concept of conservation areas, natural resource renewal, recycling, and so on (S. A. R. Khan et al., 2023).

In the SAMOTA tourist area, the application of the Triple Bottom Line (TBL) concept in the environmental dimension is one of them focused on the implementation of Environmental Impact Analysis (EIA) or EIA as an effort to mitigate the negative impact of tourism. Environmental impact evaluation includes analysis of changes in marine and terrestrial ecosystems due to tourism activities, such as infrastructure development and an increase in the number of tourists. The results of the study show that the SAMOTA area has identified areas prone to environmental damage and implemented mitigation measures, such as regulating ecotourism zoning, prohibiting overexploitation of marine life, and promoting renewable energy in tourist facilities. In addition, area managers are actively integrating conservation programs, such as the reforestation of degraded areas and the involvement of local communities in environmental patrols to keep the ecosystem balanced.

However, the implementation of EIA in SAMOTA still needs improvement, especially in the routine supervision of the compliance of tour operators and tourists with environmental regulations. The main challenge found is the lack of human resources and budgets to ensure that each mitigation step is implemented effectively. The study also recommends capacity building of local communities through training on environmental impact mitigation and waste management.

Over-tourism is a threat in almost all tourist areas in Indonesia, including the SAMOTA tourist area, especially to the sustainability of the ecosystem and the preservation of endemic flora and fauna. An increase in the number of tourists that is not balanced with good management will cause pressure on the environment, such as soil erosion due to uncontrolled development, seawater pollution from tourism waste, and disturbances in the habitat of endangered animals. The presence of large numbers of tourists in some cases also increases the risk of damage to endemic species due to uncontrolled exploitation and tourist activities, such as unguided snorkeling in sensitive coral reef areas.

To overcome these risks, in the Samota tourist area, a conservation area has been created to limit tourist access to certain conservation areas to protect vulnerable habitats such as whale sharks and yellow-crested cockatoos in the Samota area. The provincial government has also formed a conservation team that coordinates with tourism managers, village/regional governments and local communities to protect and supervise the conservation area in the Samota tourist area. The educational campaign has also involved tourists and business actors to instill awareness of the importance of maintaining the sustainability of the region.

Steps Taken to Ensure Environmentally Friendly Development of Samota Sumbawa Tourism Area

To ensure that the development of the Samota Sumbawa tourism area is environmentally friendly, various steps have been taken, including careful planning and the implementation of sustainable tourism principles. First, from the perspective of business actors, before the project begins, an *Environmental Impact Assessment* (EIA) is carried out to identify and mitigate possible environmental impacts. The company ensures that the business to be run will not have an impact on environmental damage.

"Initially we conducted an EIA to ensure that there were no negative impacts from the business we were doing, this was useful for us to mitigate the environmental impacts that might arise from the business activities we would undertake."

Apart from the company's perspective, the government also plays a role in ensuring the development of environmentally friendly Samota tourism, for example from the Village government which creates a Village Regulation on waste for waste management, whether it is produced by companies or the community.

"We have created a village regulation on waste so that this waste is managed well and also to minimize the negative impacts of the increasingly widespread circulation of waste."

Initiatives to Handle Waste and Manage Natural Resources in Tourism Areas

Waste and natural resource management in the Samota tourist area is carried out through several main initiatives, both from companies, government and tour operators or travel agents. For example, from the side of companies located in the Samota area, solid waste, such as organic and inorganic waste, is managed through a strict sorting and recycling system. Hotels and restaurants in the area are also encouraged to reduce the use of single-use plastics and replace them with more environmentally friendly materials. Companies also have their own management systems, such as sorting organic and inorganic waste and companies operating on Moyo Island, for example, dump waste outside the island, so as not to pollute the environment on the island where the company operates. Interviews conducted with hotel managers said that:

" For waste and garbage management, we have our own system and waste disposal site, so we can ensure that it does not pollute the environment. We dispose of our waste outside this island, which already has a special place for our hotel waste disposal . "

For liquid waste, there are several business actors who have implemented a wastewater treatment system that ensures that wastewater does not pollute the environment. The treated water can then be reused for garden irrigation or for other non-potable uses.

Compliance with Environmental Laws and Regulations

Companies operating in the Samota tourism area are committed to complying with applicable environmental laws and regulations, both at the local, national and international levels. Before starting any project, they must obtain an environmental permit that shows that they have met all requirements set by the government. The local government also continues to ensure that companies operating in the Samota tourism area are in full compliance with applicable laws and regulations as well as local regulations regarding the environment. Compliance with environmental regulations also includes the implementation of strict standard operating procedures (SOPs) in all aspects of operations, from waste management to natural resource conservation.

Company Activities That Use Materials That Can Pollute the Environment?

To date, companies operating in the Samota tourism area have made efforts to avoid the use of materials that can pollute the environment. The use of hazardous chemicals, such as pesticides or cleaning products with toxic substances, is minimized and replaced with more environmentally friendly alternatives.

Complaint Cases Regarding Environmental Pollution in Samota Area?

Until now, there have been no significant reports of environmental pollution complaints caused by activities in the Samota tourist area. However, complaints from the community or environmental organizations are always handled seriously by the authorities and area managers. As an interview conducted with the Environmental Service said that:

" So far there have been no complaints from the public regarding environmental pollution, if there are complaints we will handle them seriously, especially regarding the conservation area of the Samota tourist area "

Water Use Based on Water Sources Used

Water use in the Samota tourist area is regulated very carefully to maintain the balance of the ecosystem and prevent water scarcity for local communities. Moreover, the area in the Samota area is relatively more difficult to get water compared to other areas on Sumbawa Island because its position is mostly in the coastal area. As an interview conducted with a hotel entrepreneur in the Samota area said:

" We are very careful in using water sources, we ensure that the water sources we use do not disrupt the availability and sufficiency of water for the surrounding community, we use water sources from separate drilled wells, not from water sources used by the community "

Environmental Conservation Initiatives That Have Been Carried Out in Samota Sumbawa

Various environmental conservation initiatives have been carried out in the Samota Sumbawa area. For example, several efforts that have been made by the Natural Resources Conservation Agency (BKSDA) are to create conservation areas to protect biodiversity in the Samota Sumbawa tourist area. This area is known to have various types of unique flora and fauna, including protected species. To maintain biodiversity, tourism area managers have established conservation zones where development and human activities are limited or strictly monitored. This includes the conservation of the yellow-crested cockatoo and other endemic animals, as well as conservation areas in the whale shark area. In addition, the NTB provincial government and Sumbawa Regency have formed a conservation team to ensure that the conservation area is truly protected and that environmental quality in the conservation area improves. As interviewed with the tourism office:

" In the Samota region there is a conservation area including endemic animals in it, the provincial and Sumbawa governments have formed a conservation team for this area "

4. CONCLUSION

The results of the study show that *the Internal Strategic Factor Analysis Summary (IFAS)* has a total value of 3,219, which means that the IFAS score weight is on a high scale, while *the External Strategic Factor Analysis Summary (EFAS)* has a value of 2,952, which means that external factors are on a medium scale. The Internal and External Matrix (IE) is in quadrant IV, which indicates that the development of tourism in the Samota area of

Sumbawa Regency requires a growth and build strategy. While the SWOT Quadrant *Positioning* is in quadrant I (positive, positive) which indicates that the tourism industry in the Samota area is possible to develop and increase industry growth. Based on the TAS (*Total Attractiveness Score*) Value, the alternative priority strategies that must be implemented are Minimizing environmental damage that has an impact on endemic animals, avoiding activities in protected areas and the next strategy is to optimize existing tourism potential sustainably and develop supporting infrastructure. Triple Bottom Line (TBL) analysis shows that tourism development in the SAMOTA area from the Economic dimension shows that the increase in economic activity in the tourism sector directly contributes to increasing the income of local people involved in the tourism industry, while from the social dimension it shows that there is a *community-based tourism (CBT)* approach program to ensure that local people are not only passive beneficiaries, but also become the main actors in tourism development. Meanwhile, from the environmental dimension in the development of the SAMOTA tourism area, it shows that the implementation of careful planning and implementation of sustainable tourism principles. First, from the perspective of business actors, before the project begins, an *Environmental Impact Assessment (EIA)* is carried out to identify and mitigate possible environmental impacts.

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