
Research Article

READINESS OF MANAGEMENT OF NAPAL JUNGUR TOURIST VILLAGE, SELUMA REGENCY

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ABSTRACT

Tourism villages have become an important strategy for rural economic development in Indonesia, yet many face significant management challenges that hinder sustainable growth. This study examines the readiness of tourism management in Napal Jungur Tourism Village, Seluma Regency, using a descriptive qualitative approach using Terry's management theory to analyze five main dimensions: self-audit, survey, objectives, actions, and communication. Data were collected through direct observation, semi-structured interviews with 37 key informants, focus group discussions, and document analysis, followed by a SWOT analysis. The findings revealed an uneven readiness profile across management dimensions, with the SWOT coordinate analysis positioning Napal Jungur in Quadrant I (0.80, 0.69), indicating positive growth potential. The natural environment, active youth participation, and village government support are significant strengths, while weaknesses include limited dining facilities, accommodation is still limited, weak marketing, inadequate maintenance systems, and underdeveloped management skills. Napal Jungur Tourism Village shows promising potential for sustainable tourism development but requires strategic interventions to improve management capacity, particularly in formalizing objectives, developing a systematic management approach, and improving communication strategies to facilitate the transition from the establishment to the consolidation phase of tourism development.

Keywords: *Management readiness, Rural development, SWOT analysis, Tourism village, POKDARWIS*

Introduction

Tourism village is a tourism activity because it has an attraction in the form of village life with its characteristics, including the life of its people. The potential for cultural attractions and natural attractions with their

respective characteristics will be an opportunity for tourists to come and enjoy these attractions in order to gain pleasant and impressive experiences and memories for tourists. While more comprehensively describing that a tourist village is a rural area that offers a

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whole atmosphere that reflects the authenticity of the village, both in terms of socio-cultural life, customs, daily activities, building architecture, and village spatial planning, as well as in terms of the culture of its people[1]. Potential that can be developed as a tourist attraction, for example tourist objects, food and drinks, souvenirs, lodging, and other tourist needs. Based on several definitions that have been described, it can be concluded that a tourist village is a rural area that has the potential for uniqueness and distinctive tourist attractions, both in the form of the physical character of the rural natural environment and the socio-cultural life of its people which are then managed and

packaged in an attractive and natural way with the development of tourism support facilities in a harmonious environmental system and good and planned management so that it is ready to receive and encourage tourist visits to the village and can drive tourism economic activities that can improve the welfare of the local community[1]. Seluma Regency is located in Bengkulu Province and also has extraordinary tourism potential, it has 9 sub-districts, each of which has tourist attractions, based on the Decree of the Regent of Seluma in 2022, there are 9 villages that have been designated as Tourist Villages[2], namely:

Table 1. Number of DecaRegistered Tours inSeluma Regency

Village	Subdistrict	Name of Tourist Attraction	Form of Tourist Object
Napal Jungur	Lubuk Sandi	Napal Jungur Tourism Village	Natural tourism
Lubuk Resam	North Seluma	Lubuk Resam Tourism Village	Natural tourism
Pandan	East Seluma	Pandan Tourism Village	Natural tourism
Kuti Agung	Sukaraja	Oto Family Tourism Village	Natural tourism
Kungkai Baru	Air Periukan	Cemoro Sewu Tourism Village	Natural tourism
Sengkuang Jaya	West Seluma	Batu Bekinyau Tourism Village	Natural tourism
Tanjung Agung	Ulu Talo	Tanjung Agung Tourism Village	Natural tourism
Gunung Agung	Lubuk Sandi	Batu Belipat Kain Tourism Village	Natural tourism
Taba Lubuk Puding	Air Periukan	Batu Lubuk Puding Tourism Village	Natural tourism

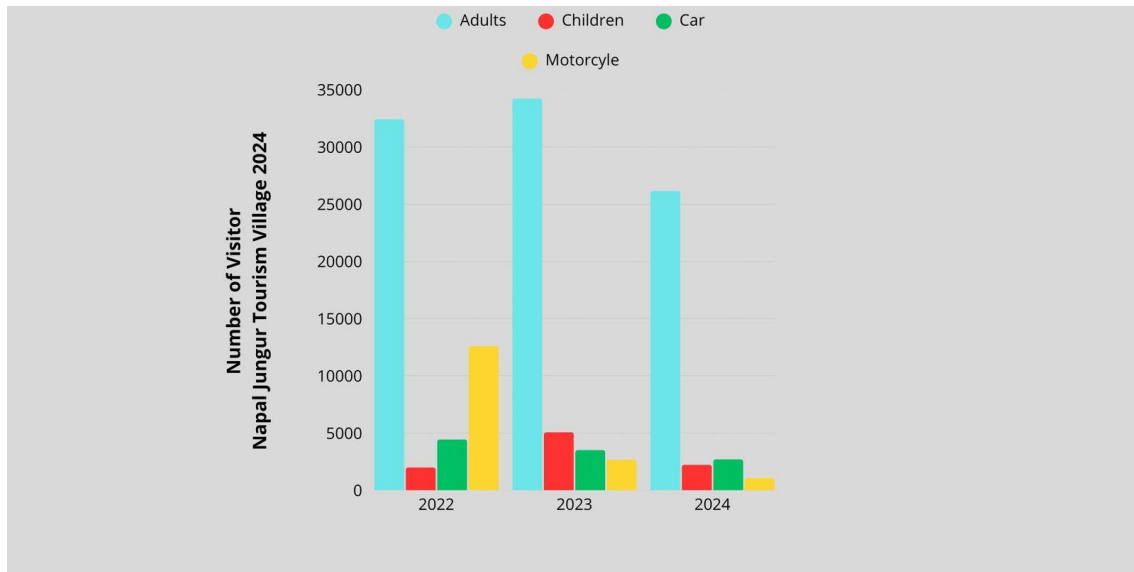
Source: Decree of the Regent of Seluma, 2022

Napal Jungur Village is one of the villages designated as a tourist village, the government and youth of Napal Jungur have high enthusiasm and passion to develop the potential of their village to become Sustainable Tourism.

Napal Jungur Tourism has long been visited by local residents and from other areas. Seeing the potential for development and its suitability as a place of recreation, at the end of 2019, village youth who are members of Karang Taruna together with the Village Head, Village Government, Village Consultative Body (BPD), and community leaders took the initiative to manage and develop the potential of these natural resources, based on the issuance of Napal Jungur Village Regulation Number 02 of 2019 concerning the Establishment of Kungkay Raya Village-Owned Enterprises. The main objective is to advance the economy of Napal Jungur

Village and attract workers as managers of tourist attractions from the villagers, so that Napal Jungur Village, which was previously only a water flow, becomes a place of recreation. Finally, a village meeting was held and the Tourism Awareness Group (POKDARWIS) BUMDes Napal Jungur Village was formed. Based on community self-reliance, in December 2019 they began to prepare work programs and carry out weekly community service.

In 2020, the Napal Jungur Village Government (Pemdes) began building a tourist area, including the construction of huts for tourists to sit, eat, and relax, toilets, changing rooms, prayer rooms, and parking lots, through the Village Revenue and Expenditure Budget (AP-BDes). Community participation in managing village funds is one form or way of participating as a subject or actor in village development.



Gambar 1. Graph of Tourist Visit Napal Jungur Tourism Village from 2022 - 2024
Source: Researcher Processing, 2025

Based on the data above, the number of visitors to Napal Jungur Tourism Village is relatively high, although the trend is inconsistent. Records show that most tourists visit during the Eid holidays and the end of the year. The readiness of tourism management can be seen from the extent of stakeholder and manager participation in managing the tourist attraction. The preparation of tourism management planning documents, such as strategic plans, can be carried out by identifying the factors that influence tourism management. These factors can be categorized into supporting factors and inhibiting factors.

Some challenges related to the readiness of the management of Napal Jungur Tourism Village include: 1) Improvement of facilities related to dining places that are still lacking; 2) The absence of strong tourism destination branding so that it is difficult to compete with other tourism destinations; 3) Ineffective promotion strategies so that they are not right on target; 4) The use of digital technology in tourism promotion and marketing is not optimal.

Based on the background that has been described, this study formulates the problem, namely "How is the Readiness of Tourism Village Management in Napal Jungur Village, Seluma Regency?"

This study aims to identify and analyze the readiness of tourism village management in

Napal Jungur Tourism Village by examining several aspects, namely self-audit, survey, objectives, actions, and communication which are crucial factors in tourism management according to Terry's management theory. The results of this study are expected to provide valuable input for the village government, Tourism Awareness Group (POKDARWIS), and other stakeholders in developing effective strategies for sustainable tourism management in Napal Jungur Tourism Village.

By applying Terry's planning framework to analyze these five aspects, this study aims to provide a comprehensive assessment of tourism management readiness in Napal Jungur Tourism Village, leading to recommendations aimed at addressing specific challenges identified in the initial research data.

By focusing on the planning stage, which is fundamental to successful management, this study provides valuable insights into the preparation phase that determines the effectiveness of tourism development.

Previous studies have examined the readiness of modern management-based tourism village management, with a primary focus on the use of information technology. In contrast, this study takes a more holistic approach by analyzing five interrelated aspects: self-audit, survey, objectives, actions, and communication,

thus providing a more comprehensive understanding of readiness factors in tourism management.

Another study conducted by Syamsuddin et al. (2023) examined the readiness of the Tourism Office in managing Smart Tourism for tourism development, with a primary focus on infrastructure and ICT components. This current study broadens the scope by examining readiness from the perspective of community-based tourism management, emphasizing local participation and sustainable development principles.[3]

Another study conducted by Alimansyah et al. (2024) this study analyzed the development of tourist villages based on the 6A buhasis Theory. This study provide empirical evidence of the results of co-production based on tourism development components in independent tourism village innovation.[1]

The novelty of this study lies in its methodological approach, which combines qualitative analysis with a SWOT framework specifically adapted to assess the readiness of tourism village management. By utilizing the SWOT analysis method, this study not only identifies strengths, weaknesses, opportunities, and threats, but also places these factors in a strategic planning framework that can guide concrete actions for improvement.

Research methodology

Uto comprehensively examine the readiness of tourism management in Napal Jungur Tourism Village, Seluma Regency. The selection of qualitative methodology is in line with the exploratory nature of this research. As emphasized by Creswell and Poth Qualitative research allow researcher developing a holistic understanding of complex social issues by exploring the meanings and interpretations that individuals and groups attribute to their experiences[4]. This approach is particularly appropriate for studying tourism management readiness, as it allows for an in-depth exploration of the interrelated factors that influence tourism development in rural communities.

This research was conducted in Napal Jungur Tourism Village, Lubuk Sandi District,

Seluma Regency, Bengkulu Province, which was deliberately selected based on the potential for developing tourism and the active role of the community in tourism initiatives. The selection of the location was also based on This is supported by the nature of tourism development in Seluma Regency which is relatively unstudied compared to established tourism destinations in Indonesia, thus providing an opportunity to contribute knowledge about the challenges of tourism development in newly established destinations.

This study adopts Terry's (2009) management theory as a problem-solving approach, with a particular focus on the planning aspect. Management challenges in Napal Jungur Tourism Village require a systematic analysis framework to assess the level of readiness and formulate appropriate strategic recommendations.[5] Initial research data from field observations and interviews with key stakeholders in Napal Jungur Tourism Village revealed several issues that require attention in all five planning aspects.

Semi-structured interviews were conducted with 37 key informants representing various stakeholder groups, including official-village (4), POKDARWIS chairman (1) POKDARWIS members (10), public Napal Jungur Village (5), and visitors to Napal Jungur Tourism Village (18).

Data analysis followed a systematic process guided by the SWOT (Strengths, Weaknesses, Opportunities, Threats) analytical framework. Data were classified into internal factors (strengths and weaknesses) and external factors (opportunities and threats) to develop the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. Each identified factor was weighted and ranked based on its importance and the community's response capability, following the methodology outlined. The weighted score is calculated to determine the strategic position of Napal Jungur Tourism Village in the SWOT coordinate system, which informs the development of appropriate strategic recommendations[8]. The research methodology can be visualized in the following research flowchart:

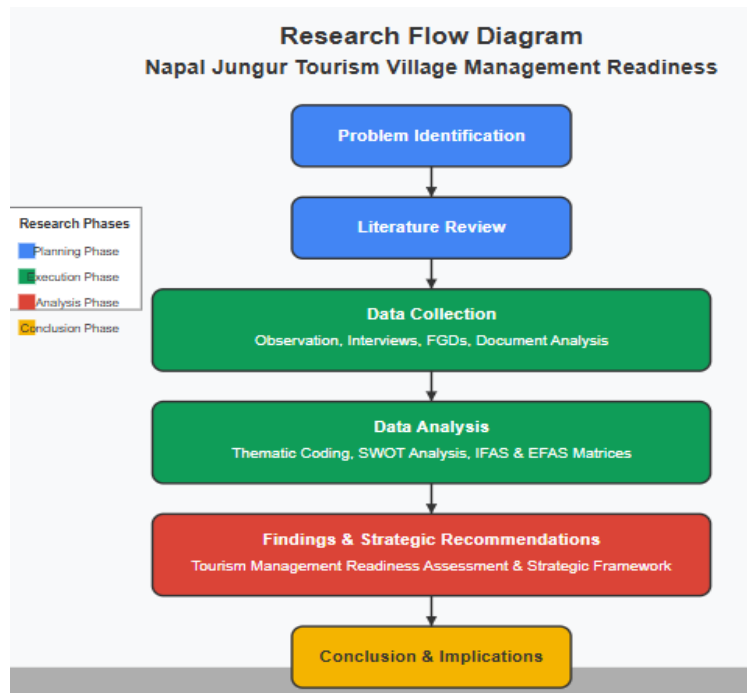


Figure 2. Al diagramur Research
 Source: Researcher Processing, 2025

This diagram illustrates the systematic progression from problem identification through data collection and analysis to the formulation of strategic recommendations.

Results

1. Self Audit

Self-audit in tourism management refers to a comprehensive analysis of the current condition of a tourism destination, including management objectives, human resources involved in management, conditions of facilities and attractions, financial resources, visitor feedback, and potential for sustainable development. According to Wijaya et al. (2020)[9], a

comprehensive self-audit provides a basis for strategic planning and identifies critical areas that require intervention to improve tourism management readiness.

1.1 Tourist Attraction Facilities and Infrastructure and Current Conditions

Based on the results of detailed field observations and inventory assessments carried out in the month of February until May 2025, Napal Jungur Tourism Village has various tourism support facilities, but with varying maintenance and functional conditions, as presented in Table 2.

Table 2. Facilities in Napal Jungur Tourism Village

NO.	Tourist Attraction Facilities	Total	Current condition
1.	Musholla	1	Good, but too small need to be renovated
2.	Hall	1	Good condition.
3.	Home Stay	1	Good condition, can accommodate about 10 people
4.	Changing room	4	All good condition.
5.	Toilet	4	All are function.
6.	Parking area	1	Not yet paved but spacious, can accommodate approx. 30 car and 100 Motorcycle
7.	Inner tube	20	15 in good condition, 5 need repair
8.	Rubbish bin	8	Scattered throughout the area, emptied irregularly

NO.	Tourist Attraction Facilities	Total	Current condition
9.	Gazebo/tourist hut	4	Good condition
10.	Relaxing Umbrella	4	Good condition, just needs maintenance
11.	Post area	3	Good condition
12.	Exit and entry portals	2	Condition is not good
13.	Canteen	5	Need to add to the menu, only instant food and fried food are sold.

Source: Field Observation of Napal Jungur Tourism Village, 2025



Figure 3. The main river attraction in Napal Jungur Tourism Village
Source: Seluma Regency Media Center

1.2. Objectives and Vision of Tourism Management

According to the Village Head, "Our vision Realizing Quality, Competitive, and Beneficial Napal Jungur Village Tourism for the Welfare of the Napal Jungur Tourism Village Community Based on the Napal Jungur Tourism Village Pokdarwis Concept." This vision is supported by several specific objectives expressed by the Chairperson of POKDARWIS:

"Our goal is to improve the village economy through sustainable tourism development, create new jobs for local residents, increase the number of annual visitors, and implement environmental conservation programs to protect our river ecosystem."

1.3. Natural and Cultural Resources Potential

Field survey that researcher conducted along the Napal Jungur River and the surrounding area documented significant natural tourism potential. This river very beautiful stretch along the Napal Jungur Village, it can be an arena for playing white water rafting. Not only the river flow, the waterfall here is one of the potentials to be further developed because

there are still waterfalls that have not been visited by many tourists. There is Batu Besak tourism for this camping ground, which is one of the potentials for the Napal Jungur tourist village to become sustainable tourism supported by the natural beauty that is still pristine.

This forest has many medicinal plants that are traditionally used by our ancestors and once grew the largest flower in the world, the Rafflesia flower, in the upstream area of the Napal Jungur Village waterfall. Visitors will always be satisfied with all the beauty and natural beauty of this village.

As for the potential for cultural tourism in the Napal Jungur Tourism Village, according to the confession of one of the POKDARWIS members, here it is still thick with cultural customs at weddings, there are still many series of traditional events that we carry out, every year we still carry out the kenduri tengah laman tradition, and we still carry out the sekujang tradition every night of the first Eid al-Adha.

Likewise with culinary, there are many typical Seluma foods which if developed and sold to tourists, Napal Jungur Tourism Village will become a unique attraction.

1.4. Human Resources

Based on the Decree of the Head of the Tourism, Youth and Sports Office of Seluma Regency Number: 800/15/SK/DPPO/VIII/2023.

POKDARWIS Napal Jungur was officially established in the month of August 2023 and currently consists of 20 active people. Analysis of the organizational structure shows that the assigned roles include chairman, secretary, treasurer, and divisions for managing attractions, security, cleanliness, etc. attraction and business development.[10]

According to the researcher's observation, POKDARWIS members need training on tourism management and a more concrete understanding of Tourism Villages and the development of Tourism Villages. Because Pokdarwis members are on average 17-30 years old, they do not have enough experience and understanding of the differences between village tourism and tourist villages. With tourism training, it is hoped that it can open their knowledge about the next steps for the development of their village tourism.

1.5. Tourism Village Resources and Income

There are 3 sources of income for the Napal Jungur Tourism Village, namely entrance tickets, parking tickets and tire rentals. Current sources of income include entrance fees (children Rp.2.000 per person, adults Rp.3.000 per person), parking fee (Rp.5.000 for motorbikes, Rp.10.000 for cars), and tire rental (Rp. 15,000-Rp. 20,000/tire). Based on visitor records, monthly revenue fluctuates significantly according to seasonal patterns.

The financial management system is still very simple, with manual recording and limited financial planning. As regulated in village regulation number 02 of 2019 concerning the establishment of BumDes Kungay Raya, the income from the Napal Jungur Tourism Village is divided into 2, namely 55% for the Village and 45% for BumDes.[11]

2. Survey

The environmental survey component of tourism management readiness involves a systematic assessment of the destination area and the potential impacts of tourism development on environmental, social, and cultural dimensions. As emphasized by Rachmawati et al. (2023), a comprehensive environmental survey forms the basis for sustainable tourism planning by identifying sensitive areas, setting development parameters, and anticipating potential impacts before they occur.[12]

2.1 Identification and Mapping of Areas

Researcher in collaboration with POKDARWIS members conducted detailed mapping of the Napal Jungur Tourism Village area using technology Google Earth. This is a picture of the main area of Napal Jungur Tourism Village, a long river with napalan and rocks along the tourist area. A member of Pokdarwis, he said "if the dry season the water is not good because this napal jungur is identical to the napal rock if there is a lot of water the color of the water is like a greenish blue but if the dry season becomes less beautiful, if the rainy season we also always supervise and anticipate visitors not to swim because this is a river flow afraid of sudden water coming in high volume. The right weather is sunny but not the dry season.

Currently, the empty land in the tourist area is used as additional parking space, but this area will later be used as an outbound arena, flying fox, etc. Because in reality, a tourist village is rural areas that have the potential for uniqueness and distinctive tourist attractions, both in the form of the physical character of the rural natural environment and the socio-cultural life of its people, which are then managed and packaged in an attractive and natural way with the development of tourism support facilities in a harmonious environmental system and good and planned management.[1].



Figure 4. Zoning Map of the Napal Jungur Tourism Village Tourism Area
Source: Google Earth

2.2 Environmental Impact Analysis

Biodiversity surveys identify there are birds, butterflies, ecologically important plants, and various freshwater organisms. A member of the pokdarwis said:

"We have some special plants here that our ancestors used as medicine. The forest around the river is home to birds and monkeys. But we do not allow visitors to take or disturb these birds so that the habitat is maintained and not extinct."

presearcher, also interviewed another Pokdarwis member, he said:

"We also maintain the natural beauty of the Napal Jungur Tourism Village by not building permanent buildings. We build prayer rooms, halls, or other buildings using wood and

bamboo because we maintain the natural beauty here, except for the toilets because we build permanent toilets to maintain the comfort of visitors when using them.

This will not damage the environment as long as the management continues to work together to maintain the beauty and cleanliness of this tourist village and monitor visitor activities so that they do not do things that are not permitted.

2.3 Socio-Cultural Impact Assessment

Research questionnaire with 37 respondents consisting of managers and visitors. The results of this impact assessment can be seen based on the table 3 and 4.

Table 3. Expected Positive Impacts of Tourism Development

Positive impact	Percentage of Participants (n=37)
Economic diversification and new income opportunities	92%
Preservation of cultural traditions through demonstrations to visitors	76%
Profitable infrastructure improvements public and tourists	71%
Increase pride and identity area	65%

Source: Research Questionnaire, 2025

Table 4. Estimated Negative Impacts Due to Tourism Development

Negative impact	Percentage of Participants (n=37)
Potential for cultural degradation due to commercialization	50%
Disruption of the rhythm and activities of indigenous communities	20%
Unequal distribution of benefits	48%
Potential conflict between traditional and tourism-oriented land use	42%

Source: Research Questionnaire, 2025

2.4 Accessibility and Infrastructure Assessment

The road to Napal Jungur Tourism Village has used hotmix asphalt that can be accessed by all types of vehicles, both 2 wheels and 4 wheels. From the main highway in Rena Panjang village, enter the village road about 7 kilometers to Napal Jungur village and if from the center of Bengkulu city, it takes 1 hour 20 minutes or about 40 kilometers. Along the way, you will be greeted by trees that are still beautiful and shady with animals such as birds and monkeys that will accompany the journey of tourists and also beautiful hill views.

3. Purpose

In the context of tourism management readiness, clear objectives provide strategic direction and set measurable targets for development efforts. Sagita et al. (2022) emphasized that well-defined tourism objectives must balance economic aspirations with community

empowerment, environmental protection, and cultural preservation to ensure sustainable outcomes. [13]The assessment of goal-setting readiness in Napal Jungur Tourism Village examined How is the readiness of the management of the Napal Jungur Tourism Village?

3.1 Objectives of Community Empowerment

Based on the researcher's analysis and interview results demonstrates a consistent emphasis on community empowerment as a primary objective of tourism development. The organization's founding document states: "POKDARWIS Napal Jungur aims to develop tourism that empowers local community members as primary beneficiaries and decision makers. Structured interview with 19 tourism village managers including POKDARWIS members and village apparatus about the objectives of community empowerment. The most frequently mentioned aspects are presented in Table 5:

Table 5. Community Empowerment Objectives Identified by POKDARWIS Members

Community Empowerment Goals	Percentage of Members (n=19)
Creating economic opportunities for local residents	100%
Building tourism management skills among community members	80%
Preserving and revitalizing local cultural practices	80%
Strengthening community organizations and governance capacity	75%
Increasing youth involvement in community development	80%

Source: Research Questionnaire, 2025

Youth empowerment is often cited as a primary goal, because they already have high enthusiasm and spirit to advance their tourism. So with the empowerment and training will

open up space for them to develop their regional potential again to become superior tourism and become an independent tourist village.

3.2 Visitor Safety and Experience Objectives

Visitor safety is the main thing for POKDARIS napal jungur village, they set up area posts at several points in the tourist village to maintain visitor safety and they always prepare life jackets and first aid kits in case something unwanted happens. Moreover, in this bathing area there is a place to jump so they always guard above and below to monitor visitor activities.

3.3 Environmental and Cultural Sustainability Goals

This Jungur napal village is rich in culture with the increasing recognition of the Jungur napal tourism village, this will also be a place for us to introduce our culture to people outside our area, such as festivals or traditions that are carried out. Sustainability in the environment is seen from how to maintain rural nature so that it remains known to the wider community but remains beautiful and cool. But if there is no concept of proper waste management and proper environmental protection, this could be a threat to the Jungur Napal Tourism Village.

4.Action

The action component of tourism management readiness includes concrete steps, strategies, and procedures implemented to achieve tourism goals. According to Wijaya et al. (2020), [9] effective action planning requires not only a strategic vision but also operational

details, resource allocation, and implementation mechanisms. The action-oriented readiness assessment in Napal Jungur Tourism Village examines three main dimensions: tourism development strategy Andinfrastructure and security improvements.

4.1 Tourism Development Strategy

4.1.1 Tour Packages

Researchers adopted from the journal Ali-mansyah, et al. (2025) in the Pilesari independent tourist village there are tour packages promised to tourists, this is an attraction for tourists to spend the night[1] in the Napal Jungur Tourism Village. For example, by packaging for several people with an unforgettable tour agenda such as white water rafting, camping on Batu Besak, exploring Napal Jungur culinary, traditional attractions, flying fox, outbound, and others.

4.1.2 Promotion Strategy

By working together with youth influencers and organizations, student organizations, campuses, and schools, this is also one of the strategies for developing the Napal Jungur Tourism Village, by selling tour packages such as rafting and outbound to them, they will be enthusiastic about visiting and enjoying all the facilities in the tourist area. And also providing a campsite by selling security assurance is also an attraction.



Figure 5. Design Tourism Development by POKDARWIS
Source: Researcher Processing, 2025

4.2 Infrastructure and Security Improvements

Napal Jungur Tourism Village has experienced a number of serious accidents and always evaluate and anticipate it by setting up area posts to monitor visitors, but as the number of visitors increases, the manager is increasingly concerned about safety, especially during peak periods when tourists are crowded. We need better training and equipment to ensure visitor safety. And we have asked for cooperation from the nearest police station to help us during busy periods.

We will fulfill and strive to improve infrastructure such as electricity entering all tourist areas, stable internet signals, and comfort for other visitors.

5. Communication

Effective communication is essential for successful tourism management, including internal coordination among stakeholders and external promotion to potential visitors. Rachmawati et al. (2023) emphasized that a strong

communication system enables coordinated action, knowledge sharing, conflict resolution, and effective marketing all essential elements for sustainable tourism development [14]. The assessment of communication readiness in Napal Jungur Tourism Village examined internal communication mechanisms, stakeholder engagement, and external promotion activities.

5.1 Internal Communication System

Based on the research results, the communication carried out by the Management is a directed communication system and has a group that makes it easy for them to communicate and coordinate in order to maintain the comfort of visitors, especially in the digital era like today, communication is something that is very easy to do.

5.2 Stakeholder Engagement

Stakeholder mapping identifies key relationships that require communication management, as presented in Table 6:

Table 6. Categories of Tourism Stakeholders in Napal Jungur Tourism Village

Stakeholder Categories	Organization/ Individual	Role in Tourism Development
Key stakeholders	Village Government	Policy setting, funding and oversight
	POKDARWIS Members	Direct tourism management and operations
	Village Community	Community participation and beneficiaries
Secondary stakeholders	Seluma Youth and Sports Service	Regulation, promotion and technical support
	Neighboring village	Providing access
	Regional Tourism Organization	As a promoter and maintainer of the Tourism Village
Market stakeholders	Visitors	Tourism requests and feedback
	Regional tourism network	Promotion
	Mass media	Destination promotion and image building

Source: Researcher Processing, 2025

5.3 External Promotion and Marketing Communication

Media content analysis and marketing materials assessment revealed very limited external communications efforts. Current promotional assets consist of:

1. Basic Instagram account (@village_napal_tourism_jungur) was founded in

February 2020 with 2.838 followers and posting frequency is irregular.

2. A simple one-page information brochure created in 2022 with limited distribution (mainly available at village offices)
3. A promotional banner at the village entrance
4. Word of mouth promotion through visitor recommendations

There is currently no dedicated website, structured social media strategy, media relations program, or formal marketing materials. Content analysis of existing promotional materials shows an emphasis on physical attractions (rivers and natural environment) with minimal information on cultural aspects, visitor activities, or practical details.

Digital audit findings highlight significant opportunities for improvement:

1. Limited search engine visibility (Google search for "Napal Jungur tourism" only produces 9 relevant results)
2. Napal Jungur tourist village ayesinGoogle Maps list or location information, but it would be better if the photos on mapd were updated again
3. Doesn't appear on major travel review platforms (TripAdvisor, Google Reviews)
4. No representation on regional tourism websites
5. Minimal digital content creation (photos, videos, articles)
6. Lack of promotion and reviews from influencers.

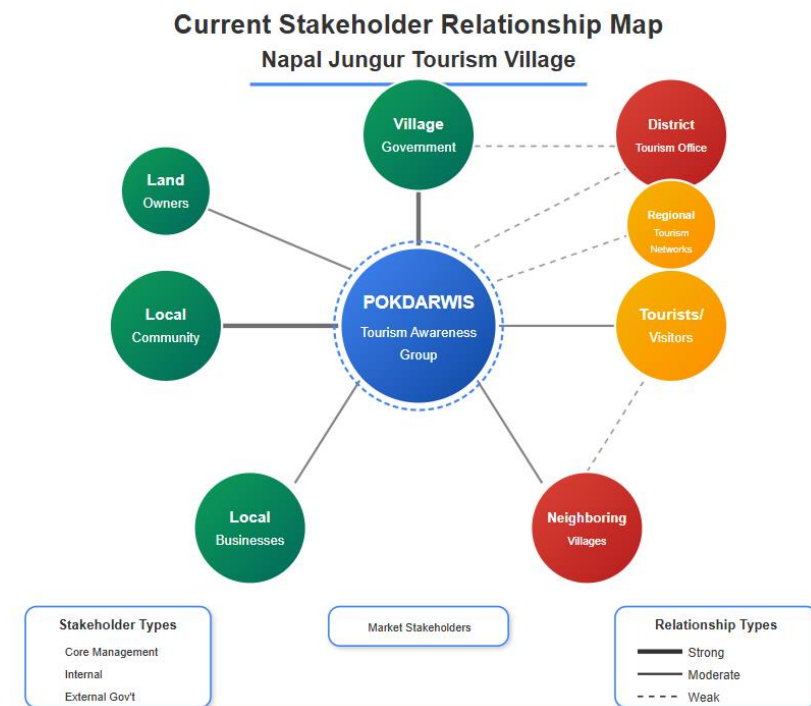


Figure 6. Current Stakeholder Relationship Map in Napal Jungur Tourism Village

Source: Researcher Processing, 2025

6. SWOT Analysis

To assess the strategic readiness of tourism management in Napal Jungur Tourism Village, a comprehensive SWOT analysis was conducted based on the findings from the five aspects of readiness. This analysis follows the structured methodology proposed by Phadernrod et al. (2019), which emphasizes the importance of systematic weighting and ranking to produce measurable strategic positions. The findings synthesize primary data collected through field research with theoretical frameworks from contemporary tourism management literature.[15]

6.1 Summary of Internal Factor Analysis (IFAS)

The internal analysis examines factors within the control of the community, which are categorized as strengths or weaknesses. Each factor is weighted according to its relative importance to tourism management success (with weights totaling 1.00) and ranked according to the community's current performance (on a scale of 1–4)[16]. Weighted scores are calculated by multiplying the weights by the rankings, as shown in Table 7.

Table 7. Summary of Internal Factor Analysis (IFAS)

Internal Factors	Heavy	Ranking	Weighted Score	Justification
Strength				
1. BeautyNapal Jungur Tourism Village	0.15	4	0.60	The survey results stated that the river was the main attraction.
2. Active participation of youth through POKDARWIS	0.10	3	0.30	20active POKDARWIS members with an average age of20syear,regular monthly meeting with 85% attendanceand high initiative for the advancement of Tourism Villages.
3. Village Government Support through Village Funds	0.10	3	0.30	AllocationDthereVillage for development at the beginning of the formation of the Napal Jungur Tourism Village and with the support of PERDES Number 02 of 2019 concerning the Establishment of Kungay Raya Village-Owned Enterprises.
4. Basic tourism facilities (huts, toilets, prayer rooms), cottage)	0.08	3	0.24	Inventory assessment shows basic infrastructure is functioning; 62% of visitors rated facilities as “adequate” or “good”. other facilities are also generally in good condition.
5. Strategic location, easy for tourists to reach	0.07	3	0.21	7km from the main district road,dan 48 km from Bengkulu City with a travel time of approximately 1 hour 20 minutes.
Sub-Total	0.50		1.65	
Weakness				
1. Limited dining facilities for tourists	0.10	2	0.20	There is a lack of culinary delights for tourists to enjoy, and there are no souvenirs to take home.
2. Weak branding and marketing strategy	0.15	2	0.30	Minimal online presence (basic Instagram accounts only), no dedicated website, limited promotion
3. Maintenance of existing facilities is inadequate	0.08	1	0.08	Assessment of the condition of the facilities showslack of maintenancein the old building,no preventive maintenance schedule.
4. Limited expertise in tourism management	0.10	2	0.20	Lack of understanding of tourism among managers
5. Limited financial resources for development	0.07	1	0.07	Annual tourism revenue Not yetsufficient for major development.
Sub-Total	0.50		0.85	
Total	1.00		2.50	

Note: Rating scale: 1 = Major weakness, 2 = Minor weakness, 3 = Minor strength, 4 = Major strength

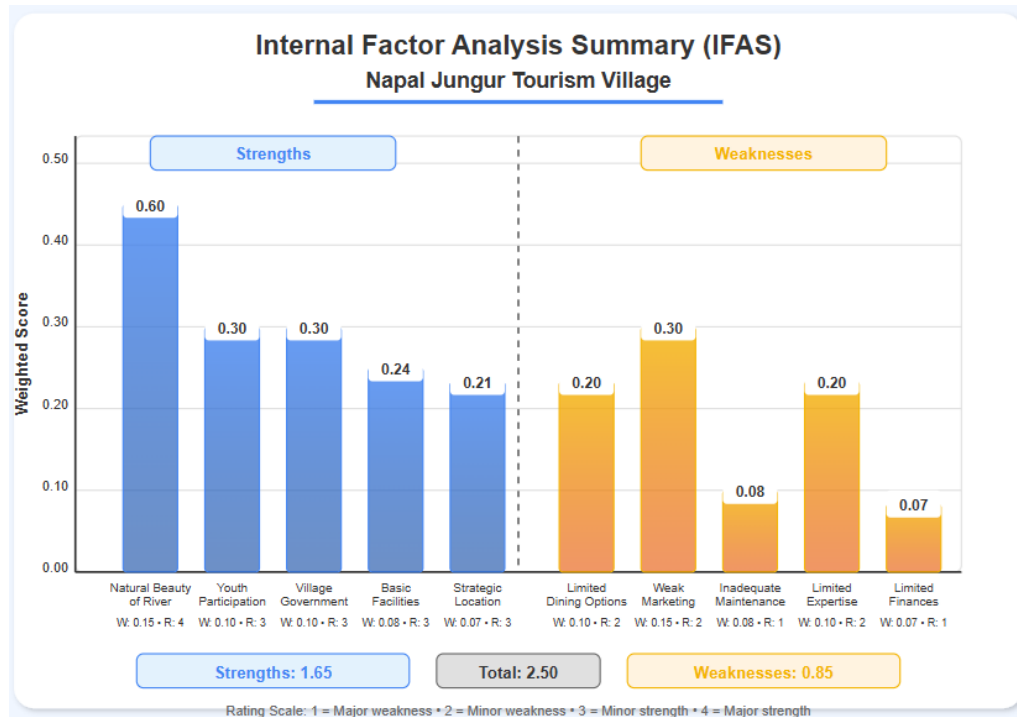


Figure 7. Distribution of Weighted Scores for Internal Factors

Source: Researcher Processing, 2025

6.2 External Factor Analysis (EFAS) Summary

External analysis examines factors outside the direct control of the community, which are categorized as opportunities or threats. Each

factor is weighted based on its potential impact on tourism development and is assessed based on the community's current ability to respond to the factor. Weighted scores are calculated as shown in Table 8.

Table 8. Summary of External Factor Analysis (EFAS)

External Factors	Heavy	Ranking	Weighted Score	Justification
Opportunity				
1. The domestic tourism market continues to grow	0.12	4	0.48	Provincial tourism data shows domestic tourism growth of 23% (2022-2023), national recovery trends post pandemic, increasing interest in rural tourism experiences
2. Government support for rural tourism development	0.10	3	0.30	The district's tourism development plan prioritizes rural tourism, national policies that promote tourism recovery
3. Increasing use of social media for tourism promotion	0.10	3	0.30	Increasing social media penetration in Indonesia (72% by 2023); growth in travel content creation, cost-effective digital marketing potential
4. Potential for collaboration with the younger generation	0.08	3	0.24	Can collaborate with Bengkulu influencers and tourism ambassadors in Bengkulu province.

External Factors	Heavy	Ranking	Weighted Score	Justification
5. Increased interest in ecotourism and authentic experiences	0.10	4	0.40	Market research shows 28% increase in ecotourism searches industry report highlights authenticity as a top motivation for travel increasing awareness of sustainable tourism
Sub-Total	0.50		1.72	
Threat				
1. Competition with other tourist destinations in the region	0.15	2	0.30	Tourism in Seluma and neighboring districts is developing a similar river tourism concept.
2. Seasonal variations that affect the number of visitors	0.10	3	0.30	Visitor data shows a 65% fluctuation between peak and low seasons.,River conditions are highly dependent on rainfall patterns
3. Potential environmental damage due to tourism activities	0.10	2	0.20	There is no clear waste management and no guarantee that visitors will not disturb the flora and fauna habitat.
4. Changes in government policy that affect tourism development	0.08	2	0.16	Historical pattern of policy shifts with changes in administrationAnddependence on government fundingwill affect tourism development
5. Economic uncertainty affecting tourism spending	0.07	1	0.07	Annual tourism revenue Not yetsufficient for major development.
Sub-Total	0.50		1.03	
Total	1.00		2.75	

Note: Rating scale: 1 = Poor response, 2 = Below average response, 3 = Above average response, 4 = Excellent response..

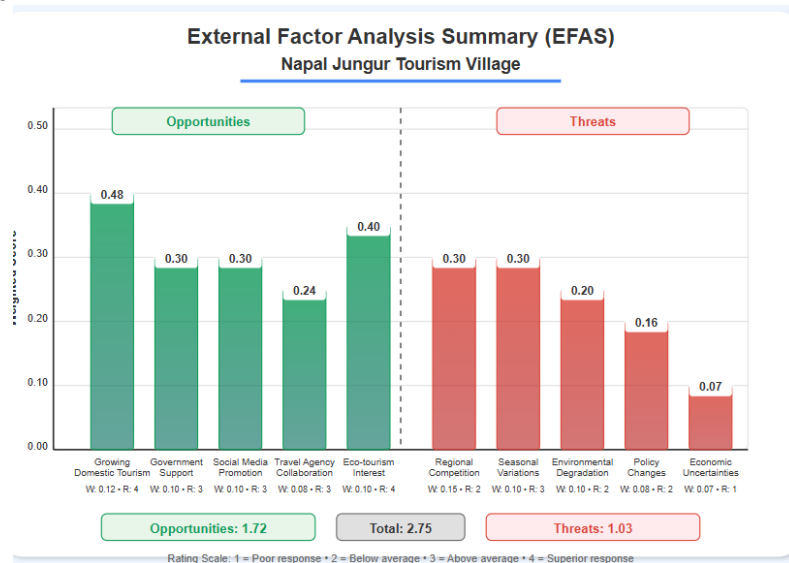


Figure 8. Distribution of Weighted Scores for External Factor
Source: Researcher's Process, 2025

6.3 SWOT Coordinate Analysis

Based on the IFAS and EFAS matrices, the SWOT coordinate analysis is determined as follows:

X-axis (Internal Factors) = Strengths - Weaknesses = $1.65 - 0.85 = 0.80$
Y-axis (External Factors) = Opportunities - Threats = $1.72 - 1.03 = 0.69$

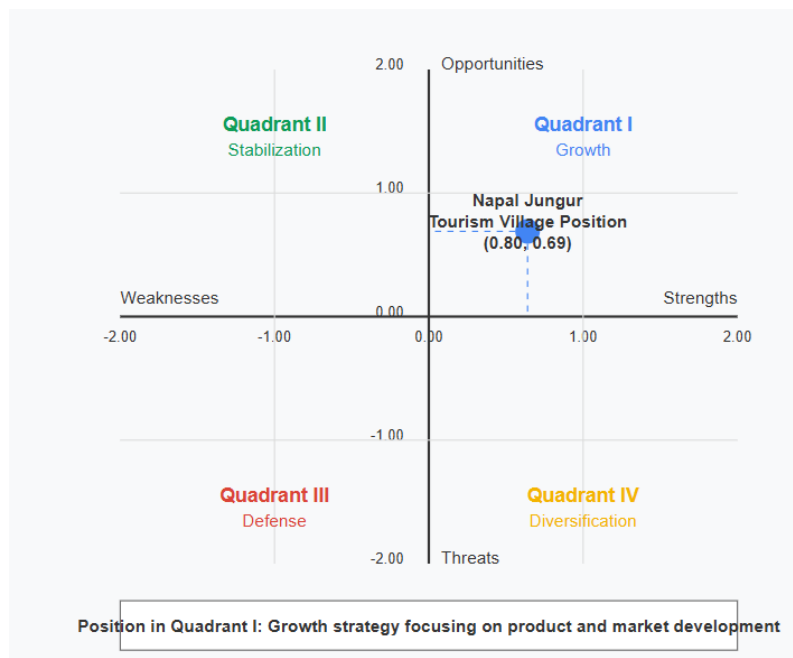


Figure 9. SWOT Coordinate Analysis of Management Readiness of Napal Jungur Tourism Village
 Source: Researcher Processing, 2025

SWOT coordinate analysis places Napal Jungur Tourism Village in Quadrant I (positive, positive), which indicates a growth-oriented position. This position indicates that the tourism village must adopt a strategy that utilizes its internal strengths to take advantage of external opportunities, while systematically addressing weaknesses and reducing threats.

6.4 SWOT Matrix and Strategic Implications

Following the methodology proposed by Benzaghta et al. (2021), the SWOT analysis findings are synthesized into a strategic matrix that identifies four categories of potential strategies: Strengths-Opportunities (SO), Weaknesses-Opportunities (WO), Strengths-Threats (ST), and Weaknesses-Threats (WT) strategies[6]. This comprehensive approach ensures balanced strategic development that addresses all dimensions of the SWOT analysis.

Table 9. SWOT Matrix of Napal Jungur Tourism Village

	Strength (S)	Weakness (W)
Opportunity (O)	SO (Growth) Strategy: <ol style="list-style-type: none"> Developing ecotourism packages that highlight river and forest biodiversity to capitalize on the growing interest in authentic nature experiences 	WO (Enhancement) Strategy: <ol style="list-style-type: none"> Developing community-based culinary tourism initiatives to address limited dining facilities Create a distinctive destination branding strategy by emphasizing authentic river-based experiences

	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> Leveraging the active participation of young people to create engaging social media content and digital marketing campaigns Leveraging village government support to access additional government funds for tourism development Developing partnerships with regional tour operators to create integrated tourism circuits 	<ol style="list-style-type: none"> Implementing a capacity building program for POKDARWIS members through government-sponsored tourism training. Building a digital marketing presence through systematic website development and social media strategy
Threat (T)	ST Strategy (Diversification): <ol style="list-style-type: none"> Diversify tourism offerings beyond river recreation to reduce seasonal impacts Develop distinctive visitor activities that showcase unique local cultural and natural features to differentiate it from competitors. Implement community-led environmental monitoring programs to prevent degradation Create all-weather facilities to reduce seasonal dependency 	WT (Defense) Strategy: <ol style="list-style-type: none"> Establish clear tourism management guidelines and standard operating procedures Developing contingency plans to deal with economic downturns impacting tourism Implement a systematic facility maintenance program to extend the life of the infrastructure. Creating community-based environmental conservation protocols to ensure sustainable tourism practices

The strategic position in Quadrant I, combined with a detailed SWOT matrix, provides a comprehensive framework for improving tourism management readiness in Napal Jungur Tourism Village. This finding is in line with the theoretical framework of Wijaya et al. (2020)[6], which emphasizes that new tourism destinations in Indonesia often show strong basic potential (reflected in positive SWOT coordinates) while requiring systematic capacity development to fully realize this potential.

Discussion

The assessment of tourism management readiness in Napal Jungur Tourism Village through Terry's five planning framework dimensions reveals a complex picture that requires theoretical synthesis and contextual interpretation. This section discusses the main findings in the broader context of contemporary tourism management literature and provides an integrated analysis across the assessment dimensions.[6]

Integration of Tourism Management Readiness Dimensions

The five dimensions of tourism management readiness—self-audit, survey, objectives, actions, and communication—showed varying levels of development in Napal Jungur Tourism Village, creating an uneven readiness profile. This pattern is consistent with the findings of Sagita et al. (2022) that community-based tourism initiatives often develop unevenly across management dimensions, leading to a “bottleneck” limitation whereby less developed aspects hinder overall progress.

In Napal Jungur, the self-audit component indicated moderate readiness with established basic tourism infrastructure, active community organizations, and natural attractions receiving positive feedback from visitors. This finding is in line with Nurhidayati and Fandeli's (2012) observation that natural resource assets are often the strongest foundation for emerging community tourism initiatives in Indonesia[17]. However, these strengths are partly offset by identified weaknesses in facility maintenance,

product diversification, and management systems.

The survey dimensions show varying levels of readiness with sufficient local knowledge of the physical environment but limited technical capacity for environmental and social impact assessment. emphasizes that the transition from intuitive to systematic environmental management is an important developmental threshold for sustainable tourism initiatives. The research findings indicate that the current readiness of Napal Jungur is shifting from an intuitive to a systematic approach, with community-based mapping and zoning being the initial systematic practice.

The objectives dimension shows significant limitations in the formalization and specificity of tourism management objectives. Although broad aspirational objectives exist, they cannot be operationalized into measurable targets and implementation strategies. The action dimension shows considerable progress in basic infrastructure development but significant limitations in strategic planning, systematic management practices, and financial systems.

The communication dimension emerged as the least developed aspect of tourism management readiness, with substantial limitations in both internal coordination systems and external marketing efforts. This finding supports the research of Yudha et al. statement that communication capacity is often a significant constraint in the development of community-based tourism, particularly in the transition from informal word-of-mouth promotion to systematic destination marketing.

The assessment findings indicate that Napal Jungur Tourism Village is transitioning from the establishment stage to the consolidation stage, with some aspects (basic infrastructure, organizational structure) more advanced than others (management system, marketing capacity).

This development interpretation is supported by the position of the SWOT analysis in Quadrant I, which shows positive but developing internal and external factors. The positive coordinate position (0.80, 0.69) indicates basic survival while moderate values indicate significant development potential has not yet been realized. This finding is in line with Benzaghta

et al. [6] observation that early stage tourism destinations typically exhibit positive but moderate SWOT coordinates reflecting underlying strengths with large unrealized potential.

Implications for Sustainable Tourism Development

The findings of this study indicate that sustainable tourism development in Napal Jungur and similar destinations requires a balance across economic, social, cultural and environmental dimensions, which is dependent on effective management systems. The identified readiness gaps could threaten sustainability, with environmental risks resulting from limited monitoring, potential unequal distribution of benefits, and the need to integrate cultural preservation into tourism development. Economic sustainability also requires improved management capacity, product diversification and effective marketing. The SWOT analysis shows that Napal Jungur has the potential for sustainable tourism development, but needs to improve management capacity to make it happen.

Conclusion

This study evaluates the readiness of tourism management in Napal Jungur Tourism Village, Seluma Regency, using a descriptive qualitative approach based on Terry's management theory. The findings reveal an uneven readiness profile across management dimensions, with SWOT coordinate analysis positioning Napal Jungur Tourism Village in Quadrant I (0.80, 0.69), indicating positive growth potential.

The village's main strengths include its beautiful natural environment, active youth participation, and support from the village government. However, identified weaknesses include limited dining facilities, insufficient accommodation, weak marketing strategies, inadequate maintenance systems, and underdeveloped management skills.

Although Napal Jungur Tourism Village shows promising potential for sustainable tourism development, strategic interventions are needed to improve management capacity, particularly in formalizing clear objectives, developing a systematic management approach, and enhancing communication strategies.

This study also highlights the importance of balancing economic, social, cultural, and environmental dimensions in sustainable tourism development. By addressing the identified readiness gaps, Napal Jungur Tourism Village can leverage its internal strengths to take advantage of external opportunities while systematically addressing weaknesses and mitigating threats. The recommendations generated from this analysis are expected to provide valuable input for the village government, the Tourism Awareness Group (POKDARWIS), and other stakeholders in developing effective and sustainable tourism management strategies.

The assessment of the management readiness of Napal Jungur Tourism Village shows that despite having significant natural and community assets, this tourism village requires strategic capacity development across all management dimensions. This study, which uses Terry's planning framework and SWOT analysis, reveals that despite strengths such as natural beauty, youth participation through POKDARWIS, and government support, limitations in dining facilities, marketing, maintenance, management, accommodation that does not meet tourism village standards, and financial resources hinder tourism potential. The SWOT analysis position in Quadrant I (0.80, 0.69) indicates positive growth potential and development opportunities. Strategic efforts should focus on utilizing natural attractions and community participation to develop eco-tourism experiences, as well as improving management capacity and facilities. The village is transitioning from the establishment phase to the consolidation phase, which requires targeted interventions. Varying readiness across Terry's five aspects of readiness creates barriers that hinder progress, so interventions should prioritize formalizing objectives, developing management systems, and improving communication. This study contributes to the tourism management literature by emphasizing the importance of integrating classical management theory and sustainability principles. By adopting this strategic framework, Napal Jungur Tourism Village can improve its management readiness and achieve sustainable tourism goals that balance economic benefits,

environmental protection, cultural preservation, and community empowerment.

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