

## Development Strategy of Kampung Adat Gebong Memarong (Gebong Memarong Traditional Village) as a Community-Based Tourism (CBT) Cultural Destination in Bangka Regency

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### ABSTRACT

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Kampung Adat Gebong Memarong in Bangka Regency represents a cultural heritage of the Bangka Malay community and holds significant potential as a cultural-based tourism destination. However, tourism management in this area remains suboptimal due to low community involvement and the absence of an integrated development strategy. This study aims to formulate development strategies for Kampung Adat Gebong Memarong as a sustainable Community-Based Tourism (CBT) destination that empowers the local community. A qualitative approach with a case study design was employed, integrating the Participatory Rural Appraisal (PRA) method to explore community perspectives and aspirations in a participatory manner. Data were collected through in-depth interviews, participatory observations, focus group discussions (FGDs), and community mapping. The data were analyzed using descriptive SWOT analysis, along with Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS). The findings reveal that community involvement is still symbolic and limited to ceremonial activities. However, the PRA method proved effective in fostering a sense of ownership and collective responsibility among the community. The SWOT analysis identified strengths in cultural authenticity and community solidarity, while weaknesses were found in human resource and institutional capacity. The conclusion of this study emphasizes the importance of strengthening community capacity, establishing multi-stakeholder

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partnerships, and integrating cultural narratives into digital promotion. This study contributes to the development of an inclusive and sustainable tourism model based on local wisdom.

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## INTRODUCTION

The development of sustainable tourism has become one of the main focuses in efforts to promote local economic growth, cultural preservation, and community empowerment in various regions of Indonesia. One approach that emphasizes sustainability and community participation is Community-Based Tourism (CBT). Community-Based Tourism (CBT) is a central approach in the development of tourism villages, which emphasizes the active involvement of local communities in planning, managing, and formulating tourism destination policies (Muhammad & Djoko, 2015). CBT is closely related to an empowerment approach that focuses on tourism management carried out by local communities (Sujatmiko et al., 2022).

This approach places local communities as the main actors in managing tourism destinations, with the aim of ensuring that the benefits of tourism activities can be directly enjoyed by the local people. In this context, active community involvement, collaboration among stakeholders, and the preservation of local wisdom values become the main pillars for the success of CBT-based destination development.

Kampung Adat Gebong Memarong, located in Dusun Air Abik, Gunung Muda Village, Bangka Regency, is one of the cultural heritages of the Bangka Malay community with great potential as a cultural tourism attraction. Its distinctive traditional architecture, well-preserved customary values, and strong socio-cultural background make it a worthy candidate for development as a community-based tourism destination. However, field conditions show that community involvement in tourism management remains limited, development strategies are not yet integrated, and support in terms of infrastructure and promotion is still lacking. This situation

causes the tourism sector's contribution to local economic growth and cultural preservation to remain low.

Community-based tourism development emphasizes the role of the community as the main actor, but it also requires the involvement of other parties such as government and the private sector. Communities living and residing in tourist areas play a very important role in supporting the success of tourism development in these regions (Akbar, 2018). According to Suansri (2003), community-based tourism is an approach that seeks to involve local communities in every stage of tourism development, starting from planning to implementation and evaluation.

This research focuses on the low level of community involvement and the suboptimal development strategy of Kampung Adat Gebong Memarong as a tourism destination based on Community-Based Tourism (CBT). Referring to the Community-Based Tourism approach developed by Giampiccoli and Mtapuri (2017) and reinforced through analysis using the Participatory Rural Appraisal (PRA) method, this study aims to formulate participatory, inclusive, and sustainable development strategies. Theories of community empowerment and multi-stakeholder collaboration serve as the main foundation in analyzing the roles of communities, government, and businesses in building competitive tourism destinations while prioritizing the interests of local communities.

Recent developments show that the CBT concept has been widely implemented in various regions; however, its application in cultural tourism areas such as Kampung Adat Gebong Memarong still requires strengthening, particularly in collaborative strategies, mapping of local potentials, and enhancing community capacity in destination management. In line with the research of Soebijantoro, Yudi Hartono, and Khoirul Huda (2019), which revealed that CBT-based development holds great potential, the findings of Afifaturoh Rohimaha, Yusuf Hariyoko, and Beta Puspitaning Ayodya (2018) also emphasize the importance of implementing Community-Based Tourism (CBT) in tourism management.

Therefore, this study aims to formulate development strategies that not only prioritize economic aspects but also position the community as the main subject in decision-making. The findings of this research are expected to provide both scientific contributions and practical guidance in developing sustainable tourism based on local wisdom in Bangka Regency as well as other regions with similar characteristics.

## METHOD

This study employs a qualitative approach with a case study design to gain an in-depth understanding of the development strategies of Kampung Adat Gebong Memarong as a Community-Based Tourism (CBT) destination. The research was conducted in Kampung Adat Gebong Memarong, located in Dusun Air Abik, Gunung Muda Village, Belinyu District, Bangka Regency, which possesses cultural tourism potential based on local wisdom that has not yet been fully optimized.

The population of this study includes all stakeholders involved in the management and development of tourism in Kampung Adat Gebong Memarong. Sampling was carried out purposively, based on the involvement, knowledge, and roles of informants in the practice of community-based tourism management. According to Winarno (2013), purposive sampling is used due to certain considerations. The samples are selected not based on strata, randomness, or region, but with a specific purpose in mind.

Data collection was conducted using various techniques, including semi-structured in-depth interviews, participatory observation of local cultural and tourism activities, documentation of written and visual sources, and the Participatory Rural Appraisal (PRA) method. The PRA method positions the community as the main subject in the planning and development of tourism villages, enabling them to actively engage in identifying potentials, problems, and solutions through participatory approaches (Hudayana et al., 2019). In addition, data collection was strengthened through Focus Group Discussions (FGDs) involving 25 participants from diverse elements, including traditional leaders and village elders, tourism managers and Pokdarwis members, village officials, representatives of the Bangka

Regency Tourism Office, local entrepreneurs such as craftsmen and tour guides, as well as youth and women's communities actively engaged in tourism activities.

Data were analyzed thematically, starting from the transcription of interviews and FGDs, categorization based on emerging themes, to in-depth interpretation of the meanings and patterns identified. The problems in this study were analyzed using descriptive analysis, IFAS (Internal Factors Analysis Summary), EFAS (External Factors Analysis Summary), and SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) related to the development of community-based tourism at the research site. The results of this analysis serve as the foundation for formulating inclusive and sustainable development strategies that align with the social, cultural, and economic conditions of the Kampung Adat Gebong Memarong community.

## RESULT AND DISCUSSION

### **The Development of Kampung Adat Gebong Memarong as a Local Wisdom-Based Tourism Object through Community-Based Tourism (CBT)**

In determining development strategies for Kampung Adat Gebong Memarong as a local wisdom-based community tourism (CBT) area in Bangka Regency, it is necessary to identify indicators related to community-based tourism using CBT and PRA approaches, such as: community involvement in decision-making, benefits received by the community, the role of youth groups or community organizations, preservation of local character and uniqueness, and distinctive tourism attractions.

The findings of Rozy Izmariandi (2010) emphasize the importance of government support and community participation in tourism development through institutional strengthening, training, facility improvement, business development, environmental and cultural conservation, tourism route development, promotion, and improvement of tourism quality. This is also supported by Kartini La Ode Unga (2011), who concluded that tourism development requires community openness, the provision of infrastructure, security guarantees, and government policy support.

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The development of Kampung Adat Gebong Memarong has also been supported by PT Timah Tbk, not only with the aim of preserving cultural heritage so that it remains known to younger generations, but also by positioning it as a cultural tourism attraction capable of driving the community's economy. This initiative simultaneously strengthens local identity, ensuring that the culture, traditions, and values of the community remain preserved amid the changing times.

*“PT Timah Tbk built Gebong Memarong as part of the company's commitment to preserving local culture, particularly the traditions of the Lom people of the Memarong tribe in Bangka Regency. We want to ensure this cultural heritage remains known to the younger generation while becoming a cultural tourism attraction. In addition, we see the potential of Kampung Adat Gebong Memarong to support the community's economy through the tourism sector, making this development a concrete contribution to cultural preservation and community empowerment.” (Interview with Dyna, CSR Representative of PT Timah Tbk, August 12, 2025).*

**Figure 1. Interview with the CSR Representative of PT Timah Tbk**



*Source: Researcher Documentation, 2025*

It is also expected that in the development process of Kampung Adat Gebong Memarong, the local community can actively participate, as stated by the Head of the Customary Institution of Kampung Adat Gebong Memarong:

*“Since the initial planning of Kampung Adat Gebong Memarong, the surrounding indigenous community has not been fully involved in the development, as the construction was carried out by PT Timah. Our hope is that the community can play an active role, such as local youth serving as tour guides, preparing cultural performances, and community members producing handicrafts such as bracelets and woven products to be sold to tourists.” (Interview with the Head of the Customary Institution, August 12, 2025)*



**Figure 2. Interview with the Head of the Customary Institution**



*Source: Researcher Documentation, 2025*

Active community participation is the key to the success of CBT, as low involvement may hinder the implementation of planned programs (Mak et al., 2017; Agussalim et al., 2025). The role of community groups illustrates how participation contributes to tourism development, particularly in Kampung Adat Gebong Memarong. As stated by Devi, the Head of Pokdarwis:

*“So far, a Pokdarwis has been officially established, but many members remain inactive in various meetings and organizational matters. The customary institution actually expects that Pokdarwis members emerge from within the community who care about tourism and are active in management. However, this has not yet been significantly realized. At present, it is mostly the customary institution and a selected group of local community members who are actively involved in activities.” (Interview with the Head of Pokdarwis, August 12, 2025)*

**Figure 3. Interview with the Head of Pokdarwis**



*Source: Researcher Documentation, 2025*

The establishment of POKDARWIS in Kampung Adat Gebong Memarong has not fully reflected the principles of Community-Based Tourism (CBT) due to the low level of active member participation. Fafurida et al. (2022) identified a CBT implementation model through the formation of POKDARWIS and working groups (Pokja), which is relevant to efforts in developing a tourism village. Currently, tourism management is largely carried out by the customary institution and a few community members who are already accustomed to involvement, while the general community has not played a significant role.

This situation indicates that the Participatory Rural Appraisal (PRA) approach has not been optimally implemented. Community involvement remains symbolic, limited to deliberations without real engagement in planning and decision-making. In contrast, both CBT and PRA emphasize full, inclusive participation and collective awareness as the foundation for developing sustainable and locally-based tourism.

### **SWOT Analysis**

In determining the development strategy of Kampung Adat Gebong Memarong as a local wisdom-based tourism destination through Community-Based Tourism (CBT) in Bangka Regency, it is necessary to identify internal factors (IFAS), consisting of strengths and weaknesses, as well as external factors (EFAS). Internal factors include strengths and weaknesses, while external factors encompass opportunities



and threats that influence various aspects of the study (Gürel & Tat, 2017). These factors were obtained from interviews with research informants, as described below.

Table 1. Strengths, Weaknesses, Opportunities, and Threats (SWOT)

<b>Internal Factors (IFAS)</b>	
<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
1.Unique and diverse cultural heritage and local wisdom. 2.Friendly and open local community. 3.Lush customary forests supporting nature tourism that can be combined with cultural tourism. 4.Strong cultural identity that distinguishes Kampung Adat Gebong Memarong from other tourist destinations in Bangka. 5.The existence of an established tourism awareness group (Pokdarwis). 6.Developing local creative economy products. 7.A still-living spirit of mutual cooperation (gotong royong) within the community. 8.Educational and cultural preservation potential that can be utilized as part of the tourism experience.	1. <b>Community involvement is still limited to certain groups.</b> 2. <b>Lack of synergy and cooperation between the village and the Gebong Memarong customary institutions.</b> 3. <b>Local human resources (HR) are less active and not yet fully prepared in terms of capacity.</b> 4. <b>Low active participation from Pokdarwis members.</b> 5. <b>Lack of professionalism in packaging cultural attractions.</b> 6. <b>Some community members are not yet aware of tourism potential.</b> 7. <b>Economic benefits are not evenly distributed across all layers of society.</b>
<b>External Factors (EFAS)</b>	
<b>Opportunities (O)</b>	<b>Threats (T)</b>
1.Government support for tourism villages. 2.Growing trend of experience-based tourism (cultural tourism) that is increasingly popular. 3.Growth of domestic and international tourism markets interested in nature and cultural tourism. 4.Advances in technology and social media that facilitate wider and more effective destination marketing. 5.Potential to establish partnerships with national and international tourism communities. 6.Development of the creative economy sector that can boost local product sales.	1.Competition with other tourist destinations in Bangka. 2.Lack of awareness and involvement of the younger generation in preserving local culture and wisdom. 3.Dependence on holiday seasons. 4.Changing tourist patterns increasingly shifting towards digital or virtual tourism.

*Source: Research and Observation Results, 2025*

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After identifying the factors, an Internal Factors Analysis (IFAS) and External Factors Analysis (EFAS) were conducted by assigning weights and ratings to each factor. In this regard, Rangkuti (2008) states that the assignment of weights and ratings is subjective, meaning that researchers have the discretion and authority to do so. However, the consideration used is that if a factor is very important, it is given the highest weight and rating. The total score for each factor is obtained by multiplying the weight by the rating. Based on the identification of internal and external factors, the IFAS and EFAS calculations are presented in Table 2 and Table 3.

**Table 2. Internal Factor Analysis Strategy (IFAS)**

No	Factors	Weight	Rating	Weighted Score
1	2	3	4	5
<b>Strengths (S)</b>				
1.	Unique and diverse cultural heritage and local wisdom.	0.20	4	0.80
2.	Friendly and open local community.	0.20	3	0.60
3.	Lush customary forests supporting nature tourism that can be combined with cultural tourism.	0.10	2	0.20
4.	Strong cultural identity that distinguishes Kampung Adat Gebong Memarong from other tourist destinations in Bangka.	0.10	4	0.40
5.	The existence of an established tourism awareness group (Pokdarwis).	0.10	2	0.20
6.	Developing local creative economy products.	0.10	3	0.30
7.	A still-living spirit of mutual cooperation (gotong royong) within the community.	0.10	3	0.30
8.	Educational and cultural preservation potential that can be utilized as part of the tourism experience.	0.10	4	0.40
<b>Sub Total</b>		<b>1.00</b>		<b>3.20</b>
<b>Weaknesses (W)</b>				
1.	Community involvement is still limited to certain groups.	0.20	4	0.80
2.	Lack of synergy and cooperation between the village and the Gebong Memarong customary institutions.	0.20	3	0.60
3.	Local human resources (HR) are less active and not yet fully prepared in terms of capacity.	0.10	2	0.20
4.	Low active participation from Pokdarwis members.	0.20	2	0.40
5.	Lack of professionalism in packaging cultural attractions.	0.10	2	0.20
6.	Some community members are not yet aware of tourism potential.	0.10	2	0.20
7.	Economic benefits are not evenly distributed across all layers of society.	0.10	3	0.30
<b>Sub Total</b>		<b>1.00</b>		<b>2.70</b>
<b>Average Total Score</b>				<b>2.95</b>

*Source: Research Findings and Observations, 2025*

Tabel 3 External Factor Analysis Strategi (EFAS)

No	Factors	Weight	Rating	Weighted Score
1	2	3	4	5
<b>Opportunities (O)</b>				
1.	Government support for tourism villages.	0.20	4	0.80
2.	Growing trend of experience-based tourism (cultural tourism) that is increasingly popular.	0.20	3	0.60
3.	Growth of domestic and international tourism markets interested in nature and cultural tourism.	0.10	2	0.20
4.	Advances in technology and social media that facilitate wider and more effective destination marketing.	0.20	4	0.80
5.	Potential to establish partnerships with national and international tourism communities.	0.10	2	0.20
6.	Development of the creative economy sector that can boost local product sales.	0.20	2	0.40
<b>Sub Total</b>		<b>1.00</b>		<b>3.00</b>
<b>Threats (T)</b>				
1.	Competition with other tourist destinations in Bangka.	0.30	4	1.20
2.	Lack of awareness and involvement of the younger generation in preserving local culture and wisdom.	0.30	4	1.20
3.	Dependence on holiday seasons.	0.20	3	0.60
4.	Changing tourist patterns increasingly shifting towards digital or virtual tourism.	0.20	3	0.60
<b>Sub Total</b>		<b>1.00</b>		<b>3.60</b>
<b>Average Total Score</b>				<b>3.30</b>

Source: Research Findings and Observations, 2025

A comparison of internal factors (IFAS) and external factors (EFAS) shows the total scores of internal and external factors, as summarized in Table 4.

Table 4. Comparison of Internal and External Factor Scores

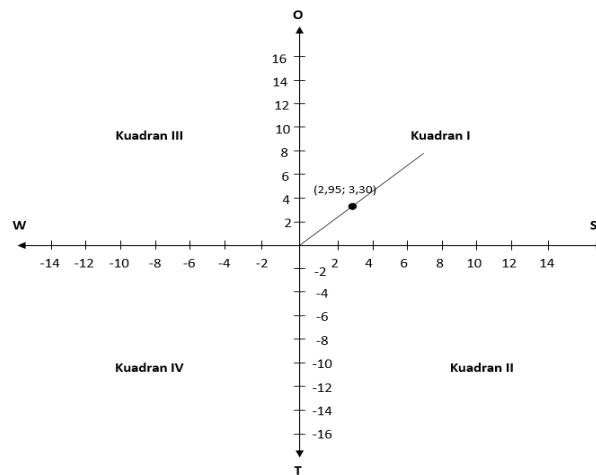
<b>IFAS<sub>Average</sub></b>	<b>2,95</b>	<b>EFAS<sub>Average</sub></b>	<b>3,30</b>
Total Strength Score (S)	3,20	Total Opportunity Score (O)	3,00
Total Weakness Score (W)	2,70	Total Threat Score (T)	3,60
<b>S - W</b>	<b>0,50</b>	<b>O - T</b>	<b>(0,60)</b>

Source: Research Findings and Observations, 2025

Based on the table above, it appears that the coordinate position of Kampung Adat Gebong Memarong is at a strength axis value of 2.95 and an opportunity axis value of 3.30. For further clarity, this can be illustrated in the following Cartesian diagram.

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Figure 4. SWOT Diagram of the Development of Kampung Adat Gebong Memarong as a Local Wisdom-Based Tourism Destination



*Source: Research Findings and Observations, 2025*

In Figure 4, Kampung Adat Gebong Memarong is located in Quadrant I, indicating a favorable condition that allows the utilization of internal strengths to address the external environment. Its development strategies are presented in Table 4 below.

**Table 4. Development Strategy Matrix of K**

Internal Factors External Factors	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>Unique and diverse cultural heritage and local wisdom.</li> <li>Friendly and open local community.</li> <li>Lush customary forests supporting nature tourism that can be combined with cultural tourism.</li> <li>Strong cultural identity that distinguishes <b>Kampung Adat Gebong Memarong</b> from other tourist destinations in Bangka.</li> <li>The existence of an established tourism awareness group (<b>Pokdarwis</b>).</li> <li>Developing local creative economy products.</li> <li>A still-living spirit of mutual cooperation (<i>gotong royong</i>) within the community.</li> <li>Educational and cultural preservation potential that can be utilized as part of the tourism experience.</li> </ul>	<ul style="list-style-type: none"> <li>Community involvement is still limited to certain groups.</li> <li>Lack of synergy and cooperation between the village and the <b>Gebong Memarong</b> customary institutions.</li> <li>Local human resources (HR) are less active and not yet fully prepared in terms of capacity.</li> <li>Low active participation from <b>Pokdarwis</b> members.</li> <li>Lack of professionalism in packaging cultural attractions.</li> <li>Some community members are not yet aware of tourism potential.</li> <li>Economic benefits are not evenly distributed across all layers of society.</li> </ul>
Opportunity	S-O Strategy	W-O Strategy
<ul style="list-style-type: none"> <li>Government support for tourism villages.</li> <li>Growing trend of experience-based tourism (cultural tourism) that is increasingly popular.</li> <li>Growth of domestic and international tourism markets interested in nature and cultural tourism.</li> <li>Advances in technology and social media that facilitate wider and more effective destination marketing.</li> <li>Potential to establish partnerships with national and international tourism communities.</li> <li>Development of the creative economy sector that can boost local product sales.</li> </ul>	<ul style="list-style-type: none"> <li>Packaging integrated tourism packages that combine cultural heritage, forest potential, and the spirit of mutual cooperation (<i>gotong royong</i>) to support the trend of experience-based tourism (cultural tourism).</li> <li>Optimizing the role of <b>Pokdarwis</b> and local creative economy products to leverage the growth of domestic and international tourism markets interested in nature and cultural tourism.</li> <li>Utilizing social media and technology to promote the unique cultural identity of <b>Kampung Adat Gebong Memarong</b> more widely and effectively.</li> <li>Developing partnerships with national and international tourism communities to expand marketing networks.</li> <li>Integrating cultural education potential into school tourism programs and educational tours.</li> </ul>	<ul style="list-style-type: none"> <li>Organizing tourism professionalism and management training for local human resources with support from the government and tourism communities.</li> <li>Enhancing synergy between the village, customary institutions, and <b>Pokdarwis</b> through collaborative programs facilitated by local government.</li> <li>Conducting awareness campaigns about tourism potential to ensure economic benefits are felt evenly by the community.</li> <li>Utilizing social media to educate and encourage the younger generation to play a more active role in cultural preservation.</li> <li>Creating incentive or reward schemes for residents who actively contribute to tourism activities.</li> </ul>
Threats	S-T Strategy	W-T Strategy
<ul style="list-style-type: none"> <li>Competition with other tourist destinations in Bangka.</li> <li>Lack of awareness and involvement of the younger generation in preserving local culture and wisdom.</li> <li>Dependence on holiday seasons.</li> <li>Changing tourist patterns increasingly shifting towards digital or virtual tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the branding of <b>Kampung Adat</b> as a unique tourist destination not found elsewhere in Bangka to better face competition.</li> <li>Developing a year-round cultural event calendar to reduce dependence on holiday seasons.</li> <li>Combining nature and cultural tourism with interactive technology to remain attractive amid the digital tourism trend.</li> <li>Highlighting cultural heritage as an irreplaceable attraction compared to virtual tourism.</li> <li>Encouraging the community to continuously innovate in creating new attractions so that tourists always have fresh experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Designing continuous training programs to enhance human resource capacity, preparing them to compete with other destinations.</li> <li>Developing flexible tourism products that are not dependent on holiday seasons.</li> <li>Conducting cultural education for the younger generation to prevent the loss of local wisdom.</li> <li>Forming a village tourism promotion team focused on strategies to face market competition.</li> <li>Increasing the variety of tourism attractions to remain appealing despite the growing trend of digital tourism.</li> </ul>

ampung Adat Gebong Memarong

*Source: Research Findings and Observations, 2025*

Based on the Development Strategy Matrix of Kampung Adat Gebong Memarong as a local wisdom-based tourism destination through Community-Based Tourism (CBT) in Bangka Regency, which is formulated considering internal factors (strengths and weaknesses) and external factors (opportunities and threats), the development strategies can be formulated as follows:

### Strategy S-O

#### a) Developing integrated tourism packages based on culture and nature

Kampung Adat Gebong Memarong possesses unique cultural heritage, pristine customary forests, and a strong tradition of mutual cooperation (*gotong royong*). These potentials can be developed into an integrated tourism package, including cultural attractions, forest trekking, handicrafts, art performances, and homestays. By involving **Pokdarwis** and the local creative economy, this tourism package enriches visitor experiences while distributing economic benefits in accordance with Community-Based Tourism (CBT) principles. The



tourism package can include traditional village tours, craft demonstrations, traditional art performances, cultural trekking in the customary forest, and homestay experiences with local residents. By optimizing the involvement of Pokdarwis (S5) and leveraging the growth of the creative economy sector (O6), this initiative not only enhances visitor experiences but also ensures that economic benefits are fairly distributed across the community, in line with CBT principles.

**b) Utilizing social media and digital technology to promote cultural identity**

The strong cultural identity (S4) serves as the main distinguishing factor of Kampung Adat Gebong Memarong compared to other destinations in Bangka. This can be widely promoted through social media and digital technology (O4), enabling low-cost yet effective marketing. This strategy includes creating professional visual content, storytelling about local culture, and integrating promotion with the annual cultural event calendar.

Through the Participatory Rural Appraisal (PRA) approach, the community can be actively involved in content creation and curation, ensuring that the promotion reflects local voices and values. This initiative also opens opportunities for collaboration with national and international tourism communities (O5) to expand marketing networks.

**c) Integrating cultural education into school tourism programs and educational tours**

The cultural education potential of Kampung Adat Gebong Memarong (S8) can be utilized by developing learning-based tourism programs, such as craft workshops, traditional dance classes, or heritage village tours. These programs can target schools within the Bangka Belitung region as well as from other areas, leveraging the trend of cultural tourism (O2) and the growth of the educational tourism market (O3). Program management can be carried out by Pokdarwis (S5) with support from local creative economy groups (S6), ensuring that benefits reach a broader range of stakeholders. Through Participatory Rural

Appraisal (PRA), the community can collaboratively determine educational content, activity formats, and operational mechanisms, so that the programs are not only entertaining but also contribute to the preservation of local culture.

## **Strategy W-O**

### **a) Conducting training on tourism professionalism and management**

The low capacity of local human resources (W3) and the lack of professionalism in packaging cultural attractions (W5) present challenges that can be addressed through targeted training. With support from the government for tourism villages (O1) and partnerships with national and international tourism communities (O5), the training can cover destination management, excellent service, digital marketing, and creative economy management. Within the Community-Based Tourism (CBT) framework, this training aims to equip the community to manage tourism independently and sustainably. The Participatory Rural Appraisal (PRA) method can be used to identify training needs in a participatory manner, ensuring that the content provided aligns with the skills and aspirations of the community.

### **b) Enhancing synergy between the village, customary institutions, and Pokdarwis**

The lack of synergy between the village and customary institutions (W2) and the low active participation of Pokdarwis (W4) can be addressed through collaborative programs facilitated by the local government (O1). This collaboration includes developing a joint activity calendar, clearly defining roles, and establishing regular coordination mechanisms. The principles of Community-Based Tourism (CBT), which emphasize the participation of all parties, serve as the foundation for this process, while Participatory Rural Appraisal (PRA) can be used as a tool to facilitate deliberation and consensus among stakeholders.

### **c) Conducting awareness campaigns on tourism potential for the community**

Community members who are not yet aware of the tourism potential (W6) can be empowered through comprehensive awareness campaigns. The momentum of the trend in authentic experience-based tourism (O2) and the growth of the nature-and-culture tourism market (O3) can be leveraged to demonstrate the potential economic and social benefits of community-based tourism management. Community-Based Tourism (CBT) views community awareness as the foundation of success, while Participatory Rural Appraisal (PRA) can facilitate open discussions to explore residents' ideas and aspirations regarding the forms of development they desire.

**d) Engaging the younger generation through social media**

The low involvement of the younger generation (related to W6) in cultural preservation can be addressed by utilizing social media (O4) for creative education. Activities may include digital campaigns on local culture, creative content from traditional events, and engaging youth as content creators for the village tourism program. Community-Based Tourism (CBT) encourages cross-generational participation, while Participatory Rural Appraisal (PRA) can help identify roles suitable for young people according to their interests and capabilities.

**e) Providing incentives for active contributors**

Unequal economic benefits (W7) can be addressed through incentive or reward schemes for residents who actively contribute to tourism activities. Support from the growth of the creative economy sector (O6) can be utilized to fund or provide forms of recognition. Community-Based Tourism (CBT) considers the fair distribution of benefits as a key indicator of success, while Participatory Rural Appraisal (PRA) can serve as an evaluation mechanism to determine recipients of incentives transparently and based on community consent.

**Strategy S-T**

**a) Strengthening the branding of the Adat Village as a distinctive destination**

The strong cultural identity (S4) serves as an important asset to face

competition with other tourist destinations in Bangka (T1). This branding can be realized through the creation of a consistent destination image, leveraging cultural heritage and local wisdom as distinguishing features. Within the **Community-Based Tourism (CBT)** framework, branding is not only for promotional purposes but also to strengthen community pride in their identity. Through **Participatory Rural Appraisal (PRA)**, the branding formulation process can be carried out participatively, ensuring that all community members feel ownership of the created image.

**b) Developing an annual cultural activity calendar**

The diverse cultural potential (S1) and support from a friendly community (S2) can be maximized by developing an annual cultural activity calendar, reducing dependence on holiday seasons (T3). Activities such as traditional festivals, craft exhibitions, or regular art performances can maintain a steady flow of tourist visits. CBT principles encourage each activity to be designed, managed, and enjoyed collectively by the community, while PRA facilitates the planning of schedules, types of events, and the distribution of roles in a collaborative manner.

**c) Integrating nature and cultural tourism with interactive technology**

The pristine customary forest (S3) and local cultural heritage (S1) can be combined with interactive technology to address shifts in tourism trends toward digital or virtual formats (T4). For example, augmented reality can be used for historical tours, or digital guide apps can narrate local cultural stories. This strategy aligns with CBT because it still emphasizes direct experiences, while incorporating innovation. PRA can be used to identify types of technology suitable for the village's capacity and tourists' needs.

**d) Highlighting cultural assets that cannot be replaced by virtual tourism**

The living culture and traditions in **Kampung Adat Gebong Memarong** (S1, S4) are irreplaceable by virtual tourism (T4). This strategy emphasizes direct experiences, such as participating in traditional ceremonies or learning handicraft making, which cannot be replicated digitally. CBT principles ensure

that these activities are managed sustainably, while PRA helps the community identify the most authentic and attractive cultural elements for tourists.

**e) Encouraging innovation in attractions through community involvement**

The still-living system of mutual cooperation (gotong royong) (S7) can be utilized to engage the community in continuously innovating new attractions (T1, T3), ensuring that tourists always have fresh experiences during each visit. In CBT, this innovation is expected to provide economic benefits to all residents, and through PRA, creative ideas can be collected, selected, and tested collaboratively before implementation.

***Strategi W-T***

**a) Developing continuous training programs to enhance human resource capacity**

The limited local human resource capacity (W3) and low professionalism in tourism management (W5) are weaknesses that must be addressed to compete with other destinations in Bangka (T1). Continuous training programs can include customer service skills, attraction management, digital marketing, and tourism product innovation. **Community-Based Tourism (CBT)** emphasizes enhancing the community's capacity as the main managers of the destination, while **Participatory Rural Appraisal (PRA)** can be used to identify training needs participatively, ensuring the programs are targeted and effective.

**b) Developing flexible tourism products independent of holiday seasons**

Dependence on holiday seasons (T3) can be minimized by creating tourism products that are enjoyable year-round. Weaknesses such as limited variation in attractions (W5, W6) can be addressed through the development of thematic tourism packages, such as educational tours, family tourism, or craft workshops that can be conducted anytime. CBT ensures these products remain based on local strengths, while PRA can help the community determine themes and schedules suitable for visitors.



**c) Implementing cultural education programs for the younger generation**

The low involvement of the younger generation (W6) and the threat of losing local wisdom (T2) require structured cultural education programs. These programs can include traditional art classes, craft training, or documentation of local folklore. CBT positions cultural preservation as a central pillar of tourism development, while PRA facilitates youth participation in designing educational programs that are engaging and relevant to them.

**d) Forming a village tourism promotion team**

The lack of synergy and coordination in promotion (W2, W4) can be addressed by forming a village tourism promotion team focused on strategies to face competition (T1). The team can include representatives from Pokdarwis, the customary institution, creative economy actors, and youth leaders. CBT principles encourage the team to operate transparently and involve all community layers, while PRA can be used to set promotion priorities and select effective media channels.

**e) Increasing the variety of tourism attractions to remain appealing amidst digital tourism trends**

Limited variety in attractions (W5, W6) is a weakness that must be addressed to anticipate the shift of tourist interest toward digital or virtual tourism (T4). Developing new attractions, such as thematic festivals, interactive art performances, or guided cultural tours, can maintain tourist engagement for in-person visits. CBT ensures these attraction innovations preserve cultural authenticity, while PRA allows the community to assess the feasibility and impact of each idea before implementation.

### **Implications of Research Findings**

The development of Kampung Adat Gebong Memarong as a community-based tourism (CBT) destination cannot be separated from the overall development direction of Bangka Regency. Jackson (2025) emphasizes that CBT is a participatory approach that places local communities at the center of tourism

development, which aligns with the principle of community empowerment in Kampung Adat Gebong Memarong. Therefore, the development of this area needs to synergize with other regional development programs, including education, transportation, infrastructure, economy, socio-culture, environment, and programs for the preservation of local customs and wisdom.

This approach is consistent with the regional autonomy framework, which asserts that each region has the authority to manage its potential and develop its area through community participation and engagement of local stakeholders, in order to enhance quality, efficiency, and equitable development (Fatah, 2004:12). This view is reinforced by Mardiasmo (2002:25), who states that the goal of development is the equitable distribution of welfare, improvement of efficiency, quality, and productivity, enabling the local economy to grow and provide more evenly distributed prosperity.

Accordingly, the development strategies for Kampung Adat Gebong Memarong, formulated through SWOT analysis within the CBT framework and using the Participatory Rural Appraisal (PRA) method, are expected to generate the following positive impacts:

1. **Integrated tourism packages** that combine cultural heritage, pristine customary forests, local creative economy products, and communal cooperation, thereby enhancing tourist attraction and strengthening the image of Kampung Adat Gebong Memarong in both domestic and international markets.
2. **Increased capacity and professionalism of local human resources (HR)**, particularly Pokdarwis members and local creative economy actors, through ongoing training programs relevant to destination management.
3. **Enhanced active participation of the community**, including youth, in cultural preservation, digital promotion, and attraction innovation, ensuring equitable distribution of economic and social benefits.
4. **Strengthened synergy among the village, customary institutions, and tourism communities**, resulting in more effective coordination in organizing

cultural events and year-round tourism programs, thus reducing dependence on holiday seasons.

5. **Preservation of culture and environment** through the integration of cultural education activities, sustainable management of customary forests, and the application of technology that supports promotion without compromising the authenticity of tourist experiences.
6. **Increased innovation in tourism attractions**, allowing the destination to compete with other sites and adapt to the shift toward digital tourism trends, providing visitors with new experiences on every visit.

These implications indicate that the development of Kampung Adat Gebong Memarong based on SWOT analysis not only benefits tourism but also promotes human resource capacity building, strengthens stakeholder synergy, preserves cultural and environmental heritage, and fosters innovation in tourism attractions (Hariyadi et al., 2024; Lee & Hsieh, 2016). All of these align with the principles of Community-Based Tourism (CBT) and the Participatory Rural Appraisal (PRA) approach, emphasizing active community participation, inclusivity, and collective awareness as the foundation for sustainable tourism development (Sari, 2024; Ekong & Imikan, 2022). Consequently, the development of this destination has the potential to become a driving force for integrated economic, social, and cultural advancement aligned with the vision of sustainable regional development (Almeida-García, García, & García, 2016).

## CONCLUSION

This study aims to formulate development strategies for Kampung Adat Gebong Memarong as a sustainable Community-Based Tourism (CBT) destination that prioritizes the interests of the local community. Findings indicate that community participation remains largely ceremonial, with minimal involvement in planning and decision-making processes. Nevertheless, the implementation of the Participatory Rural Appraisal (PRA) approach has proven effective in fostering

collective awareness and a sense of ownership among community members in tourism management.

Key findings highlight the importance of strengthening local institutions, enhancing human resource capacity, and integrating cultural narratives into CBT development strategies. The combination of active community participation, storytelling-based promotion, and digitalization of tourism information is essential for enhancing the destination's competitiveness sustainably. Kampung Adat Gebong Memarong holds significant potential to serve as a best-practice model for community-based cultural tourism, provided that development strategies are grounded in local aspirations and built through multi-stakeholder collaboration.

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