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ARTICLE

TOURISM AREA LIFE CYCLE (TALC) AS A PLANNING STRATEGY FOR IR. H. DJUANDA GRAND FOREST PARK IN BANDUNG CITY

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Abstract

Ir. H. Djuanda Grand Forest Park serves a dual role as both strategic ecotourism and conservation area. The successful revitalization in 2023 was marked by a surge in visitors, reaching nearly 600,000 people in 2024, significantly exceeding the target of 450,000. While this substantial increase indicates successful revitalization, it creates an urgency to analyze sustainability and the potential risk of overtourism within the conservation zone. This study aims to analyze Tahura's position on the Tourism Area Life Cycle (TALC) Model and formulate its planning strategies. The research employs a descriptive qualitative approach utilizing TALC and SWOT (IFAS/EFAS) analysis for strategy formulation. The findings indicate that Tahura is in the rejuvenation stage of the TALC cycle and is positioned in Quadrant III (Weakness to Opportunity) of the SWOT analysis. Based on these findings, four main strategies are recommended to achieve sustainable rejuvenation: determining the area's carrying capacity, improving supporting facilities (footpaths and sanitation), strengthening local community empowerment, and formulating long-term policies that balance the functions of conservation, tourism, and social welfare.
Keywords: SWOT, Sustainable Planning, Tahura, TALC.

A. INTRODUCTION

Indonesia's tourism sector has shown rapid growth in recent years. In the second quarter of 2025, national tourism recorded a very positive growth trend, supported by the recreation, travel, transportation, and accommodation subsectors. Domestic and international tourist visits are the main drivers of growth, resulting in an increasingly significant contribution to gross domestic product (GDP) from the tourism sector (Ministry of Tourism of the Republic of Indonesia, 2025). Data from the Central Statistics Agency (2024) reinforces this picture: in April 2024, the number of international tourists entering Indonesia reached 1.07 million visits, an increase of 23.23% year-on-year (YoY) and 2.41% month-on-month (MoM). Cumulatively, the January–April 2024 period recorded a 24.85% increase compared to the previous year, with tourists from Malaysia (15.99%), Australia (11.99%), and China (8.06%) dominating. Domestic tourism also experienced a positive trend, with 756,000 domestic tourist trips recorded during the same period, an increase of 33.13% year-on-year and 9.28% month-on-month. This confirms that national destinations are increasingly strong and have the potential to make significant contributions to sustainable development.

However, the rapid growth of tourism is not without challenges. One of these is the need to implement sustainable tourism planning strategies that balance destination development

with environmental conservation, local community empowerment, and long-term economic growth (Ilham Junaid, 2014; Ministry of Tourism of the Republic of Indonesia, 2016). This is especially important for destinations with dual functions, such as the Ir. H. Djuanda Grand Forest Park (Tahura) in Bandung. According to Law No. 5 of 1990 concerning the Conservation of Biological Natural Resources and Ecosystems, Grand Forest Parks are nature conservation areas for the collection of plants and animals, both natural and artificial, which can be utilized for research, science, education, cultivation, culture, tourism, and recreation. Thus, Tahura has a strategic and complex role, because it is required to maintain conservation functions while attracting tourists.

In the context of Tahura Ir. H. Djuanda, the number of visits experienced a significant surge in 2024. Based on annual visit data from 2014-2024 (Figure 1.1 in the Results and Discussion section), the total number of Tahura visitors reached 559,836 tourists (domestic and international) in 2024, a figure that exceeded the target of 450,000 visits and showed a positive growth trend (UPTD Tahura Ir. H. Djuanda, 2025; Tribun Jabar, 2025). In addition, the revitalization of the area also had a positive impact, with an average increase in visits of 25.6% per month, reaching a peak in September 2024 with 62,349 tourists (Republika, 2024). While increased visits indicate successful revitalization, uncontrolled growth has the potential to trigger overtourism, which can lead to various current problems, such as environmental degradation, increased waste volume, and pressure on infrastructure (Nofriya et al., 2019; Alimuddin & Rosnani, 2023). This situation indicates that increasing tourist numbers not only provide economic benefits but can also pose a threat to the environmental and social carrying capacity of a destination (Haribudiman et al., 2023; Siregar, 2025).

Understanding the dynamics of a destination's development requires a comprehensive analytical framework. The Tourism Area Life Cycle (TALC) model, introduced by Butler (1980), is one commonly used model to explain the destination development cycle, from the exploration stage to potential stagnation or decline. Therefore, this model can serve as a strategic foundation for formulating destination management policies, considering that each stage presents potential, challenges, and risks that must be anticipated (Habibie, M., et al., 2025). Previous research has shown the effectiveness of the TALC model in ecotourism destinations, such as Lembanna in Gowa, South Sulawesi, which is in the engagement phase (Prakasal et al., 2024), as well as in ecotourism areas in southeastern Nigeria which tend to be in the exploration to development phase (Odum, 2020).

However, studies on the Ir. H. Djuanda Natural Park (Tahura Ir. H. Djuanda) are still limited. Existing studies tend to focus on other themes, such as urban geotourism and utilization for health therapy. Consequently, there has been no specific research analyzing the Tahura's position within the TALC cycle and IFAS/EFAS-based analysis. This analysis is crucial in measuring factors influencing destination management, especially when the number of visitors (post-revitalization) exceeds the target. This has the potential to exceed the carrying capacity, putting the Tahura at risk of stagnation if not anticipated. Therefore, this research is important to fill the literature gap, identify the Tahura's position within the TALC cycle, and formulate an IFAS/EFAS-based management strategy that can support sustainable tourism planning.

B. LITERATURE REVIEW

Sustainable Tourism Planning

Sustainable tourism planning is a crucial strategic foundation, rooted in the concept of sustainable development, which demands a holistic balance between economic, social, and environmental dimensions (Sulistyadi, Y., et al., 2021). Its fundamental principle is meeting the needs of the current generation without compromising the ability to meet the needs of

future generations. The concept of sustainable tourism planning has a strong legal basis in Indonesia, in line with Law No. 10 of 2009 concerning Tourism, Article 2, which explicitly emphasizes the importance of balance, preservation, and sustainability in all national tourism operations.

Operationally, to realize this comprehensive definition, sustainable tourism is based on three main pillars formulated by the Global Sustainable Tourism Council (GSTC) and adopted by the Ministry of Tourism. The three dimensions or pillars of sustainable tourism planning are as follows:

- Economic sustainability, which aims to create prosperity at all levels of society and address the cost-effectiveness of all economic activities. Ultimately, it concerns the viability of tourism destinations and their activities, and their ability to be sustained in the long term.
- Social sustainability, which means respecting human rights and equal opportunities for all in society. This requires the equitable distribution of benefits, with a focus on poverty alleviation. There is an emphasis on local communities, maintaining and strengthening their life-support systems, recognizing and respecting diverse cultures, and avoiding all forms of exploitation.
- Environmental sustainability, which means the conservation and management of resources, especially non-renewable or valuable resources for life support. This requires measures to minimize air, land, and water pollution, as well as preserving biodiversity and natural heritage.

Achieving sustainable development means achieving a balance between these three pillars. Therefore, the holistic integration of these three pillars is a crucial foundation that must be considered in planning to ensure maximum benefits without sacrificing future capacity and potential. Therefore, to ensure effective implementation in planning, this concept must have three main characteristics (3T): directed, integrated, and involved (Persada, C., 2018).

Tourism Development Components

The concept of the main components of tourism has been widely recognized in destination development studies and tourism component models. A fundamental conceptual framework for identifying and analyzing the essential elements that form a tourism destination is often known as the 4A, namely attractions, amenities, accessibility, and supporting services (Cooper, et al., 1994; Sunaryo, 2013; Chaerunissa, S. F., et al., 2018; and Sugiama, 2014). Sugiama (2014) specifically emphasized that these supporting tourism components are crucial elements that must be available in a tourist destination. On the other hand, several studies have developed destination component models that go beyond the 4A. According to Radyahadi (2025), destination components consist of the 5A consisting of attractions, amenities, accessibility, accommodation, and activities, all of which contribute synergistically to the success of a tourist destination. Meanwhile, Buhalis (2000) presented a component theory consisting of 6As: attractions, amenities, accessibility, activities, supporting services, and available packages.

The presence of these various concepts demonstrates an attempt to provide a more comprehensive analysis of the configuration of destination offerings. Although various concepts of tourism components exist, in this study, the author focuses the analysis on only four components: attractions, amenities, accessibility, and activities.

According to Law No. 10 of 2009 concerning Tourism, an attraction is a tourist attraction (DTW), defined as anything possessing uniqueness, beauty, and value, encompassing the diversity of natural, cultural, and man-made resources that serve as the target or destination of tourist visits. In short, an attraction is a superior resource in its class, whose success is

determined entirely by the market, not by experts or magazines, and which visitors are willing to spend time and money to experience. Thus, attractions can exist at various scales (local, regional, national, or international) and can be nested.

Amenities comprehensively refer to the aggregation of essential facilities that function to support and optimize the fulfillment of tourist needs effectively at a destination. Furthermore, Robustin, et al. (2018) stated that supporting facilities can be in the form of "tangible and intangible facilities used to obtain pleasure for visitors at the destination." In addition, the main function of supporting facilities is to transform tourism services into a pleasant, reliable, and sustainable experience, the implications of which include the entire infrastructure, both physical and mental (Mandić, A., et al., 2018).

Accessibility is a fundamental element in tourism destination planning, consistently defined as the ease with which tourists can reach and move around a destination. Brown, D., & Stange, J. (2015) define accessibility as the means by which a person can reach a destination from their point of origin. This access includes transportation facilities and infrastructure, as well as easy access to technology (Idris et al., 2021; Purnomo et al., 2021; Raharjana & Putra, 2020). Furthermore, Sugiama (2014) outlines the supporting components of accessibility, including physical facilities such as roads, railways, toll roads, terminals, train stations, and the availability of four-wheeled vehicles. Furthermore, Sunaryo (2013) emphasizes that accessibility components must be adequate to provide tourists with ease in reaching a destination, encompassing important factors such as directions, airports, terminals, and the frequency of transportation to the tourist location.

Activities are an additional element present in tourism destinations. According to Brown and Stange (2015), each destination has different activities depending on its characteristics. Furthermore, according to Corte et al. (2010), activities are activities that tourists can engage in at a tourist destination. This refers to various activities available, such as trekking, cycling, running, sightseeing, and so on (Ajidayanti & Abbas, 2019; Edison et al., 2019; Ramadhan, 2023).

Tourism Area Life Cycle

The TALC model, developed by R.W. Butler (1980), is a conceptual framework that explains the evolution of a tourism destination through a series of identifiable stages. This concept suggests that a destination develops and changes over time, with its popularity waxing and waning, visualized using an "S"-shaped curve as shown below.

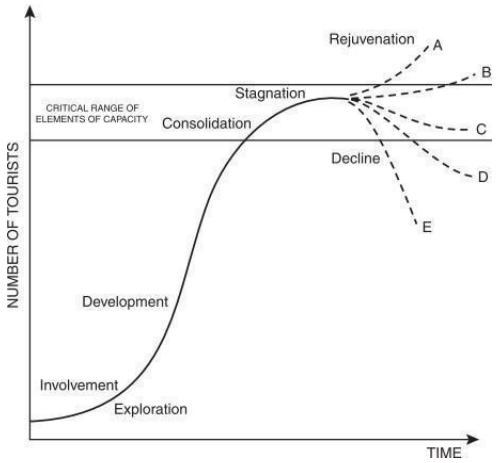

Figure 1. Tourism Area Life Cycle (TALC)
Source: Butler, R. (2008)

The TALC model assumes that destinations can be viewed as "products" that go through a cycle of market adoption and rejection. This model divides destination evolution into six main stages. Due to its simple and linear nature, TALC is an important tool for destination managers, enabling an understanding of a destination's position across various settings, which can facilitate the planning of appropriate strategies for each stage (Nalendra, 2021). The following are the stages of TALC (Butler, R., W., 2008):

- Exploration: This stage is characterized by low tourist arrivals, dominated by adventure travelers. This phase, due to the lack of specialized tourism facilities, relies on local facilities and authentic interaction with the community.
- Engagement: As tourist arrivals increase, local residents begin to provide specialized facilities and become involved in the industry. Local-tourist communication remains high. This stage is characterized by initial promotional efforts, the emergence of the tourist season, and demands for increased public infrastructure.
- Development: The destination achieves clear market segmentation and intensive promotion. Local community control and participation decline dramatically, replaced by external investment and development in large-scale, sophisticated facilities. Artificial attractions complement natural and cultural assets. Tourist arrivals often exceed the permanent resident population during peak seasons.
- Consolidation: Tourist volume growth slows, but total arrivals remain high. The region's economic dependence on the tourism sector is dominant. Marketing strategies focus on extending the tourist season and diversifying markets. This stage is characterized by the emergence of social resistance from non-industry segments of the population regarding issues of social carrying capacity.
- Stagnation: This stage reaches a peak in tourist volume. Environmental, social, and economic carrying capacities have been exceeded. The destination's image becomes established but loses its competitive uniqueness. There is a reliance on repeat visit and MICE markets. Artificial facilities dominate the original attractions. Infrastructure development shifts to peripheral areas, accompanied by high circulation of asset ownership.
- Decline or Rejuvenation: There are two possibilities if a destination is trapped in the stagnant phase. The first is decline, and the second is innovation and successful entry into the rejuvenation phase.
    - Decline: The area is unable to compete with newer tourist attractions and experiences a declining market. Holiday visits decline and are replaced by weekend or day trips. Tourist facilities are often replaced by non-tourist structures. Eventually, the area may lose its tourism function entirely.
    - Rejuvenation: This phase can occur, but almost always requires a complete overhaul of the tourist attraction. This can be done by adding new man-made attractions, such as casinos in Atlantic City. Or, by utilizing previously underutilized natural resources, such as transforming a European spa town into a winter sports center. This rejuvenation can lead to renewed growth and expansion.

The use of this model facilitates the identification of a destination's position in its lifecycle and predicts its development path. Fundamentally, TALC emphasizes that negative outcomes can be avoided through appropriate managerial interventions, such as resource planning and development, particularly to prevent the destination's carrying capacity (economic, socio-cultural, and environmental) from being exceeded, making it a leading call for sustainable resource management.

SWOT Analysis and EFAS/IFAS Matrix

SWOT analysis was introduced in the early 1950s at Harvard Business School and then popularized in the 1960s. Thompson et al. (2007) explain that this analysis is a fundamental tool used extensively in strategic planning and strategic management. This analysis aims to effectively formulate organizational and competitive strategies. As explained by Gurel and Tat (2017), the acronym SWOT represents four key dimensions: strengths, weaknesses, opportunities, and threats, and is often referred to as a SWOT analysis.

Referring to the systems approach, organizations in this context include entities such as tourist destinations, which are viewed as a unified whole that dynamically interacts with their environment and is composed of various subsystems. This SWOT analysis operates along two main dimensions (Gurel and Tat, 2017):

- Internal Dimension: Includes organizational factors within the entity's control, namely Strengths and Weaknesses. This dimension measures a destination's resource capabilities and deficiencies.
- External Dimension: Includes environmental factors beyond its direct control, namely Opportunities and Threats. This dimension measures market opportunities and external threats to the destination's future.

Although SWOT analysis is a fundamental initiatory tool for identifying and classifying strategic factors in tourist destinations, its findings are still limited to a qualitative, descriptive list. This limitation hinders management's ability to determine the absolute priority of each factor and specifically measure its impact. Therefore, to generate more accurate and robust strategic decisions, SWOT analysis is often combined with other techniques (Benzaghta, M.A., et al., 2021). To refine the findings and transform them into actionable input for strategy formulation, the analysis is continued using the EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) matrix frameworks.

The steps in determining external factors (EFAS) and internal factors (IFAS) are as follows (Rangkuti, 2013):

- Arrange the key factors in their respective columns.
- Assign a weight to each factor (column 2) from 1.0 (very important) to 0.0 (not important). The total weights should add up to 1.0.
- Calculate a rating (column 3) for each factor on a scale from 4 (outstanding) to 1 (poor) based on the factor's impact on the company's performance. Opportunity ratings are positive (the greater the opportunity, the higher the rating), while threat ratings are inverse (the greater the threat, the lower the rating).
- Multiply the weight (column 2) by the rating (column 3) to obtain a weighted score (column 4).
- Sum the weighted scores (column 4) to obtain a total weighted score. This total score indicates how a particular destination responds to its strategic factors and can be used for comparison.

The EFAS/IFAS matrix SWOT analysis, collectively serves to evaluate and prioritize identified factors, providing a structured and measurable basis for strategy formulation, and providing more targeted recommendations and advice for the destination.

C. RESEARCH METHODOLOGY

In this study, the researcher used a qualitative method with a descriptive approach. The descriptive research approach was carried out because the researcher attempted to describe a phenomenon or event systematically according to what it is (Dantes, 2012). The basis for choosing this method is because the researcher wanted to see the position of Tahura Ir. H. Juanda in the context of the Tourism Area Life Cycle (TALC) as a tourism destination. For the collective data process, the researcher conducted direct observations at the locus and

external data studies in the form of the Tahura Area Potential Inventory Report issued by the West Java Provincial Forestry Service, Ir. Haji Juanda Grand Forest Park Management Center in 2017. The locus/location of this study was defined spatially through the Utilization Area Block Arrangement Map (tourism), as shown in the image below.

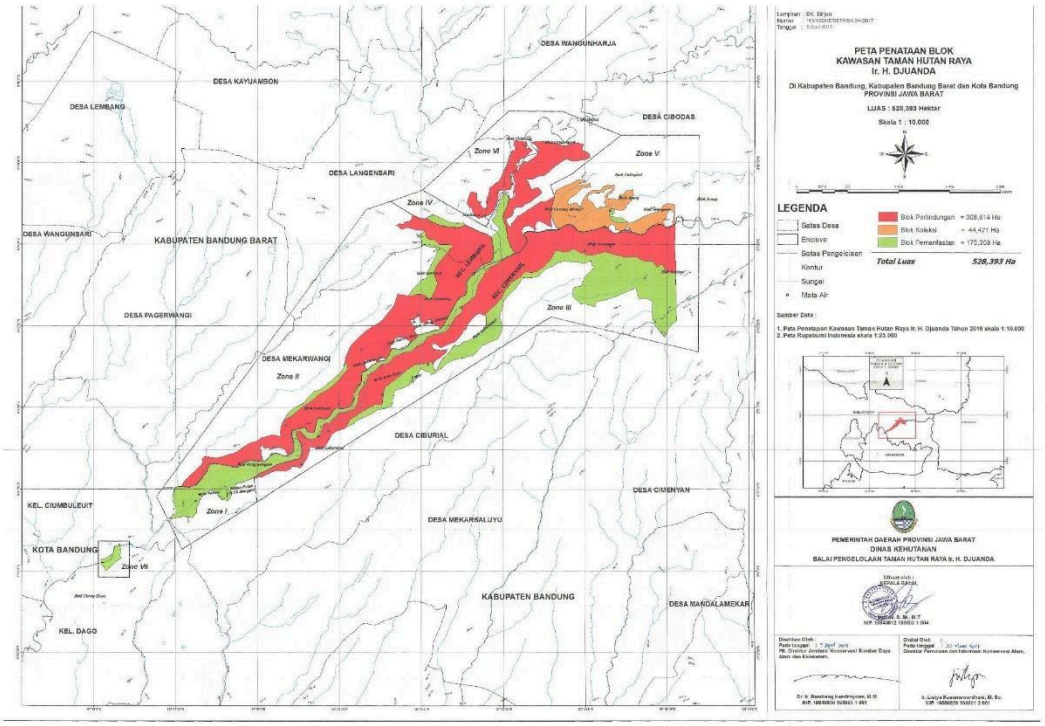

Figure 2. Block Arrangement Map of the Ir. H. Djuanda Natural Park
Source: Ir. H. Djuanda Natural Park Technical Implementation Unit (UPTD) (2025)

Information:

- Red (Protection Area Block)
- Green (Utilization Area Block, including Tourism)
- Orange (Collection Area Block)

In developing the planning strategy, researchers used a SWOT analysis to identify strengths, weaknesses, opportunities, and threats. This analysis was then processed using the IFAS/EFAS matrix to determine measurable strategic recommendations for sustainable tourism planning.

D. RESULT AND DISCUSSION

Tahura's Position in the Tourism Area Life Cycle (TALC)

The determination of Tahura's position is based on an integrated analysis of the suitability of the destination with the TALC stage observation indicators (table 1.1) and evidence from the number of tourist visits (figure 2).

Observation Indicator Results (table 1)

The observation results in Table 1.1 indicate that the Tahura is in the rejuvenation phase. This verification was conducted after ensuring that the Tahura had passed the exploration, engagement, and development phases and was at a crucial point of stagnation before intervention (revitalization).

Table 1. Stages of Tahura Ir. H. Djuanda in the TALC Model

Stage	Indicator	Observation Result (Conforms)	Observation Result (Does Not Conform)
Exploration	Tourism destination still appears natural		✓
	No special facilities available for tourists		✓
	Tourism management has not yet been established		✓
	Tourism impacts on the local community are minimal or not yet evident		✓
	Tourist arrivals are still limited and mostly individual		✓
Involvement	Natural attractions begin to show simple development		✓
	Facilities and tourism infrastructure begin to exist in a basic form		✓
	Tourism management by local communities and stakeholders begins to emerge		✓
	Promotion activities are conducted on a limited scale		✓
	Tourist visits begin to increase at certain times		✓
Development	Artificial attractions begin to be developed		✓
	Tourism facilities and infrastructure become more complex		✓
	Accessibility and infrastructure are adequate		✓
	Target markets and promotional activities are conducted intensively		✓
	Tourist arrivals increase significantly on a regular basis		✓
Consolidation	Natural and artificial destinations are well designed and managed	✓	
	Competition among tourism business actors or stakeholders begins to appear		✓
	Destination image has gained a strong and established reputation	✓	
	Tourist arrivals and tourism growth continue but are not significant	✓	
Stagnation	Destination begins to lose its attractiveness and authenticity		✓
	Conflicts of interest occur among stakeholders		✓
	Promotional and marketing activities are infrequent and lack innovation		✓

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Stage	Indicator	Observation Result (Conforms)	Observation Result (Does Not Conform)
Decline or Rejuvenation – Decline	Main tourist spots become overcrowded, reducing comfort		✓
	Tourist arrivals tend to stagnate or decline		✓
	Destination cannot compete with newly emerging destinations		✓
	Tourist arrivals decrease drastically		✓
	Infrastructure and facilities are poorly maintained or no longer usable		✓
Decline or Rejuvenation – Rejuvenation	Innovation and renewal strategies for attractions and facilities are implemented	✓	
	Promotion is carried out to rebuild the destination image	✓	
	Tourist arrivals show an increase	✓	
	Market diversification occurs in line with expanding tourist segments	✓	

Source: Processed by researchers from Butler, R. (1980) and Kurniawati, H. L. (2024).

The rejuvenation phase is explicitly confirmed by four corresponding main indicators:

- Innovation and renewal strategies related to tourism attractions and infrastructure (i.e., revitalization in 2023).
- Promotions to rebuild the destination's image.
- Increased tourist visits.
- Market diversification in line with the increasing segmentation of incoming tourists.

Strategic intervention in the form of revitalization in 2023 is the key to success in avoiding decline.

Number of Tourist Visits (2014-2024)

Data on the volume of visits can be seen in the image below.

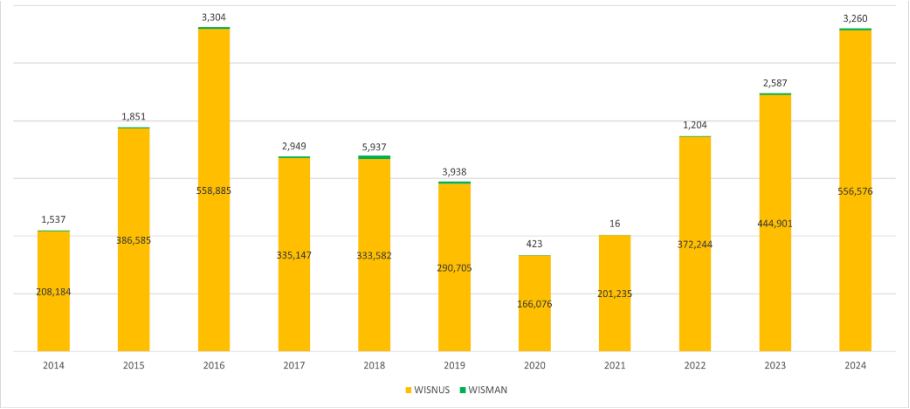

Figure 3. Number of Tourist Visits to the Ir. H. Djuanda Natural Park (2014-2024)
Source: Ir. H. Djuanda Natural Park Management Unit (2025)

The number of tourist visits serves to strengthen the success of the rejuvenation process identified in the observation results (table 1):

- Visits from 2014-2021 demonstrate the destination's vulnerability, with fluctuations following the initial peak (2017-2019) followed by a drastic decline in 2020 and 2021

(166,076 visitors in 2020) triggered by external factors (the Covid-19 pandemic). In fact, this data places Tahura on the verge of decline.

- The significant increase in visits following the revitalization in 2023, reaching 563,096 visitors in 2024, demonstrates that the innovations successfully captured the market and initiated a new growth cycle. This strong increase confirms the success of the rejuvenation intervention, in line with observations.

Thus, Tahura's position is set in a rejuvenation phase. This phase occurs not through natural organic growth, but rather as a result of planned managerial interventions to address the risks of decline and stagnation.

Strategic Analysis (SWOT and IFAS/EFAS)

IFAS and EFAS Matrix Analysis

SWOT identification is crucial, considering that Tahura is in the rejuvenation phase of the TALC cycle with potential risks of stagnation. Therefore, a SWOT analysis using the IFAS/EFAS matrix was conducted to refine existing findings. This analysis was conducted to generate measurable data and determine Tahura's position in the SWOT strategy quadrant.

Table 2. Internal Factor Matrix (IFAS) of Tahura Ir. H. Djuanda

Code	Internal Factor (IFAS)	Score	Weight	Zating	Amount
Strength					
S1	Biodiversity (flora and fauna)	3	0.13	3	0.39
S2	Revitalization of the Tahura destination by 2023	4	0.17	4	0.68
S3	Provision of functionally standardized footpaths as a means of nature-based sports recreation	4	0.17	4	0.68
S4	Disciplined creative team in managing social media	3	0.13	4	0.52
S5	Varied tourist destinations	3	0.13	3	0.39
S6	Strategic location of the Tahura from the city center	3	0.13	3	0.39
S7	Clear area/zone boundaries for utilization, research, and conservation	3	0.13	4	0.52
	Amount	23	1	-	3.57
Weakness					
W1	There is no clear maximum daily tourist limit.	4	0.21	4	0.84
W2	Inconsistencies in policies and visions for Tahura management due to shifting priorities between tourism and conservation, influenced by regional leadership dynamics.	3	0.16	4	0.64
W3	Public transportation to Tahura destinations is inadequate, causing congestion.	3	0.16	3	0.48
W4	Toilet facilities are of uneven quality.	4	0.21	4	0.84
W5	Footpaths in the Deer Conservation Area are in poor condition.	2	0.11	3	0.33

W6	The size of the Tahura area is not commensurate with the human resources.	3	0.16	4	0.64
	Amount	25	1.0	-	3.77

Source: Researcher Processing (2025)

Table 3. External Factor Matrix (EFAS) of Tahura Ir. H. Djuanda

Code	External Factor (EFAS)	Score	Weigth	Rating	Amount
Opportunity					
O1	Current tourist preferences for trekking activities are a potential market segment.	3	0.18	4	0.72
O2	Collaborating with partners from CSR and agencies or organizations.	3	0.18	3	0.54
O3	Weekly destination trends for sports and fresh air for urban residents.	4	0.24	4	0.96
O4	Accommodation available in Tahura (0-3 km radius).	2	0.12	3	0.36
O5	Potential local communities for collaboration (sports events, music, sustainable markets).	3	0.18	3	0.54
O6	Local communities supporting the tourism ecosystem at Tahura destinations.	2	0.12	3	0.36
	Amount	22	1	-	3.48
Threats					
T1	Potential for overtourism due to lack of destination management (carrying capacity)	3	0.18	4	0.72
T2	Natural disasters, as the Tahura (Nature Park) is part of a fault line	2	0.12	2	0.24
T3	Environmental damage due to tourism activities	3	0.18	4	0.72
T4	Slippery and dangerous footpaths after rain	3	0.18	3	0.54
T5	Narrow access roads to the Tahura pose a high risk of causing congestion and conflict with local communities due to inadequate parking (high season)	3	0.18	3	0.54
T6	Tourist behavior of littering	3	0.18	3	0.54
T1	Potential for overtourism due to lack of destination management (carrying capacity)	3	0.18	4	0.72
	Amount	27	1	-	3.3

Source: Researcher Processing (2025)

Based on the results of the weighting and rating calculations, Tahura's position in the strategic quadrant is determined by calculating the total difference in the IFAS (X-axis) and EFAS (Y-axis) weighting scores. The total difference in the internal factor weighting scores produces an X-axis coordinate of -0.2 (3.57 (S) - 3.77 (W)), while the total difference in the external factor scores produces a Y-axis coordinate of +0.18 (3.48 (O) - 3.3 (T).

Strategic Positioning (SWOT Diagram)

The strategic coordinates of Tahura are (−0.2, +0.18) which are then visualized through the SWOT diagram in Figure 4.

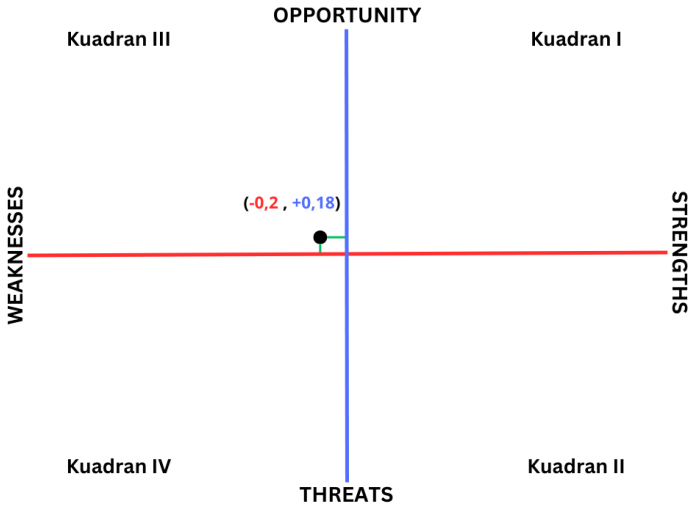

Figure 4. SWOT Diagram of the Ir. H. Djuanda Natural Park
Source: Researcher Process (2025)

The internal factor score is -0.2, which falls in the negative quadrant of the X-axis, indicating that weaknesses outweigh strengths. Meanwhile, the external factor score is +0.18, which falls in the positive quadrant of the Y-axis, indicating that opportunities outweigh threats. Therefore, the SWOT analysis places Tahura in quadrant III (Weakness to Opportunity), where the strategy must be implemented to address internal weaknesses to maximize the utilization of existing external opportunities.

This position requires Tahura to focus on improvement strategies, prioritizing improvements to the most critical weaknesses (such as determining carrying capacity and addressing policy inconsistencies) to capitalize on the growing trekking and sports market opportunities. This strategy aligns closely with previous TALC findings, which found that Tahura is in a rejuvenation phase but still faces the risk of stagnation due to internal weaknesses in carrying capacity management. By addressing these weaknesses, Tahura can ensure sustainable rejuvenation and prevent a slide into decline.

Formulation of Priority Strategies for Sustainable Development

Based on the SWOT data analysis, Tahura is in a weakness-to-opportunity position on the SWOT diagram (quadrant III), meaning it must address existing internal weaknesses to capitalize on available external opportunities. Based on these results, the strategy that must be implemented is the formulation of a WO (weakness-opportunity) strategy as the top priority:

Main Strategy (WO: Weakness-Opportunity)

The WO strategy focuses on improving weaknesses (W) to maximize opportunities (O), which is crucial for ensuring sustainable rejuvenation and preventing the risk of stagnation.

Determining Carrying Capacity through Partnerships

Tahura, as an ecotourism area, serves a dual function as a tourism, research, and nature conservation destination with biodiversity that requires preservation. Therefore, determining carrying capacity is crucial because the Tahura is in a rejuvenation phase, inherently close to the critical carrying capacity range that could potentially lead to stagnation. Therefore, collaboration with research institutions or universities is necessary to determine methods,

calculate maximum capacity, and analyze tourist distribution across each tourist attraction. The results of this analysis will form the basis for setting annual visitation targets, preventing overtourism, and supporting sustainable destination management in the Tahura.

Improving Amenity Quality through Community Empowerment

Basic amenities, such as toilets, that are of uneven quality and poorly maintained, are issues that can directly impact tourist comfort and the overall image of the Tahura destination. The improvement in the quality of these facilities is being carried out by recruiting employees from the surrounding community as part of a community empowerment program. This initiative aims to create jobs for local residents while also involving them in managing and maintaining facilities at the destination, particularly critical facilities such as toilets. With local involvement and ownership, facility maintenance can be carried out routinely and intensively, ensuring the quality of toilet facilities is evenly distributed and their cleanliness is maintained, while also strengthening the local tourism ecosystem.

Integrating Tour Packages with Nearby Accommodations

The lack of public transportation leads to a heavy reliance on private vehicles, leading to congestion and infrastructure conflicts in the surrounding area. A strategic solution is to collaborate with accommodations around the Tahura (Tempo Tahura) to create tour packages that incorporate the Tahura for guests staying at those accommodations. Developing tour packages in direct collaboration with accommodations around the Tahura, including the Tahura as a mandatory destination in the tour package, begins with the collaborating accommodation. Through this scheme, tourist movement can be centrally managed from the accommodation. This indirectly reduces daily private vehicle traffic to the Tahura, as overnight tourists can access the destination via integrated transportation provided by the accommodation or tour package, thereby mitigating congestion and accessibility issues.

Improvement of Footpath Infrastructure through Partnerships

The poor condition of the footpaths in the Deer Conservation Area hampers the comfort and safety of tourists, particularly those in the trekking and sports market segments. Therefore, structured improvements are needed. Collaborating with other parties, for example through a CSR program, is the most appropriate solution for this strategy. Such partnerships allow for the involvement of external parties in the improvement of existing and new facilities, from financing to implementation. Utilizing external resources, such as CSR funds, can expedite infrastructure improvement and ensure quality, thus enhancing the tourist experience and safety.

Strengthening Management Capacity through Community Empowerment

As an ecotourism destination with dual functions: conservation and tourism, according to data from the Ir. H. Djuanda Tahura Technical Implementation Unit (UPTD) (2025), the Tahura covers a vast area of 528,393 hectares, with a protection block of 308,614 hectares, a collection block of 44,471 hectares, and a utilization block of 175,308 hectares. This vast area presents a new challenge: the need for human resources to manage the area. One opportunity that can be utilized in Tahura management is to collaborate with the surrounding community by recruiting staff to help maintain and manage the area. This strategy is feasible because the local community, as the indigenous people, has long lived side by side with the Tahura ecosystem and is expected to be able to manage the Tahura effectively. This strategy also serves as part of creating employment opportunities for the surrounding community, thereby increasing the number of active workers within the Tahura area.

Formulating Long-Term Conservation-Based Policies

The Ir. H. Djuanda Grand Forest Park is currently under the control of the West Java Provincial Forestry Service. The management hierarchy, which falls under the West Java Provincial Government, requires all Tahura management policies to comply with the West

Java Provincial Government's directives. According to the Tahura, Tahura management policies are constantly changing with the change of government after regional elections, leading to inconsistencies in management policies and visions. The Tahura currently experiences a large number of tourists visiting the Tahura for morning exercise. Morning exercise at the Tahura presents a new opportunity to develop the Tahura destination to accommodate this market demand. In determining policies, policymakers should involve tourists through surveys or focus group discussions (FGDs) as a basis for formulating new policies. Policies formulated by policymakers are expected to consider conservation as one of the Tahura's primary functions and tourist needs through analysis of tourism activities. Through this multi-stakeholder process, it is hoped that the approved policy will be a plan that can meet the long-term management needs of the Tahura..

E. CONCLUSION

Based on the results of the Tourism Area Life Cycle (TALC) analysis and the IFAS/EFAS SWOT Matrix, the Ir. H. Djuanda Grand Forest Park destination is positioned in the rejuvenation phase. This position was achieved because the revitalization carried out in 2023 became a strategic turning point to avoid a phase of decline and stagnation caused by external factors (the Covid-19 pandemic). This rejuvenation phase is characterized by several key indicators, including (1) revitalization as an innovation and renewal strategy that supports attractions, tourist activities, and infrastructure, (2) active social media management for promotion, advertising, and rebranding of the Tahura (Tahura Park), and (3) an increase in the number of visits to 559,836, exceeding the target of 450,000.

Further analysis using the SWOT method with IFAS/EFAS calculations shows that Tahura is in Quadrant III (Weakness to Opportunity/WO). These results indicate that Tahura has significant potential for sustainable rejuvenation and avoid stagnation if it successfully addresses existing internal weaknesses. Therefore, recommended strategies should focus on mitigating weaknesses and capitalizing on opportunities. These strategies include:

Determining Carrying Capacity through Partnerships: Collaborating with research institutions to calculate maximum visitor capacity is crucial to avoid overtourism and ensure sustainable management. Facility and Infrastructure Improvements: Improving the quality of amenities (such as restrooms) and improving trails, particularly at the Deer Conservation Tourist Attraction (DTW), to enhance tourist safety and comfort. These improvements are recommended through partnerships (e.g., through CSR programs).

Community Empowerment: Implementing community empowerment programs around Tahura to improve the quality of amenities and strengthen management capacity, while simultaneously creating local jobs. Tour Package Integration: Collaborating with accommodations around Tahura to develop tour packages that make Tahura a must-visit destination, aiming to reduce daily private vehicle use and alleviate congestion. Formulating Long-Term Conservation-Based Policies: Policymakers need to formulate long-term policies that balance conservation and tourism interests to avoid inconsistencies resulting from changes in government. Implementing this strategy is crucial as a continuation of the rejuvenation phase, which is expected to develop Tahura into a conservation area and sustainable destination.

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