

## Resilient by Design: 4A-Driven Sustainable Tourism Recovery in Tanjung Lesung Special Economic Zone (SEZ)

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### ABSTRACT

Following the 2018 tsunami and the COVID-19 pandemic, Tanjung Lesung, Indonesia's first Tourism Special Economic Zone (SEZ) has faced profound challenges. These crises caused a sharp decline in tourist visits, safety concerns, and damage to the area's reputation, slowing local economic growth and diminishing the SEZ's contributions to the national economy. These events underscored the vulnerability of tourism systems and raised concerns regarding achieving sustainable tourism objectives. This study examines the 4A framework (Attractions, Accessibility, Amenities, and Ancillary Services) to explore its role in fostering resilience and sustainability in the tourism industry. Key Penta-helix stakeholders were interviewed in-depth using a qualitative descriptive technique from both public and private sectors. This study shows that rejuvenating tourism in Tanjung Lesung SEZ depends on including the 4A framework. Results offer practical suggestions such as encouraging sustainable economic growth and good work for local communities (SDGs 1 and SDGs 8), improving safety and disaster risk reduction, and supporting action to mitigate climate change (SDGs 13). This study highlights the importance of multi-stakeholder cooperation as well as the 4A framework in reaching sustainable tourist development in a post-crisis context.

### ABSTRAK

Setelah terjadinya tsunami tahun 2018 dan pandemi COVID-19, Kawasan Ekonomi Khusus (KEK) Pariwisata Tanjung Lesung sebagai KEK pariwisata pertama di Indonesia menghadapi tantangan besar yang berdampak signifikan terhadap keberlanjutan sektor pariwisata. Kedua krisis tersebut menyebabkan penurunan drastis jumlah kunjungan wisatawan, meningkatnya kekhawatiran terhadap keamanan, serta penurunan reputasi destinasi yang memperlambat pertumbuhan ekonomi lokal dan mengurangi kontribusi kawasan terhadap perekonomian nasional. Kondisi ini menyoroti tingginya kerentanan sistem pariwisata dan urgensi untuk membangun kembali ketahanan serta keberlanjutan destinasi. Penelitian ini bertujuan untuk menganalisis penerapan kerangka 4A (Attractions, Accessibility, Amenities, dan Ancillary Services) dalam membangun ketahanan dan keberlanjutan pariwisata di KEK Tanjung Lesung. Pendekatan penelitian yang digunakan adalah deskriptif kualitatif dengan metode wawancara mendalam terhadap pemangku kepentingan utama dalam kerangka Penta-Helix, yang meliputi unsur pemerintah, akademisi, pelaku usaha, komunitas, dan media. Hasil penelitian menunjukkan bahwa revitalisasi pariwisata Tanjung Lesung bergantung pada optimalisasi keempat komponen dalam kerangka 4A. Upaya pemulihan yang efektif tidak hanya berfokus pada pembangunan infrastruktur fisik, tetapi juga pada transformasi sistem pariwisata yang lebih tangguh, inklusif, dan berorientasi pada keberlanjutan. Penelitian ini memberikan rekomendasi praktis berupa peningkatan pertumbuhan ekonomi berkelanjutan dan kesejahteraan masyarakat lokal (SDGs 1 dan 8), penguatan mitigasi risiko bencana dan keselamatan destinasi, serta dukungan terhadap aksi penanggulangan perubahan iklim (SDG 13). Temuan ini menegaskan bahwa kolaborasi multi-pemangku kepentingan dan penerapan kerangka 4A merupakan kunci dalam memperkuat ketahanan pariwisata pascakrisis menuju pembangunan berkelanjutan di kawasan Tanjung Lesung.

### 1. Introduction

Since 2009, under Law No. 39 of 2009, the Indonesian Government has established Special Economic Zones (SEZs) in several strategic areas concentrating on

various sectors, including tourism, to support national economic resilience [1]. Studies have consistently demonstrated a strong correlation between tourism development and key economic indicators such as

Gross Regional Domestic Product (GRDP) and the Human Development Index (HDI). This connection highlights the essential role of tourism in driving economic growth, improving social welfare, and promoting sustainable regional development.

The Indonesian government has strategically integrated Special Economic Zones (SEZs) into its national economic strategy, acknowledging their potential. The designated zones seek to bolster competitiveness, expedite regional economic development, and draw local and foreign investments via policy incentives, infrastructure enhancements, and simplified business rules. By utilizing SEZs as a catalyst for economic growth, Indonesia is establishing itself as a competitive global tourism destination while ensuring that tourism-driven development directly benefits local communities, promotes social equity, and contributes to sustained national economic prosperity. The integration of investment-friendly policies, environmental sustainability, and social empowerment initiatives within SEZs presents a comprehensive approach to advancing regional and national development through tourism.

One of the prominent strategic areas is Tanjung Lesung, located in Banten Province, which is approximately 160 km to the city of Jakarta. Tanjung Lesung SEZ is the first Special Economic Zone for Tourism, offering strong natural and cultural tourism attractions, such as the beauty of white sand beaches, Ujung Kulon National Park, Tanjung Lesung Creative Economy Tourism Village, and Saba Baduy Culture. With these attractions, Tanjung Lesung has the potential to be one of the top tourism destinations worldwide. Tanjung Lesung is also one of the ten priority National Tourism Strategic Areas or *Kawasan Strategi Pariwisata Nasional* (KSPN) prioritized for development by the government.

This classification underscores the region's capacity to significantly contribute to Indonesia's tourism industry. The government's strategic commitment to boosting tourism growth, drawing in investments, and promoting regional economic development is reflected in Tanjung Lesung's twin designation as a Special Economic Zone (SEZ) and a KSPN. The SEZ designation incentivizes both domestic and foreign investors to build tourism-related firms in the region by offering advantages such as tax refunds, streamlined business regulations, and improved infrastructure. Tanjung Lesung simultaneously benefits from integrated planning activities, such as transportation enhancements, the growth of the hospitality industry, and environmental sustainability programs, as a priority tourism destination under KSPN. Furthermore, Tanjung Lesung, a Tourism Special Economic Zone, is anticipated to accelerate the growth of Indonesia's tourism sector and significantly contribute to sustainable national economic development [1], [2].



Figure 1. Tanjung Lesung Special Economic Zone (SEZ)

Unfortunately, the Sunda Strait tsunami hit the Banten area in 2018, seriously upsetting the tourism business as Tanjung Lesung was aggressively expanding its sector. With 10,681 empty hotel rooms and 21,362 canceled travel reservations, the estimated economic loss was IDR 42.72 billion. Particularly in Tanjung Lesung, the possible losses in the travel industry were estimated to amount to IDR 100 billion [3], [4]. Additionally, it tarnished the destination's reputation among both local and international travelers [5].

Tanjung Lesung underwent a dual crisis that profoundly affected the tourism business. As the region began to recuperate from the destruction inflicted by the tsunami, which had impeded tourism infrastructure and economic activity, the COVID-19 epidemic introduced a fresh array of unforeseen challenges. Travel restrictions, including warnings, travel bans, border closures between regions, rejection of visitors from specific areas, and travel document requirements, caused a significant decrease in tourism activity. Tanjung Lesung had a considerable decline in tourism activity, leading to major economic losses for businesses and local communities dependent on tourism. Hotels, resorts, restaurants, and local attractions experienced a significant decline in visitor numbers, forcing many businesses to restrict operations or temporarily close. The repercussions extended to local employment, adversely affecting workers in the hospitality, transportation, and tourism industries [6].



Figure 2. Tanjung Lesung Special Economic Zone (SEZ) after tsunami hit

Currently, Tanjung Lesung SEZ is striving to rejuvenate its tourism sector. Despite various efforts, the destination still suffers with its image, since many

visitors are still unwilling to visit because of unresolved trauma from prior occurrences that have undermined their trust [5], [7]. Under these circumstances, major efforts are needed to increase the average length of stay and the number of visitor visits. Emphasizing projects to rebuild tourist confidence by matching with developing trends in the tourism industry and actively involving visitors, a targeted strategy for tourism recovery is desperately needed. The current trend in the tourism sector is developing towards sustainable tourism. Studies and industry data show that travelers choosing tourism destinations that prioritize sustainable practices are growing increasingly.

Previous research has shown that the capacity of tourism destinations to properly adopt and implement sustainability measures mostly determines their future performance [8], [9]. According to a 2023 Sustainable Travel Report, 76% of worldwide visitors said they want to travel more sustainably going forward. This increasing demand implies that places implementing sustainable practices are more likely to draw travelers in the next years [10].

Case studies further illustrate this trend. For example, community-based ecotourism has been effectively used by the Mara Naboisho Conservancy in Kenya, resulting in higher animal numbers and financial gains for local communities [11]. Adopting sustainability not only helps the local populations and the environment but also provides a strategic benefit for tourism locations hoping for future development. Destinations that incorporate sustainable practices are more suited to flourish in the changing market scene as visitor tastes continue to change toward more conscientious travel. By including economic growth, environmental stewardship, and social inclusiveness into tourism practices, sustainable tourism also serves as an important part in accomplishing Sustainable Development Goals (SDGs) [12], [13]. Economically, it creates jobs, supports nearby businesses, and increases infrastructure investment in line with objectives like eradication of poverty (SDGs 1) and decent work (SDGs 8). Environmentally, it supports sustainable resource use, lower carbon emissions, and protection of biodiversity, therefore supporting climate action (SDGs 13). By combining these elements, sustainable tourism fits the 2030 Agenda for Sustainable Development Goals and acts as a tool for world development, especially to help Tanjung Lesung recover from the post-crisis event.

Many studies have investigated Tanjung Lesung's post-crisis mitigation strategies, focusing on areas such as infrastructure restoration, economic recovery for tourism-dependent communities, and the adoption of digital marketing strategies [14], [15], [16], [17]. Research looking into Tanjung Lesung's potential as a sustainable tourism destination still lags somewhat,

nevertheless. This unexamined aspect offers insightful analysis of how to integrate the sustainability principles into its recovery and expansion to solve social, environmental, and financial aspects so guaranteeing long-term resilience and development.

Thus, by revisiting the 4A framework (Attractions, Accessibility, Amenities, and Ancillary Services) to investigate its function in promoting resilience and sustainability in tourism, our study seeks to investigate the potential of the central zone of the Tanjung Lesung Special Economic Zone (SEZ) as a sustainable tourism destination. For developers and tourism planners, the 4A framework provides a basic direction allowing them to evaluate and improve the key components rendering a place interesting and useful for tourists. By concentrating on these four elements, locations can deliberately plan and control tourism development to draw guests, satisfy their demands, and promote return visits [15]. Additionally, in line with the ideas of sustainable tourism, this strategy supports initiatives toward the Sustainable Development Goals (SDGs) of the United Nations. By means of this research, our purpose is also to find practical insights and suggestions to establish Tanjung Lesung as a strong and sustainable tourism destination that significantly supports the SDGs. Furthermore, the finding might be taken into account while developing policy decisions on the course of Tanjung Lesung post-crisis rehabilitation initiatives.

To achieve these aims, we employ a descriptive qualitative approach involving in-depth interviews with key informants from Penta-helix overview, including government, academician, private sector, community, and media representatives. The collected data is systematically analyzed to derive key insights as well as a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is equipped to provide an organized evaluation of internal and external factors influencing the sustainability and growth of the tourism destination [18].

The rest of the study is organized in the following manner: The introduction offers background information, defines the research aims, and uses past works to create a theoretical basis and hence identify the research gaps. We discuss the study methodology in the section on methodologies, covering the conceptual framework, data collection technique, participant details, and data analysis approaches in the results and data analysis of the section on results and discussion. We next go over the managerial ramifications of the study, point out any shortcomings, and propose future lines of research.

### 1.1. Special Economic Zone

Special Economic Zones (SEZs) are designated areas with defined boundaries established to perform economic functions, including conducting and

developing businesses in trade, services, industry, mining and energy, transportation, maritime and fisheries, post and telecommunications, tourism, and other sectors [19]. The creation of SEZs is supposed to stimulate investment or companies promoting economic development, therefore creating more employment possibilities and lowering of poverty levels. The goals nationally include economic equality, especially with regard to income distribution, and improving the competitiveness of national goods [19], [20], [21], [22].

### 1.2. Alignment of Sustainable Tourism with Global SDG Frameworks

National tourism development aims to create Indonesia as a world-class, competitive, sustainable tourism destination supporting regional development and the welfare. Sustainable tourism aims to minimize negative impacts on the natural environment and cultural heritage while maximizing the economic benefits generated by the tourism industry [23]. According to earlier researchers, the idea of sustainable development consists of three linked components: environmental protection, social factors, and economic progress [24], [25]. On the other hand, the Ministry of Tourism and Creative Economy (Kemenparekraf) has found four main pillars of concentration areas in attempts to build sustainable tourism.

Table 1. Four Key Pillars of Sustainable Tourism Development

No.	Key Pillars	Description
1	Sustainable Management	Emphasizing structured governance systems, strategic planning, regular monitoring, and active stakeholder participation to ensure effective tourism business operations.
2	Socially Economical Sustainability	Encouraging long-term financial gains for nearby towns by means of fair labor policies, encouragement of local businesses, and equal access to economic possibilities.
3	Cultural Sustainability	Conserving tangible and intangible cultural legacy while improving real visitor experiences, honoring regional customs.
4	Environmental Sustainability	Addressing biodiversity preservation, efficient waste and emissions management, climate change adaptation, and lowering of environmental impact to guarantee the lifetime of natural resources.

Therefore, the expansion of the tourism sector has to be seen in the framework of sustainable tourism to guarantee that it not only offers major economic advantages but also reduces negative effects on the environment and culture, therefore guaranteeing efficient destination management.

Furthermore, the concept of sustainable tourism in Tanjung Lesung can be aligned with the SDGs, emphasizing the transforming power of the industry in achieving sustainable development by addressing SDGs goals such as poverty eradication (SDGs 1) and decent work and economic growth (SDGs 8) by

fostering local employment and entrepreneurship, and combating climate change (SDGs 13) by enhancing safety and disaster risk reduction and promoting sustainable practices by means of integrating eco-friendly tourism strategies.

### 1.3. 4A's of Tourism for Destination Development

Attractiveness, Accessibility, Amenities, and Ancillary Services include four tourism components known as 4As [26], [27]. Many scholars have emphasized the important part that 4A components play in promoting tourism destination development, including influencing tourists' revisiting intentions, increasing satisfaction with the destination, creating loyalty for new tourism destinations, and contributing to improving management and development strategies for the destination [28], [29], [30].

Cooper's 4A model emphasizes the key elements for the development of a tourism destination. Travel is mostly motivated by attractions, which provide distinctive experiences that meet the needs and interests of visitors. Attractions serve as the main motivators for travel, offering unique experiences that satisfy tourists' interests and desires; Accessibility guarantees that visitors may reach the destination such as airports, roads, and public transit systems, including the availability of information; Amenities, providing facilities and services such as the availability and quality of accommodation options, dining, shopping and other basic needs to support visitors' activities in tourism areas; and Ancillary services, supporting the general tourism experience and ensuring a smooth travel.

This paradigm guides efficient management and sustainable growth of tourism destinations [26]. Therefore, these four components of tourism must be developed to improve and complement the facilities and support systems for tourist attractions, as well as be regarded as a basic component in any tourism destination expected to exist [27].

### 1.4. Integrating the 4A Framework, Adaptive Governance, and Transformational Resilience

The 4A framework (Attractions, Accessibility, Amenities, and Ancillary Services) provides a foundational model for evaluating tourism destination systems; however, recent literature emphasizes the need to reinterpret it through the lens of resilience and adaptive governance [31], [32]. In post-crisis contexts, resilience is not merely about returning to pre-shock conditions but involves "bouncing forward" toward transformation and sustainability [33]. When embedded within adaptive governance principles, the 4A framework can serve as an operational mechanism that links physical, social, and institutional dimensions of recovery.

Each element of the 4A framework contributes to specific dimensions of transformational resilience: Attractions enable ecological restoration and cultural regeneration; Accessibility supports infrastructural and digital adaptation; Amenities advance green innovation and inclusive economic participation; while Ancillary Services institutionalize coordination and knowledge transfer among stakeholders [34]. Collectively, these components align with the Sustainable Development Goals (SDGs 8, 11, 13, and 17), transforming destination recovery into a process of systemic learning and adaptation.

This theoretical integration extends the traditional application of the 4A framework by positioning it as a bridge between resilience theory and adaptive governance. It underscores that sustainable tourism recovery depends not only on infrastructure and service provision but also on institutional capacity, multi-level collaboration, and the ability to learn and evolve from crises [31], [33].

## **2. Research Method**

### **2.1. Research Design**

Our study employs a descriptive qualitative methodology that integrates an extensive literature review with in-depth interviews involving key informants directly engaged in the post-crisis tourism recovery of Tanjung Lesung SEZ. This approach was chosen because it allows for a holistic understanding of contextual realities, systematically describing both the current conditions and the interrelationships among observed phenomena [35].

Within this framework, the research aims to examine how the 4A components: Attractions, Accessibility, Amenities, and Ancillary Services function as interconnected assets in achieving sustainable tourism development and resilience transformation in the main zones of Tanjung Lesung SEZ. Qualitative design enables a deep exploration of stakeholder perspectives, including their adaptive responses, governance dynamics, and collaborative mechanisms that emerged during the post-tsunami and post-pandemic recovery phases.

The descriptive approach is particularly appropriate for this study, as it does not merely document observable facts but also interprets underlying institutional, social, and environmental linkages influencing the recovery process. Through this interpretive orientation, the study situates the 4A framework within the broader discourse of adaptive governance and transformational resilience, emphasizing how tourism systems evolve through learning, coordination, and local participation rather than returning to pre-crisis normalcy [31], [33].

### **2.2. Study Area and Participants**

The Tanjung Lesung Special Economic Zone (SEZ), located in Tanjung Jaya Village, Panimbang District, Pandeglang Regency, Banten Province, serves as the focal study area for this research. Covering approximately 1,500 hectares, it was officially established through Government Regulation No. 26 of 2012 and inaugurated for operation by the President of the Republic of Indonesia on 23 February 2015. Tanjung Lesung SEZ was envisioned as a leading coastal tourism destination that stimulates regional economic growth, infrastructure development, and employment opportunities. However, its progress was severely disrupted by the 2018 Sunda Strait tsunami and the COVID-19 pandemic, which caused a dramatic decline in tourist arrivals, damage to facilities, and reduced investor confidence [5]. Despite these challenges, Tanjung Lesung remains a strategic pilot project for sustainable tourism and post-crisis destination recovery in Indonesia.

To comprehensively capture this dynamic context, the study adopted a purposive sampling strategy to engage key informants directly involved in Tanjung Lesung's tourism recovery and sustainability initiatives. Participants were selected based on their expertise, roles, and firsthand experience in SEZ's post-crisis management and development. The informants represented all elements of the Penta-Helix collaboration framework: government, private sector, academia, local community, and media/NGOs, ensuring that multiple perspectives were incorporated.

In total, 15 participants were interviewed, comprising:

- a. Four government officials from the SEZ Management Authority and the Banten Tourism Office
- b. Three community representatives, including local artisans, cultural coordinators, and fisherfolk groups
- c. Four private-sector actors from the hospitality and tour operation industries,
- d. Two academic experts in tourism management and regional development, and
- e. Two media and NGO practitioners advocating sustainable tourism.

This stakeholder composition aligns with the SEZ's integrated governance approach, enabling a multi-dimensional understanding of how Tanjung Lesung navigates the path from crisis response to resilience transformation. Each group contributed unique insights, government officials discussed regulatory frameworks and budget constraints, business actors emphasized investment challenges and destination branding, while community representatives highlighted livelihood recovery and empowerment. This triangulated design

strengthens the credibility, contextual validity, and transferability of the findings [35], [36], [37].

### 2.3. Data Collection

The data collection process employed a Penta-helix approach, combining in-depth semi-structured interviews, questionnaires, checklists, documentary review, and field observations. This mixed qualitative strategy ensured methodological triangulation and enhanced the credibility and validity of findings. In-depth interviews were conducted with key informants representing all five pillars of the Penta-helix framework: government, academia, community, business, and associations/NGOs to capture a comprehensive perspective of post-crisis tourism recovery and sustainable development in the Tanjung Lesung SEZ.

Key participants included the General Manager and Marketing Manager of PT Banten West Java Tourism Development (BWJTD), officials from the Banten Provincial Tourism Office, local community leaders, representatives of the Indonesian Sport and Special Interest Tourism Association (ISITA), Banten Chapter, and domestic visitors. These actors were strategically selected to ensure a holistic understanding of how multi-stakeholder collaboration drives sustainable tourism transformation and shared benefits in the SEZ [5], [38].

The judgment using the purposive sampling technique was applied to identify participants based on their expertise, direct involvement, and experience in Tanjung Lesung's recovery initiatives. A total of 20 semi-structured interview questions guided the discussions, covering four main themes derived from the 4A framework: Attractions, Accessibility, Amenities, and Ancillary Services. Interviews were interactive, allowing flexibility to probe emerging insights through adaptive questioning. Each session lasted 45–90 minutes, conducted face-to-face or virtually between July and September 2024.

Complementary to interviews, a questionnaire and checklist were distributed to verify the consistency of stakeholder responses and assess perceived progress in implementing sustainable tourism principles. These instruments captured quantitative impressions to support qualitative interpretations.

To strengthen data contextualization, secondary data was gathered through desk research and literature review of policy documents (e.g., Government Regulation No. 26/2012, Permenko No. 7/2020), sustainability reports from PT BWJTD, and statistical data from BPS Banten Province (2021–2024). Field non-participant observations were conducted in the main tourism zones, beaches, resorts, MSME clusters, and cultural heritage areas, to observe physical evidence of the 4A implementation, such as eco-

infrastructure, digital accessibility, and community-based tourism practices.

All interviews were recorded with informed consent, transcribed verbatim, and cross-verified against field notes for accuracy. Ethical considerations were strictly maintained, ensuring voluntary participation, confidentiality, and the right to withdraw at any time. Through methodological triangulation, combining interviews, questionnaires, document review, and field observations, this research achieved data saturation and enhanced analytical robustness [35], [36], [37].

### 2.4. Data Analysis

The data were analyzed using an integrated thematic and SWOT analytical approach, combining qualitative interpretation and strategic evaluation to produce comprehensive insights into the sustainable tourism recovery of the Tanjung Lesung SEZ. This dual framework thematic analysis for conceptual exploration and SWOT analysis for strategic interpretation allowed for both analytical depth and managerial relevance [39], [40].

The thematic analysis followed the six-phase process, which are data familiarization, initial coding, theme identification, review, definition, and reporting. Transcripts from in-depth interviews, field observations, and questionnaire results were repeatedly read to identify recurring concepts related to the 4A framework (Attractions, Accessibility, Amenities, and Ancillary Services). Using a hybrid deductive and inductive approach, pre-determined codes from the 4A framework were combined with new emergent themes such as “digital resilience”, “community co-creation”, and “governance coordination”.

The thematic synthesis revealed cross-cutting themes that illustrate the multidimensional nature of destination resilience: infrastructure and digital transformation (Accessibility), eco-innovation and MSME integration (Amenities), and collaborative governance (Ancillary Services). These patterns were then mapped to corresponding Sustainable Development Goals (SDGs), specifically SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action) to highlight alignment with international sustainability agendas [32].

Complementing the thematic insights, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was performed to evaluate internal and external factors shaping Tanjung Lesung's sustainability trajectory. Strengths included its rich natural and cultural assets, government incentives, and strong SEZ status; weaknesses related to infrastructure gaps and limited digital literacy among local MSMEs; opportunities emerged in green tourism markets and digital innovation; while threats involved

environmental degradation, bureaucratic inertia, and market uncertainty [33].

Integrating SWOT within thematic analysis enhanced strategic validity, enabling the formulation of actionable recommendations for destination managers and policymakers. This approach aligns with adaptive governance theory, emphasizing that sustainable recovery requires continuous feedback loops between institutional learning, stakeholder collaboration, and data-driven decision making [31], [33].

Finally, methodological triangulation combining thematic interpretation, SWOT evaluation, and cross-verification of interview, document, and observation data ensured analytical rigor and robustness [35], [37]. This comprehensive analytic framework not only captures the qualitative depth of post-crisis tourism resilience but also transforms it into practical strategies for long-term sustainable destination governance. Explain the method of preparation and characterization techniques used. Describe briefly, but remain accurate as to size, volume, replication, and workmanship techniques. The new method should be explained in detail so that other researchers can reproduce the experiment. While the established method can be explained by quoting a reference.

### **3. Result and Discussion**

#### **3.1. Rebuilding Tourism Resilience in a Post-Crisis Context**

The tourism sector in Tanjung Lesung Special Economic Zone (SEZ) represents a compelling case of post-crisis recovery within Indonesia's sustainable tourism agenda. Spanning approximately 1,500 hectares, the destination combines natural and cultural assets such as Liwungan Pagi, the Krakatau Nature Reserve, Peucang Ujung Kulon National Park, Panaitan Island, and Baduy Village. Complementary attractions include eco-adventure activities like hiking to Mount Pulosari, exploring waterfalls and mangrove forests, and cultural immersion at the Mongolian Culture Center [17]. These diverse assets align closely with the Sustainable Development Goals (SDGs 8, 11, and 13), positioning Tanjung Lesung as a strategic site for sustainable coastal and community-based tourism. However, the 2018 tsunami and the COVID-19 pandemic revealed the fragility of its tourism system, resulting in infrastructure damage, declining visitor arrivals, and livelihood disruption, underscoring the need for resilience-oriented recovery strategies.

Rebuilding tourism resilience in this post-crisis context required more than physical rehabilitation; it demanded a paradigm shift toward adaptive and transformative governance. Field evidence suggests that resilience in tourism should be understood not as a return to the previous state ("bouncing back") but as "bouncing forward" through systemic transformation [31], [33]. Interviews with local government officials, resort

managers, and community leaders revealed that recovery programs evolved from infrastructure repair to multi-dimensional adaptation, integrating ecological restoration, digital innovation, and local empowerment. This aligns with the transformative resilience theory, which emphasizes institutional learning and governance renewal as long-term adaptive mechanisms [32], [33].

The collaboration under the Penta-Helix model linking government, academia, private investors, communities, and media can emerge as a structural catalyst of resilience. These partnerships institutionalized inclusive decision making, collective crisis management, and transparent communication. Such adaptive governance ensures that recovery initiatives simultaneously rebuild physical assets, enhance community welfare, and strengthen institutional capacity [33], [41]. Moreover, the application of the 4A framework (Attractions, Accessibility, Amenities, Ancillary Services) served as an operational blueprint for integrating sustainability and resilience within policy design. Comparable studies across Southeast Asia confirm that destinations aligning recovery with the 4A structure and SDGs achieve higher levels of long-term competitiveness and inclusiveness [42], [43].

#### **3.2. 4A Framework: A Holistic Model for Sustainable and Resilient**

The transformation of Tanjung Lesung into a sustainable and resilient destination can be comprehensively analyzed through the 4A framework, which encompasses Attractions, Accessibility, Amenities, and Ancillary Services. The framework functions as both a diagnostic and strategic tool to evaluate a destination's readiness for sustainable recovery and competitiveness. Each component interacts dynamically. Attractions provide core motivation for visitation; Accessibility determines physical and digital connectivity; Amenities define visitor experience and environmental standards; and Ancillary Services anchor governance and collaboration mechanisms. Together, they create a systemic model that determines how destinations absorb shocks, adapt, and maintain socio-economic vitality [31], [34].

Within post-crisis recovery, the 4A framework reveals not only strengths and weaknesses but also pathways for transformation. By applying it to Tanjung Lesung SEZ, this study interprets recovery as an evolving system where tourism, governance, and community empowerment intersect. Each "A" contributes to achieving specific SDG targets: economic viability (SDG 8), sustainable infrastructure (SDG 9), resilient ecosystems (SDG 13), and inclusive institutions (SDG 17). This reinforces the argument that resilience and sustainability are not sequential stages but interdependent processes of adaptive learning and value reconfiguration [33].

### 3.3. Attraction: From Recovery to Regenerative Destination Identity

Spanning 1,500 hectares, the area boasts a wealth of natural beauty and cultural significance, making it a prime destination for nature enthusiasts and cultural explorers alike. The region features pristine beaches such as Bodur Sunset Beach, Copenyu Beach, Batu Hideung Beach, Lagoon Dadap Village, Mangrove & Lotus Park, and the vibrant Ladda Beach. Unique eco-adventures can be found at the Monkey Forest and Mangrove Park, offering opportunities for wildlife observation. Adventure enthusiasts can enjoy watersports at Lalassa Beach Club, explore shipwrecks and lighthouses through diving expeditions, or experience fishing activities at the Sailing Club. Cultural attractions further enrich the experience. The Mongolian Culture Center invites visitors to explore a unique cultural heritage, while Tanjung Lesung Resort hosts fireworks and art performances showcasing the talents of the local community [17].

Furthermore, Tanjung Lesung serves as a gateway to the remarkable destinations such as Krakatau Nature Reserve, Ujung Kulon National Park, and the Baduy Village. Although these remarkable destinations are situated outside the main zone of Tanjung Lesung, they present a valuable opportunity for the region to enhance visitor experiences through convenient access to these attractions. The Krakatau Nature Reserve and Ujung Kulon National Park attract visitors with their wildlife and eco-tourism opportunities. Further adding to Tanjung Lesung's appeal as a varied and culturally active location is the Baduy Village, home of the indigenous Baduy tribe of Banten, which lets guests engage in traditional activities and ancestral customs. This tourist attraction showcases the biodiversity and culture of Tanjung Lesung, making it a potential sustainable tourism destination.

Beyond physical reconstruction following the 2018 tsunami and the pandemic, the development approach in Tanjung Lesung has shifted toward regenerative tourism, where tourism functions not only to recover losses but also to enhance ecological health and social well-being. The revitalization of the Festival Pesona Tanjung Lesung and local conservation programs illustrates how cultural capital has become an informal resilience asset that fosters pride, solidarity, and stewardship among local communities. Nonetheless, maintaining ecological carrying capacity remains a concern, as rapid domestic tourist growth post-COVID led to waste and coastal degradation, cautioning that unregulated recovery can trade ecological sustainability for short-term economic benefits. Adaptive visitor management and environmental monitoring are therefore essential to ensure Tanjung Lesung evolves as a regenerative rather than extractive tourism destination.

### 3.4. Accessibility: Physical, Digital, and Institutional Connectivity

Accessibility stands as a cornerstone of Tanjung Lesung's post-crisis revitalization. The Serang–Panimbang toll road, completed in 2023, has reduced travel time from Jakarta by nearly 50%, thereby advancing government efforts to diversify tourism beyond Bali and Java's central corridors. However, limited public transportation, fragmented governance between the SEZ Authority and regional SKPDs, and insufficient last-mile connectivity still hinder seamless access. These institutional frictions mirror findings that emphasize the need for multi-level governance coordination to ensure equitable accessibility in emerging tourism zones. In response, plans to build a small airstrip and expand light aircraft access further demonstrate infrastructural adaptation to broaden mobility and market reach.

In parallel, digital accessibility has transformed the visitor experience. The introduction of the Tanjung Lesung Digital Gateway integrates smart mapping, online bookings, and real-time disaster alerts, merging digitalization and disaster preparedness. This innovation supports the vision for smart, safe, and sustainable destinations. Yet, challenges persist limited mobile coverage, inconsistent power supply, and underdeveloped early-warning communication systems reduce resilience readiness. Consistent strengthening of both physical and digital networks is crucial to achieving accessibility resilience that not only facilitates mobility but also ensures safety, inclusivity, and operational continuity during future crises.

### 3.5. Amenities: Service Quality, Sustainability, and Local Integration

Tanjung Lesung's amenities development post-crisis reflects a deliberate shift toward sustainable, inclusive, and high-quality service systems. Accommodation options now range from eco-lodges to luxury resorts that implement green certification, waste-to-value systems, and renewable energy usage. Dining and retail spaces increasingly feature locally sourced products,

with nearly 40% of hospitality supplies procured from micro, small, and medium enterprises (MSMEs). This practice advances SDG 8 (Decent Work) and SDG 12 (Responsible Consumption), embedding the circular economy into tourism operations [44]. However, disparities remain, as smaller enterprises face barriers related to digital literacy and access to financing. These findings echo [45], who emphasized that MSME inclusion in sustainable tourism recovery demands targeted training and financial inclusion mechanisms.

Health, safety, and emotional assurance have become central to the service experience. Resorts and restaurants maintain hygiene certification and integrate advanced tsunami early-warning systems, including German-imported sensors capable of detecting sea-

level changes up to 200 km offshore. Such measures restore traveler confidence and align who identified health security as a post-pandemic determinant of destination competitiveness. The fusion of sustainability, safety, and hospitality excellence underscores Tanjung Lesung’s evolution from a reactive recovery site to a model of green adaptive capacity that integrates environmental and human resilience.

3.6. Ancillary Services: Governance, Collaboration, and Knowledge Transfer

The Ancillary Services pillar functions as the institutional backbone, ensuring adaptive governance. The Penta-Helix collaboration integrates government regulation, academic research, industry innovation, community participation, and media advocacy to enhance resilience. Each actor contributes specialized

resources, policy alignment, technical expertise, financial investment, cultural co-management, and communication transparency. Nevertheless, overlapping jurisdiction between SEZ authorities and local governments still creates a coordination asymmetry, which can dilute accountability and slow response.

Since 2023, universities and NGOs have initiated capacity-building programs in crisis communication, participatory budgeting, and financial literacy. These efforts exemplify what [43] describe as learning-oriented resilience, embedding adaptive learning within institutional systems rather than treating it as short-term recovery. By institutionalizing this knowledge exchange, Tanjung Lesung can ensure resilience becomes a continuous governance culture, not just a post-crisis intervention.

Table 2. SWOT Analysis of the 4A Framework of Tanjung Lesung SEZ

Aspects	Strength	Weakness	Opportunity	Threat
Attraction	Offers a pristine coastal environment with scenic beaches, rich biodiversity, exciting water-based adventures, and deep cultural experiences.	Limited variety of tourism products for longer visitors' stay; Weak tourism destination branding	Diverse attractions cater to nature lovers, adventure seekers, cultural enthusiasts, and eco-conscious tourists, creating a unique and holistic tourism appeal	Highly vulnerable to natural disasters; Challenges in rebuilding tourist confidence and restoring the destination’s reputation after the disaster.
Accessibility	Strategic positioning location to remarkable destinations such as Ujung Kulon, Baduy Village, and Krakatau mountain site.	Lack of well-developed public transportation; inadequate Road conditions; difficult to access all main zone areas by tourists with limited mobility.	As a gateway to conservation sites, it makes it an essential stop for tourists interested in eco-tourism and adventure tourism.	Economic fluctuations and the political situation impact the government's ability to develop certain areas.
Amenities	Well-developed accommodation, dining, and safety infrastructure, which enhances visitor comfort and aligns with sustainable tourism goals.	Limited accommodation options for budget travelers, as most resorts cater to mid-to-high-end tourists.	Opportunities exist to improve the quality and expand the availability of amenities in alignment with green tourism principles, catering to the growing demand from sustainable tourism enthusiasts.	The rapid advancement of technology, especially in tourism services, poses a threat to destinations by increasing competition and changing visitor expectations.
Ancillary Service	Supportive tourism providers and local communities collaborate to enhance tourism services.	Shortage of essential tourist services, such as ATMs, convenience stores, and medical facilities.	Maximize the potential of technological advancements in supporting tourist needs	The fast-evolving preferences and demands of travelers.

3.7. SDG’s Alignment

With continued investments in these areas, Tanjung Lesung is poised to set a benchmark for sustainable tourism development. Therefore, the concept of sustainable tourism in Tanjung Lesung can be aligned to address SDGs Goals such as eradicating poverty (SDG 1) and decent work and economic growth (SDG 8) by fostering local employment and entrepreneurship, coping with climate change (SDG 13) by enhancing safety and disaster risk reduction, and promoting sustainable practices by integrating eco-friendly tourism strategies.

To achieve SDGs in combating poverty (SDGs 1) and creating decent work and economic growth (SDGs 8). The tourism provider Tanjung Lesung actively

empowers local communities by integrating them into the tourism industry. This initiative includes creating job opportunities, such as employing residents as security personnel to ensure the safety of visitors and recruiting residents as hotel staff, by equipping local communities with adequate skills and competencies through training. Furthermore, local residents also show the region’s cultural heritage through regular martial arts performances as efforts in community and cultural preservation.

Additionally, the development of tourism in the area fosters the growth of small and medium-sized enterprises (SMEs), enabling locals to sell handcrafted souvenirs and regional products. By engaging the community in various tourism-related activities, Tanjung Lesung not only enhances visitor experiences

but also plays a crucial role in sustaining the local economy and fostering social well-being.

Contribution to tackling climate change issues (SDGs 13). Tanjung Lesung has made strides in climate adaptation and disaster mitigation, with systems in place to assess risks related to climate change, such as rising sea levels and extreme weather. In terms of environmental sustainability, policies encouraging renewable energy adoption and eco-friendly practices highlight its commitment to reducing environmental impact, such as developing eco-lodge accommodation, monitoring biodiversity, and protecting habitats, especially the existence of coral reefs and turtles, promoting recycling, reducing single-use plastics, and balancing water resource usage between tourism and local communities.

Overall, the findings highlight Tanjung Lesung’s potential as a sustainable tourism destination as a post-crisis recovery strategy. Sustainable tourism aims to minimize negative impacts on the natural environment and cultural heritage by implementing responsible tourism practices [23]. Furthermore, the focus of sustainable tourism is to protect biodiversity, safeguard cultural heritage, and minimize ecological impacts by promoting responsible tourism practices that benefit local communities [46]. Synthesizing the findings, the interlinkage between the 4A framework and the Sustainable Development Goals is not merely conceptual but operational. Each component directly supports multiple SDG targets:

Table 3. Integrating the 4A Framework with the SDGs

4A Dimension	Mechanism of Resilience	Linked SDGs	Evidence from Field
Attractions	Cultural regeneration, ecological restoration	SDG 11, SDG 15	Revived local festivals, mangrove rehabilitation
Accessibility Amenities	Physical & digital infrastructure Inclusive, green service systems	SDG 9, SDG 13 SDG 1, SDG 8, SDG 12	Toll connectivity, smart early-warning apps MSME integration, green certification
Ancillary Services	Multi-stakeholder adaptive governance	SDG 16, SDG 17	Penta helix collaboration, interagency task force

This alignment confirms that destination resilience equals sustainable development, provides a policy pathway that unites resilience planning, inclusive governance, and climate action into one integrated framework.

Previous studies support the findings that Tanjung Lesung aligns well with the key characteristics of sustainable tourism, demonstrating strong potential as a sustainable tourism destination while also contributing to the Sustainable Development Goals (SDGs). Nevertheless, several significant improvements are necessary to fully realize this potential:

- a. Improve attractiveness by diversifying tourism products to encourage visitors to stay longer;
- b. Enhance accessibility by improving public transportation options, upgrading road infrastructure, and offering multiple travel options via land, air, and sea;
- c. Upgrade basic amenities using eco-friendly materials to promote sustainability;
- d. Expand facilities to cater to the evolving needs of tourists and enhance their overall experience.

Through the implementation of strategic enhancements and the promotion of collaborative engagement among stakeholders, Tanjung Lesung can reinforce its status as a premier sustainable tourism destination, adeptly balancing economic development, environmental conservation, and cultural heritage preservation. A well-integrated approach that involves government agencies, private investors, local communities, and tourism

organizations is crucial to ensuring long-term success and resilience in the region.

To successfully implement these strategies, multi-stakeholder collaboration is essential. Government agencies, such as the Ministry of Tourism and local authorities, should enforce progressive tourism policies that emphasize sustainability and regulatory compliance. The private sector should align investments in eco-resorts and sustainable infrastructure development with responsible tourism objectives. Local communities and small businesses must be actively engaged in tourism-related activities through capacity-building programs, skill development initiatives, and cooperative business models. Additionally, academia and research institutions can contribute by conducting impact assessments, providing data-driven insights, and fostering innovation in sustainable tourism management. By integrating economic growth, environmental conservation, cultural preservation, and stakeholder collaboration, Tanjung Lesung can emerge as a resilient and sustainable tourism destination, setting an example for responsible tourism development in Indonesia.

The results extend theoretical discussions of tourism resilience by linking the 4A framework with adaptive governance theory and transformative sustainability. From a policy standpoint, it is recommended that:

- a. Institutional capacity-building should be prioritized through cross-level governance training and the establishment of a Tourism Resilience Council at the SEZ level.

- b. Data-driven monitoring systems using AI and GIS will be implemented to track recovery metrics (visitor arrivals, MSME income, coastal health indicators).
- c. Community participation evolves toward co-creation, empowering local entrepreneurs and women's groups as resilience agents.

These recommendations echo the post-COVID agenda, emphasizing adaptive, inclusive, and evidence-based tourism governance.

#### 4. Conclusion

This study reveals that the Tanjung Lesung Special Economic Zone (SEZ) has successfully evolved from a post-crisis recovery area into a benchmark for sustainable and resilient tourism development in Indonesia through the effective application of the 4A framework: Attractions, Accessibility, Amenities, and Ancillary Services. The results show that resilience in tourism extends beyond rebuilding physical infrastructure to include institutional learning, ecological restoration, digital transformation, and community empowerment. The integration of natural and cultural assets, supported by sound policy design and multi-stakeholder collaboration under the Pentahelix model, has strengthened adaptive capacity, inclusivity, and long-term sustainability within the SEZ. This transformation demonstrates that aligning the 4A framework with sustainable governance principles can serve as a practical model for balancing economic growth, social equity, and environmental stewardship in tourism-based regions. The findings imply that policymakers should incorporate resilience metrics into SEZ performance assessments, invest continuously in green and disaster-resilient infrastructure, and enhance local capacity through financial literacy and digital innovation. Moreover, this approach can be replicated in other Special Economic Zones to promote data-driven and community centered tourism development. Future research is recommended to conduct comparative and longitudinal studies to evaluate the scalability of this model, assess its long-term impacts on regional development, and explore how behavioral and technological adaptation can further strengthen destination resilience.

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