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Development Strategies of Camping Ground as a Nature-based Tourism Destination in Cihunjuran Mandalawangi, Pandeglang

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ABSTRACT

Purpose: This research aims to formulate a strategy for developing a camping ground as a nature-based tourism destination in Cihunjuran, Mandalawangi, Pandeglang Regency, Banten Province.

Research method: The research used a mixed-method approach that combined qualitative and quantitative methodologies. The SWOT analysis and Quantitative Strategic Planning Matrix (QSPM) were employed to identify optimal development strategies. Data collection involved field observations, literature reviews, and in-depth interviews with camping ground managers, local government officials, visitors, and community members.

Results and discussion: The results identified two factors (internal and external) that make the area potentially suitable for nature-based tourism. The internal factors consisted of strengths, like pristine natural beauty, diversity of flora and fauna, and affordable access, and weaknesses, such as inadequate infrastructure, lack of supporting facilities, and suboptimal promotion. Meanwhile, external factors include opportunities in the form of back-to-nature tourism trends, government support, and potential cooperation with local MSMEs and threats, such as competition with similar tourist destinations, environmental damage, and climate change. Based on the QSPM analysis, the most appropriate development strategy is an integrated tourism product development strategy with the highest TAS score (6.58). It was followed by a brand awareness strengthening strategy (6.23), sustainable infrastructure development (5.89), and local community empowerment (5.47) for improvement.

Implication: The implementation of these strategies is expected to make the Cihunjuran camping ground a leading sustainable nature tourism destination in Pandeglang Regency. The improvement of this area can provide economic benefits for the surrounding community and also for the local MSMEs.

Keywords: Camping Ground, Nature Tourism Destination, Development Strategy, SWOT, QSPM, Cihunjuran

INTRODUCTION

Tourism is one of the fastest-growing economic sectors and contributes significantly to state revenue. In Indonesia, it greatly contributes to economic growth through multiple domains, such as increasing tourist mobility. In 2023, for example, the number of domestic tourists reached 749.1 million, rising 11.9%

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compared to the previous year. Then, if we looked at per capita, the spending reached 7.5 million rupiahs, higher than the initial target of 6.04 million rupiahs per capita (Ministry of Tourism and Creative Economy, 2023).

Among its various types, nature-based tourism has emerged as a particularly popular choice. In recent years, the trend of nature-based tourism, especially camping grounds, has been increasingly in demand by domestic and foreign tourists. This is driven by increasing public awareness about the importance of returning to nature and enjoying a simpler life in the midst of urban hustle and bustle.

According to Sudjana et al. (2021), the trend of traveling among Gen Z began to experience a shift. On average, Gen Z or young people switched to places with natural themes. As shown in Figure 1, marine tourism has attracted more tourists, followed by natural mountain tourism, which is usually enjoyed by tracking or staying around the mountain area or at campsites provided in the mountain area. Other popular destinations include culinary and cultural, shopping, and special interest tourism.

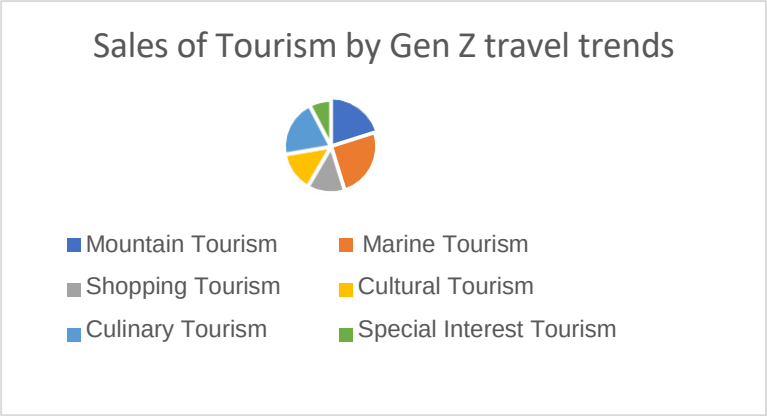


Figure 1. Gen Z travel trends
[Source: Sudjana et al. 2021]

Of the above destinations, the camping ground has become one of the tourist attractions that has begun to be favored. For many people, besides enjoying a break from the routine, going back to nature can also be one part of healing, a widely discussed topic among the Z generation. Based on the Regulation of the Minister of Tourism No. 24 of 2015 on Camping Ground Business Standards article 1 paragraph 2, camping is a place in nature where users can set up camps for overnight stays and carry out activities according to their motivation.

To understand how this growing interest can be strategically developed, it is important to first explore the key concepts and definitions that underpin tourism and tourist attractions. According to Naisbitt and Hermantoro in Sukmana et al. (2020), tourism is defined as a development domain and not a development sector because a domain contains space from various sectoral (activity) supports. Tourism is built on the synergy between sectors and their outputs so as to produce collective output. Meanwhile, according to Azwar (2018), tourism is an activity, service, and product of the tourism industry that creates new experiences for tourists. In short, tourism is an activity that aims to gain experience for someone who travels temporarily and does not settle in it. On the other hand,

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attractions are everything that has uniqueness, beauty, and value in the form of the diversity of natural wealth, culture, and man-made products (Abroriy, 2020). These attractions often become the destination of tourist visits.

In tourism, there are typically six important components to accelerate tourism destination development, called the 6A model in tourism. According to Buhalis (2000) and later developed by Cooper et al. (2005), the 6A concept in tourism consists of 1) Attractions, referring to tourist objects (whether natural, human-made, or cultural) that attract tourists' interest, 2) Accessibility, defined as the ease of access to tourist destinations, 3) Amenities or tourism-supporting facilities, such as accommodation, restaurants, etc., 4) Available Packages, which is the availability of pre-arranged tour packages, 5) Activities referring to activities that tourists can engage in at the destination, and 6) Ancillary Services, which are additional services such as banks, hospitals, etc.

Tourism can be divided into several types. One of which is nature-based tourism. It is a travel activity or part of the activity that is carried out voluntarily and temporarily to enjoy the uniqueness and natural beauty in wildlife reserves, national parks, botanical forest parks, and nature tourism parks. These attractions include beaches, parks, seas, forests, mountains, shopping centers or malls, historical places, museums, culinary centers, lakes, reservoirs, situ, swimming pools, squares, hot springs, zoos, waterfalls, flower and fruit gardens, and so on (Agasi & Wahyuono, 2016).

While all countries have their own uniqueness, Indonesia is famous for its customs, traditions, and local wisdom in Indonesia. In Indonesia, each region has its own local wisdom. Unfortunately, as time goes by, just like most customs, traditions, and cultures, the local wisdom that exists in various regions is increasingly being eroded by the times (Chrissanti, 2019). There certain strategies are needed to promote such tourism destinations. According to Pitana and Diarta (2023), a tourism destination development strategy is "a planned and systematic effort to optimize the potential of a tourist area by considering economic, socio-cultural, and environmental aspects to create added value for local communities and tourists. In nature-based tourism, the recreation and tourism activity utilize the potential of natural resources, both in a natural state and after cultivation efforts, to enable tourists to obtain physical and spiritual freshness, gain knowledge and experience, and foster inspiration and love for nature (Fandeli, 2017). One example of the strategy implementation is promoting a camping ground or campground, which is an area provided for camping activities and equipped with various supporting facilities such as toilets, cooking areas, trash bins, and other facilities (Pitana & Diarta, 2023). Pandeglang Regency of Banten Province is widely known for its abundant natural tourism potential and geographical characteristics, such as mountains, forests, and beaches. In this area, one place that has the potential to be developed as a camping ground destination is the Cihunjuran area in Mandalawangi District. This area has a beautiful natural panorama, cool air, and interesting biodiversity to be explored. However, this potential has not been managed optimally, so it has not had an impact on the surrounding community.

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Figure 2. Cihunjuran camping ground
[Source: Personal Documentation 2025]

One example of a camping ground is Mandalawangi Camping Ground, located in Cikoneng Village, Mandalwangi District, Pandeglang Regency, Banten Province. This area covers about 2 hectares with an altitude of 700 meters above sea level. This camping ground is located in the Tahura area and is owned by Perhutani Pandeglang Regency. The location is very close to the Salakanagara Cihunjuran pools, where these 2 tourist attractions are both standing in the area owned by Perhutani. This camping ground is surrounded by natural scenery in the form of hills, forests, and rivers, which are the main attraction for tourists.



Figure 3. Camping Situation
[Source: Cihunjuran Camp Documentation 2025]

Mandalawangi Camping Ground began to be developed in 2009 as part of efforts to diversify tourism in Pandeglang Regency. Previously, this area was an ordinary field used by Perhutani as a gathering place for workers who checked the forest area. The place was then managed by the local community working at Perhutani to become a camping-based natural tourist destination. The first camping was held by Scouts (*kwarda*) Rangkasbitung, then continued to be a place for the inauguration of scouts from schools in Banten province.

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Figure 4: Camping School Situation
[Source: Cihunjuran Camp Ground Documentation 2024]

Cihunjuran camping ground has 6a aspects that can make it suitable or not to be used as a tourist destination. In terms of Attraction, the location has scenic mountain or forest landscapes in Pandeglang. It is located near waterfalls or rivers, the natural biodiversity of Banten's flora and fauna, and stargazing opportunities. The second A is Accessibility, and the location is accessible by road from major centers in Banten, Jakarta, and other major cities. Additionally, the road conditions toward the camping ground are good. The location has adequate public transportation options and signage, making it easy to find. In terms of Amenities, the location has camping facilities, like bathrooms, showers, cooking areas or food stalls, parking areas, water supply, electricity, and waste management systems. The Available Packages are special event or group packages (students only). The next A is Activities, where visitors can go hiking and swimming (Cihunjuran Salakanagara Spring). In addition, they can do outdoor games and recreational activities, such as campfire. Last, Ancillary Services include local tours or guides to nearby attractions and the coverage of mobile signal or internet access.



Figure 5: Cihunjuran Salakanagara Spring
[Source: Tourist Personal Picture in 2024]

Nowadays, the Cihunjuran camping ground is known as a campsite that is used by schools and the government to carry out their routine activities.

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Inadequate efforts have put the Cihunjuran camping ground in a stagnant position. In fact, the place has potential that has not been explored either by the management, the local government, or the local community.

Management also complains about infrastructure that has not been paid attention to by the local government. In fact, a tourist destination requires adequate infrastructure, such as road access to the camping ground and supporting facilities such as toilets, trash cans, and security posts. Besides, the drainage system has not been well managed. This facility is the most highlighted domain and is important, especially during the rainy season.

These issues highlight the need for further studies to explore effective development strategies for the site. One study that has touched on this topic was conducted by Pratiwi and Wahyudi (2022). They investigated camping ground management, focusing on safety and disaster mitigation in developing camping grounds in disaster-prone areas. However, this study did not discuss in detail the use of QSPM as an alternative solution to find the best strategy for developing a camping ground as a natural tourist destination. Some studies indeed used SWOT analysis to find the competitive position of the camping ground, such as research conducted by Widyastuti and Ariani (2019). However, they were not associated with using a mixed-method or quantitative approach to measure the effectiveness of development strategies. Therefore, it is necessary to bridge this theoretical gap. This research aims to determine the strategy that can develop the attractiveness of nature tourism on the camping ground Cihunjuran as an alternative tourist destination in Pandeglang.

RESEARCH METHODS

This research used a mixed-method approach that combines qualitative and quantitative methods. Qualitative methods were employed to identify and analyze internal and external factors that influence the development of the Cihunjuran camping ground. Meanwhile, quantitative methods were useful to determine the weights and scores in SWOT and QSPM analysis. The research was conducted in the Cihunjuran camping ground, Mandalawangi District, Pandeglang Regency, Banten Province. The type of data used in this research was primary data, obtained through field observations and interviews with 1 manager, 3 local people, 1 local government representative, and 3 visitors. The interview was conducted by having participants answer questions in writing. This research also employed secondary data from government documents, scientific publications, and tourism statistics.

After collecting the data, data analysis was performed in two ways. First, a SWOT analysis was applied. It is a method of analysis used to identify various factors systematically that help researchers determine the appropriate strategy (Rangkuti, 2018). This analysis is based on the logic that focuses on exploring Strengths and Opportunities while minimizing Weaknesses and Threats. The SWOT analysis was then followed by the QSPM (Quantitative Strategic Planning Matrix). This technique is used to identify alternative strategies that are appropriate or best for the company's conditions. QSPM has several advantages, such as a series of strategies that can be observed sequentially or simultaneously, requiring strategists to integrate relevant external and internal factors (Febrianti & Susan, 2014).

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RESULTS AND DISCUSSION

This section presents the research results and provides a detailed discussion based on the findings. The analysis focuses on identifying the strengths, weaknesses, opportunities, and threats related to the development of the Cihunjuran camping ground. Furthermore, it discusses the strategic alternatives generated from the SWOT analysis and evaluates them using the QSPM (Quantitative Strategic Planning Matrix) approach.

Internal Factors

Based on the internal factor analysis, several strengths of the Cihunjuran camping ground were identified. First, the location was known for its beauty and natural environment. It has a diverse flora and fauna, making it a suitable place to escape from the crowded big cities around the location. The air is cool and pollution-free. It is also a source of clear and abundant spring water. In addition to its natural attractions, this location has other strengths related to its facilities. For example, the area is large and can accommodate a large number of visitors. The location is also strategic, near other tourism objects. Moreover, the entrance fee is affordable, making it an appealing stop for travelers.

Despite these strengths, there are notable weaknesses that hinder the site's full potential. For example, the infrastructure leading to the location is not yet adequate. This weakness affects accessibility and visitor convenience. In addition, supporting facilities (toilet, place garbage, gazebo) are still considered minimal and need improvement. Promotion and marketing efforts have not yet been optimal, which limits public awareness and visitor numbers. In addition, the site’s management system remains unprofessional, and there is a lack of structured tour packages that could offer more engaging experiences. Financial constraints and the limited availability of skilled tourism workers further add to the challenges of developing the Cihunjuran camping ground into a competitive nature tourism destination.

Factor External

In addition to internal factors, the analysis also considered several external factors that present both opportunities and threats for developing the Cihunjuran camping ground. Among the opportunities, the most prominent is the rising trend of back-to-nature tourism, which has gained popularity as people seek outdoor and eco-friendly experiences. Additionally, there is support from the government for the development of tourism areas. The advancement of information technology also opens up new chances for digital promotion, making it easier to reach broader audiences. There is also potential for partnerships with travel agents and local small-to-medium enterprises (SMEs), which can enhance the attractiveness and economic impact of the site. Furthermore, growing interest in alternative tourist destinations, the increasing number of nature and camping enthusiasts, and the potential to develop adventure tourism activities all indicate strong external support for the site's development.

However, several external threats must be addressed. The most immediate challenge is competition from similar nature-based tourism destinations in other areas. Environmental degradation caused by irresponsible visitors also poses a significant risk, such as the impact of climate change and extreme weather conditions. Changes in government policy related to forest area management could influence access and operational rights. Additionally, there is

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the potential for conflict with local communities if development is not conducted inclusively. The decline in camping interest during the COVID-19 pandemic and broader economic instability, which can reduce people's ability to travel, also present threats that could hinder growth.

IFAS & EFAS MATRIX

After identifying these internal and external factors, the next step is formulating strategic alternatives using the SWOT matrix, which is further evaluated through the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices. As provided below, Table 1 summarizes the evaluation of internal factors, including the strengths and weaknesses of Cihunjuran Camping Ground.

Table 1. IFAS Matrix

No	Internal Factors	Weight	Rating	Score
	Strengths			
1	Beauty nature that is still natural and beautiful	0.12	4	0.48
2	Interesting diversity of flora and fauna	0.10	3	0.30
3	Cool temperature and pollution-free	0.09	4	0.36
4	Source of clear and abundant spring water	0.08	3	0.24
5	Large and accessible land accommodates a large number of visitors	0.07	3	0.21
6	Affordable entrance fee	0.06	3	0.18
7	Strategic location near other tourism objects	0.05	3	0.15
	Weaknesses			
1	Inadequate infrastructure leading to the location	0.10	2	0.20
2	Supporting facilities need improvement	0.09	2	0.18
3	Promotion and marketing are not optimal	0.08	1	0.08
4	The management system remains unprofessional	0.07	2	0.14
5	Limited funds for development	0.06	1	0.06
6	No existing package is available	0.05	1	0.05
7	Lack of skilled workers	0.04	2	0.08
	Total	1.00		2.71

Similarly, the analysis of external factors, covering opportunities and threats, is presented in the following EFAS matrix in Table 2.

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Table 2 : EFAS Matrix

No	Factor External	Weight	Rating	Score
	Opportunities			
1	The back-to-nature tourism trend is increasingly popular	0.12	4	0.48
2	The government's supports for the site development	0.10	3	0.30
3	The development of technology and information for promotion	0.09	4	0.36
4	Potential collaboration with travel agents and SMEs	0.08	3	0.24
5	Increasing interest in alternative destinations	0.07	3	0.21
6	The development of communities that love nature and camping	0.06	3	0.18
7	Potential development of tour adventure activity	0.05	3	0.15
	Threats			
1	Competition with similar tourism destinations	0.10	2	0.20
2	Environmental degradation caused by irresponsible visitors	0.09	1	0.09
3	Climate change and extreme weather	0.08	2	0.16
4	Changes in the government policy related to forest area	0.07	2	0.14
5	Potential conflict with local communities	0.06	1	0.06
6	Decrease interest in camping during a pandemic	0.05	2	0.10
7	Economic instability	0.04	1	0.04
	Total	1.00		2.71

Based on the results of the IFAS and EFAS analysis, the total score for both internal and external factors was 2.71. This score places the Cihunjuran camping ground in quadrant I of the IE matrix (internal-external), which shows strategy growth and development (growth and build).

Formulation Alternative Strategy

Based on the results of the SWOT analysis, a number of alternative strategies are formulated. These strategies are grouped according to the combination of internal and external factors.

The first strategy is strategies that combine strength and opportunity (SO).

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These include the development of integrated tourism products that utilize the natural beauty of the area in line with the growing trend of back-to-nature tourism. Another strategy is to develop adventure tour packages that explore the diversity of flora and fauna, attracting communities with a love for nature. Additionally, the use of digital technology to promote the natural charm of Cihunjuran is expected to broaden market reach.

The next strategy is to minimize the internal weakness while leveraging the opportunity. These involve improving infrastructure and supporting facilities with government assistance, developing a professional management system through human resource training, and designing effective digital marketing strategies to increase visibility and tourist interest.

The Strength–Threat (ST) strategies utilize existing strengths to anticipate and address potential external threats. This includes developing environmentally based educational tourism programs, diversifying tourist attractions to remain competitive, and enhancing brand awareness for Cihunjuran camping ground.

Lastly, the Weakness–Threat (WT) strategies address both internal weaknesses and external threats. Key actions include empowering local communities in managing the camping ground, developing environmentally sustainable infrastructure, and implementing the Sapta Pesona (Seven Charms) program to improve service quality and create a memorable tourist experience.

Based on results QSPM analysis , obtained order priority strategy as following :

Table 3. QSPM Analysis

No	Alternative Strategy	Total Attractiveness Score (TAS)
1	Development product tour integrated	6.58
2	Strengthening brand awareness	6.23
3	Development infrastructure sustainable	5.89
4	Empowerment public local	5.47
5	Development package tour adventure	5.35
6	Design strategy digital marketing	5.28
7	Tourism program development education	5.14
8	Diversification attractions tour	4.93

[Source: Personal Processed Data 2025]

Development Strategies of the Cihunjuran Camping Ground

Based on the results of QSPM analysis, this research proposes four strategies for developing the Cihunjuran camping ground:

The first strategy focuses on the development of an integrated tourism product. This includes designing tourism packages that combine various activities such as camping, hiking, river tubing, outbound games, and local culinary tourism. It also involves developing specialized zones within the camping ground—such as camping, bonfire, outbound, and educational zones— and enhancing the visitor experience. In addition, providing rentable camping

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equipment and organizing regular events like nature music festivals, photography competitions, and camping gatherings are expected to attract more tourists and create a unique destination identity.

The second strategy emphasizes strong brand awareness. This can be achieved by creating a strong visual identity for the camping ground, developing a catchy and memorable tagline, and actively promoting its uniqueness through social media platforms. Collaborating with influencers and environmental communities, as well as organizing familiarization trips for journalists and travel agents, will further boost exposure and recognition.

The third strategy is centered on the development of sustainable infrastructure. This includes repairing access roads while preserving the natural experience, building eco-friendly facilities such as composting toilets, separated trash bins, and renewable-energy cooking areas. Additionally, establishing a waste and wastewater treatment system and constructing shelters or gazebos that blend harmoniously with the natural environment are key actions in this strategy.

Finally, the fourth strategy highlights the importance of local community empowerment. This involves engaging local residents in the management of the camping ground, developing small and medium enterprises (SMEs) to provide food and souvenirs, and training local youth as tour guides. Furthermore, tourism-related skill development for the surrounding community and ensuring the equitable distribution of economic benefits are essential to promote sustainable and inclusive development.

This set of strategies is visualized in Figure 6, which illustrates the development priorities of the Cihunjuran camping ground based on strategic analysis.



Figure 6. Strategy Development of Cihunjuran Camping Ground
[Source: Personal data, 2025]

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CONCLUSION

Based on the results of the research, it can be concluded that Cihunjuran camping ground has great potential to be developed as a leading natural tourist destination in Mandalawangi District, Pandeglang Regency. The location has unspoiled natural beauty, a diversity of flora and fauna, and cool and pollution-free air, attracting the attention of people who tend to move to nature-based tourism places. Internal factors that influence the development of the Cihunjuran camping ground consist of strengths (natural beauty, biodiversity, and affordable costs) and weaknesses (inadequate infrastructure, minimal supporting facilities, and non-optimal promotion). External factors include opportunities (back-to-nature tourism trends, government support, and the development of information technology) and threats (competition, environmental damage, and climate change). Based on QSPM analysis, the priority strategies for the development of the Cihunjuran camping ground are integrated tourism product development, strengthening brand awareness, sustainable infrastructure development, and empowering local communities.

Based on these findings, the research suggests that the Cihunjuran camping ground's management can implement priority strategies in stages according to the financial capabilities and human resources available. Then, they need to conduct regular monitoring and evaluation of the implemented strategy and establish cooperation with various stakeholders in the development of the camping ground. The local government is also expected to provide support in the form of policies, regulations, and budgets for the development of supporting infrastructure, facilitating training for managers and local communities in the field of tourism as well as assisting the promotion of the Cihunjuran camping ground through various regional marketing channels.

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