



Tourism Development Strategy of Flory Village in Yogyakarta in the Face of the Covid-19 Pandemic

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Abstract: This study aims to analyse the development strategy of Kampung Flory Tourism Village in Yogyakarta, Indonesia, in responding to post-pandemic challenges. A qualitative descriptive approach was applied, supported by SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Data were collected through observations, in-depth interviews, and questionnaires involving 100 tourists selected using incidental sampling. The findings reveal that Kampung Flory has strong internal capabilities, with an IFAS score of 3.115, where strengths (2.084) outweigh weaknesses (1.031). Key strengths include environmental quality, adequate facilities, and digital promotion. The EFAS score of 2.722 indicates that opportunities (2.056) exceed threats (0.667), driven by increasing demand for nature-based tourism, technological advancement, and accessibility. The SWOT matrix positions Kampung Flory in Quadrant I, indicating a growth-oriented strategy. Strategic priorities include environmental conservation, optimisation of digital marketing, tourism product innovation, and service quality improvement. These strategies are essential to enhance destination resilience and competitiveness in the post-pandemic era. This study contributes to community-based tourism and crisis management literature by highlighting the importance of leveraging internal strengths to capitalise on emerging tourism trends.

Keywords: Community-Based Tourism, SWOT Analysis, Tourism Strategy, Post-Pandemic Recovery

Introduction

Tourism is a strategic sector that contributes significantly to national economic growth through the generation of foreign exchange earnings, employment creation, infrastructure development, and the enhancement of community and regional government income (Dieguez, 2021). In addition to functioning as a driver of local economic activity, the tourism sector also produces a multiplier effect on various related sectors, including transportation, culinary businesses, trade, and creative industries (Islam & Sadhukhan, 2025). Effective policies and collaboration among stakeholders (e.g. governments, businesses, and communities) are crucial to maximize tourism's multiplier effect. Strategic planning can enhance linkages between tourism and other sectors, fostering inclusive growth (Sastri et al., 2025). Consequently, the stability of the tourism sector represents an important indicator in maintaining both regional and national economic resilience. In regions heavily reliant on tourism, such as Greece and Portugal, the sector plays a pivotal role in economic recovery and stability. However, vulnerabilities, such as dependence on external factors, can limit resilience during crises (Ferreira et al., 2025) (Gaki & Koufodontis, 2022). Nevertheless, the sustainability of this sector has faced major challenges since the emergence of the

Coronavirus Disease 2019 (COVID-19) pandemic, which caused global disruption to human mobility and economic activities. Government policies such as social restrictions, temporary closure of tourist destinations, travel limitations, and lockdown measures implemented to reduce the spread of the virus directly affected tourism activity and resulted in a dramatic decline in visitor numbers (Castro & Dieguez, 2024).

In Indonesia, the impact of the COVID-19 pandemic on the tourism sector was particularly evident in several major tourist destinations, including the Special Region of Yogyakarta (Daerah Istimewa Yogyakarta/DIY). As one of Indonesia’s leading tourism destinations, heavily dependent on cultural, educational, and community-based tourism, DIY experienced a significant contraction in tourist arrivals during the pandemic period. This decline not only reduced tourist mobility but also disrupted the economic activities of communities reliant on the tourism industry. Declines in tourism activities, such as those caused by the COVID-19 pandemic, have led to substantial economic losses. For example, in Turkey and Hungary, GDP fell by 2.6% and 5.9%, respectively, with employment losses of 0.9% and 2.0% (Akkemik & Perlaky, 2023). Similarly, in the U.S. tourism decline during the pandemic accounted for about one-fourth of the observed economic recession (Rodousakis & Soklis, 2022). According to data from the Yogyakarta Tourism Office (2021), the number of tourist visits to tourism attractions in DIY decreased substantially from 2020 onwards.

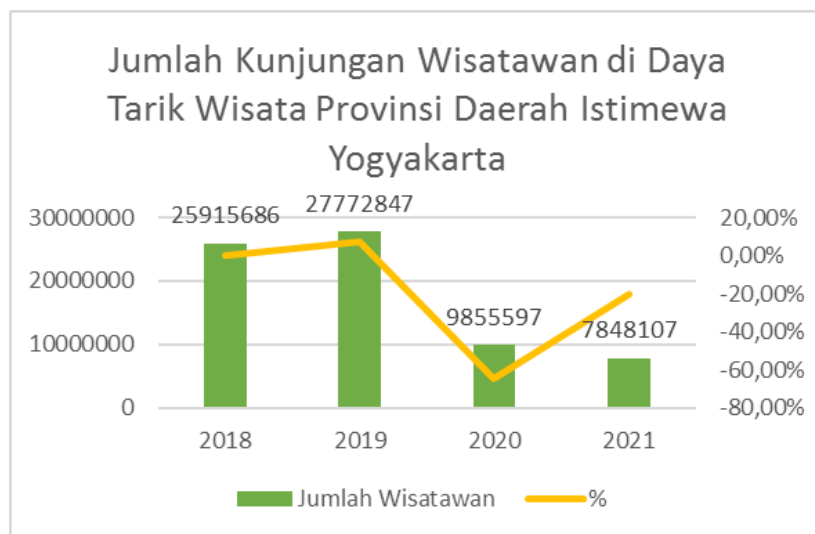


Figure 1. Number of Tourist Visits to Tourist Attractions in the Special Region of Yogyakarta Province
 Source: Yogyakarta Special Region Tourism Office (2021)

Empirical data indicate that tourist arrivals in DIY reached 25,915,686 visits in 2018 and increased to 27,772,847 visits in 2019, representing a growth of 7.17%. However, following the outbreak of COVID-19 in early 2020, tourist arrivals sharply declined to 9,855,597 visits, equivalent to a decrease of 64.51% compared with the previous year. The decline continued in 2021, with total tourist arrivals falling further to 7,848,107 visits, or a reduction of 20.37% from 2020 levels. These findings demonstrate that the COVID-19 pandemic generated a substantial shock to the tourism industry in DIY, particularly due to mobility restrictions and declining public confidence in travelling activities.

This condition was also experienced by various community-based tourism destinations, one of which was Kampung Flory Tourism Village located in Plaosan, Tlogoadi, Mlati, Sleman, Special Region of Yogyakarta. Kampung Flory is an agro-tourism-based village destination established in 2016 and covering approximately four hectares. The destination offers an integrated concept of educational and recreational tourism centred on agriculture, divided into several zones, including the Taruna Tani Zone, which provides agricultural tourism, ornamental plant cultivation, fruit-picking activities, and local culinary attractions, as well as the Dewi Flory Zone, which offers homestays, outbound activities, and traditional rural culinary experiences. The integration of tourism, education, and community empowerment has positioned Kampung Flory as an example of Community-Based Tourism (CBT) development.

The CBT approach implemented in Kampung Flory places local communities as the primary actors in tourism management and development. Community participation not only enhances social involvement but also generates economic benefits through the creation of business opportunities and employment for local residents. Local participation in development projects often leads to employment opportunities. In Ga West municipality, community involvement was found to provide avenues for local employment, although challenges such as exclusion during planning phases were noted (Aryeh-Adjei et al., 2022). Additionally, collaboration and public participation in land development projects in midsize U.S. municipalities were associated with employment growth (Kang & Lee, 2023). Consequently, Kampung Flory functions not only as a tourism destination but also as an instrument for local economic empowerment. Prior to the pandemic, the high number of tourist visits contributed positively to increasing community income, expanding micro-enterprises, and stimulating economic activities within the tourism village area.

However, the COVID-19 pandemic caused a dramatic decline in tourist arrivals at Kampung Flory. This situation directly affected the income of both tourism managers and local communities dependent on tourism-related activities. Several community-based businesses experienced significant decreases in revenue and were even forced to suspend operations temporarily due to the absence of visitors. Furthermore, destination managers faced considerable challenges in maintaining operational sustainability and retaining employees during the pandemic period. This phenomenon indicates that community-based tourism villages possess a relatively high level of vulnerability to external crises, particularly those associated with restrictions on social and economic mobility.

Table 1.
Number of Tourist Visits to Kampung Flory in 2018-2021

Year 2018		Year 2019		Year 2020		Year 2021	
Month	Number of Visitors	Month	Number of Visitors	Month	Number of Visitors	Month	Number of Visitors
January	38,537	January	30,111	January	30,965	January	5,716
February	39,741	February	31,202	February	27,336	February	5,358
March	36,335	March	28,250	March	18,811	March	4,062
April	36,790	April	29,307	April	2,567	April	3,833
May	38,163	May	32,131	May	2,637	May	4,492

Year 2018		Year 2019		Year 2020		Year 2021	
Month	Number of Visitors	Month	Number of Visitors	Month	Number of Visitors	Month	Number of Visitors
June	32,448	June	34,302	June	3,191	June	5,671
July	37,006	July	20,201	July	3,340	July	6,187
August	30,907	August	35,402	August	3,213	August	6,504
September	31,211	September	35,167	September	3,551	September	3,750
October	33,713	October	27,112	October	3,624	October	5,939
November	36,140	November	30,220	November	3,254	November	6,951
December	34,632	December	32,832	December	3,383	December	7,208
Total	425,623	Total	366,237	Total	105,872	Total	65,671
Average	35,468.58	Average	30,515.75	Average	8,822.66	Average	5,472.58

Source: Processed data from Kampung Flory Tourism Village Management (2021).

Tourist arrival data for Kampung Flory during the 2018–2021 period reveal a consistent downward trend throughout the pandemic. In 2018, total tourist arrivals reached 425,623 visitors, with an average monthly visitation of 35,468 tourists. In 2019, visitor numbers remained relatively high, totalling 366,237 tourists with an average monthly visitation of 30,515 tourists. However, in 2020 the number of visitors declined drastically to only 105,872 tourists, with an average monthly visitation of 8,822 tourists. The decline continued in 2021, when total tourist arrivals decreased further to 65,671 visitors, with an average monthly visitation of only 5,472 tourists. The most significant decline occurred during the early stages of the pandemic, particularly between April and June 2020, when strict social restriction policies and temporary closures of tourism destinations were implemented across Indonesia.

The decline in tourist arrivals demonstrates that the COVID-19 pandemic affected not only tourism at the national and regional levels but also directly threatened the sustainability of community-based tourism villages. In this context, the ability of tourism village managers to adapt to crisis conditions became a crucial factor in maintaining destination sustainability. Adaptive strategies such as tourism service innovation, implementation of health protocols, digitalisation of tourism promotion, and strengthening collaboration among stakeholders are considered essential measures for improving tourism sector resilience during times of crisis ([Sharma et al., 2024](#)).

Based on these circumstances, this study is important in order to analyse the development strategies employed by Kampung Flory Tourism Village in responding to the impacts of the COVID-19 pandemic. This research is expected to contribute academically to the development of community-based tourism and tourism crisis management studies, whilst also providing practical recommendations for tourism village managers and regional governments in formulating sustainable and crisis-adaptive tourism development strategies for the future.

Methodology

This study was conducted at Kampung Flory Tourism Village, located in Plaosan, Tlogoadi, Mlati District, Sleman Regency, Special Region of Yogyakarta, Indonesia. The selection of the research site was based on the characteristics of Kampung Flory as a community-based tourism destination integrating educational tourism, recreation, and local community empowerment. Furthermore, the tourism sector in the Special Region of Yogyakarta has experienced significant fluctuations in recent years, particularly due to the impact of the COVID-19 pandemic on tourist arrivals, as illustrated in Figure 1. The substantial decline in visitor numbers in 2020 indicates considerable pressure on the sustainability of local tourism destinations, thereby necessitating adaptive and resilience-oriented tourism development strategies.

This study employed a qualitative descriptive approach supported by SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. The qualitative descriptive approach was selected because it enables an in-depth understanding of the internal and external conditions of the tourism destination, including tourists' perceptions and the management strategies implemented by the destination managers. SWOT analysis was utilised to identify strategic factors influencing the development of Kampung Flory, thereby facilitating the formulation of relevant and applicable strategic recommendations to support the sustainability of community-based tourism destinations.

Data collection was undertaken through field observations, in-depth interviews, and questionnaire distribution. Observations were conducted to examine the actual condition of the tourism destination, available facilities, tourism activities, and interactions between visitors and destination managers. In-depth interviews were conducted with the management of Kampung Flory to obtain information regarding tourism development strategies, resource management practices, and challenges encountered in destination development. Meanwhile, questionnaires were distributed to tourists to gather data concerning visitors' perceptions, satisfaction levels, and tourism experiences during their visits to Kampung Flory.

The sampling technique employed in this study was incidental sampling, defined as a sampling method in which respondents are selected based on their incidental encounter with the researcher at the research site and are considered appropriate sources of relevant information. This technique was deemed suitable because the study focused on tourists who were directly visiting the tourism destination during the data collection period. According to (Sugiyono, 2013), incidental sampling constitutes a form of non-probability sampling commonly applied in exploratory and field-based research involving dynamic respondent characteristics.

The study involved 100 respondents as the research sample. The determination of the sample size referred to the recommendation of (Hair et al., 2010), who suggested that a representative sample size in social and behavioural research generally ranges between 100 and 200 respondents. This number was considered adequate to generate data capable of representing tourists' perceptions and supporting the strategic analysis undertaken in this study. By integrating a qualitative approach with SWOT analysis, this research is expected to provide a comprehensive understanding of the development strategies of Kampung Flory Tourism Village in addressing the dynamics of the post-pandemic tourism sector.

Result and Discussion

Respondent Characteristics and Data Collection Results

This study involved 100 tourist respondents who visited Kampung Flory Tourism Village during the research period. The respondents were selected using incidental sampling to obtain direct perceptions regarding tourism conditions and development strategies implemented during the post-pandemic period. Data collection focused on several variables, including environmental quality, tourism facilities, accessibility, digital promotion, health protocol implementation, tourism attractiveness, and visitor satisfaction.

Table 2.
Respondent Characteristics

Characteristics	Frequency	Percentage
Male	56	56%
Female	44	44%
Age 17–25 years	38	38%
Age 26–35 years	34	34%
Age >35 years	28	28%
First-time visitors	41	41%
Repeat visitors	59	59%

The data indicate that the majority of respondents were male (56%), while repeat visitors accounted for 59% of the total respondents. This finding suggests that Kampung Flory possesses relatively strong visitor attraction and revisit potential.

Research Variables and Questionnaire Indicators

Table 3.
Research Variables and Indicators

Variable	Indicator	Question Focus
Environmental Quality	Natural environment condition	Cleanliness, comfort, natural atmosphere
Tourism Facilities	Supporting facilities	Toilets, prayer rooms, handwashing stations
Accessibility	Ease of access	Transportation and road access
Digital Promotion	Social media promotion	Information accessibility and promotion
Tourism Attraction	Tourism activities	Educational and recreational activities
Visitor Satisfaction	Tourism experience	Overall visitor satisfaction

The questionnaire applied a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The results reveal that environmental quality and tourism facilities received the highest average perception scores among respondents.

Tourist Perception Results

Table 4.
Average Tourist Perception Scores

Variable	Mean Score	Category
Environmental Quality	4.62	Very Good
Tourism Facilities	4.35	Good
Accessibility	4.21	Good
Digital Promotion	4.11	Good
Tourism Attraction	4.28	Good
Visitor Satisfaction	4.47	Very Good

The findings demonstrate that visitors positively perceived the environmental quality and overall tourism experience at Kampung Flory Tourism Village. Environmental preservation, tourism comfort, and supporting facilities were identified as the most influential factors affecting visitor satisfaction and revisit intention.

The SWOT analysis in this study consists of internal factors, namely strengths and weaknesses, as well as external factors, namely opportunities and threats. Internal factors were analyzed using the Internal Factor Analysis Summary (IFAS) matrix to identify the strategic capacity of Kampung Flory Tourism Village in supporting sustainable tourism development. The results of the IFAS analysis are presented in Table 5.

Table 5.
IFAS Results

Internal Strategic Factors	Weight	Rating	Weight × Rating
Strengths			
The condition of Kampung Flory Tourism Village provides a comfortable atmosphere for tourists	0.119892	4	0.479568
The natural environment of Kampung Flory Tourism Village remains authentic, beautiful, cool, and well-preserved	0.123269	4	0.493077
Facilities have complied with health protocols	0.106383	3	0.319149
Supporting infrastructure and facilities are available (prayer room, toilets, trash bins, hand sanitizer, and handwashing stations)	0.121581	4	0.486322
Attractive promotion through social media	0.101993	3	0.305978
Total			2.084093
Weaknesses			
Lack of professional human resources in tourism management	0.086795	3	0.260385
Inadequate implementation of health protocols	0.090848	3	0.272543
Limited social media promotion strategy	0.084093	2	0.168186
Community support has not been fully optimized	0.083755	2	0.167511
Limited tourism attractions and activities	0.081391	2	0.162783
Total			1.031408
Total Internal Factors	1		3.115502

Based on Table 5, the total IFAS score was 3.115, consisting of a strength score of 2.084 and a weakness score of 1.031. The findings indicate that the strength factors are more dominant than the weakness factors, suggesting that Kampung Flory possesses relatively

strong internal capabilities to support tourism destination development. This condition reflects that the tourism village has adequate internal resources and competitive advantages that can be utilized to enhance its tourism attractiveness and sustainability.

The major strengths identified include the natural and comfortable tourism environment, the preserved ecological condition of the village, and the availability of supporting facilities such as prayer rooms, toilets, handwashing stations, and sanitation facilities. These findings demonstrate that environmental quality and visitor comfort are critical determinants in improving tourist satisfaction and destination competitiveness. Environmental quality and visitor comfort directly contribute to satisfaction, which in turn strengthens destination loyalty and competitiveness ([J. Zhong, 2024](#)). In the context of nature-based tourism, environmental preservation becomes an important strategic asset that contributes to the formation of a positive destination image and encourages repeat visitation.

Another important strength is the utilization of social media promotion. Digital promotion has become increasingly significant in tourism marketing due to its ability to reach wider audiences and influence tourist decision-making processes ([D. Zhong et al., 2025](#)). The integration of digital communication strategies enables tourism destinations to strengthen destination branding and improve market visibility. Therefore, optimizing social media utilization can support Kampung Flory in increasing tourist arrivals and enhancing public awareness of the destination.

Despite these strengths, several weaknesses remain evident. The lack of professional human resources in tourism management indicates limited managerial and operational capacity in supporting destination development. In addition, the implementation of health protocols has not been fully optimized, and community participation remains relatively limited. The limited number of tourism attractions also indicates that tourism product diversification has not yet been maximized. Tourism product diversification is essential for maximizing the potential of destinations, but it requires overcoming structural, economic, and institutional barriers. Effective strategies include focusing on niche markets, integrating local assets, and fostering community-based initiatives. Policymakers and stakeholders must prioritize research, infrastructure development, and innovative approaches to ensure sustainable and competitive tourism diversification ([Vumbunu et al., 2022](#)) ([Bandaru & Kumar, 2021](#)). These weaknesses suggest the need for institutional strengthening, human resource capacity building, and tourism product innovation to ensure sustainable tourism development.

In addition to internal factors, this study also examined external factors through the External Factor Analysis Summary (EFAS) matrix to identify opportunities and threats affecting the development of Kampung Flory Tourism Village. The results of the EFAS analysis are presented in Table 6.

Table 6.
EFAS Results

External Strategic Factors	Weight	Rating	Weight Rating	×
Opportunities				
Easy access to Kampung Flory Tourism Village	0.139380	4	0.557519	
Availability of nearby tourist attractions surrounding Kampung Flory Tourism Village	0.111896	3	0.335689	
Tourists' intention to revisit	0.124068	3	0.372203	
Advancement of technology	0.127994	3	0.383981	
Tourist interest in environmentally based tourism	0.135453	3	0.406360	
Total Opportunities			2.055752	
Threats				
The COVID-19 pandemic has caused a decline in tourist arrivals	0.055752	1	0.055752	
Competition from other tourism destinations	0.085984	2	0.171967	
Low visitor awareness in maintaining the cleanliness of tourism sites	0.079309	2	0.158618	
Risk of COVID-19 transmission in crowded areas	0.064389	2	0.128779	
Social distancing policies resulted in activity restrictions, particularly in the management of Kampung Flory tourism	0.075775	2	0.151551	
Total Threats			0.666667	
Total External Factors	1		2.722419	

Based on Table 6, the total EFAS score was 2.722, consisting of an opportunity score of 2.056 and a threat score of 0.667. The higher opportunity score compared to the threat score indicates that the external environment provides favorable conditions for tourism development in Kampung Flory. This finding suggests that Kampung Flory has substantial opportunities to expand its tourism potential through strategic adaptation to current tourism trends and market demands.

The primary opportunities identified include easy accessibility to the tourism village, the advancement of digital technology, increasing tourist interest in environmentally based tourism, and the potential for repeat visitation. These opportunities are closely related to the post-pandemic shift in tourist preferences toward open-space tourism, ecotourism, and community-based tourism destinations. As tourists increasingly seek destinations that offer natural experiences, environmental sustainability, and lower crowd density, Kampung Flory possesses strong potential to position itself as a sustainable rural tourism destination.

Technological advancement also represents a strategic opportunity for tourism marketing and destination management. Digitalization enables tourism destinations to improve information dissemination, communication efficiency, and promotional effectiveness through social media platforms and online tourism networks. Consequently, the effective utilization of digital technology may strengthen the competitiveness of Kampung Flory within the increasingly competitive tourism industry.

Nevertheless, several external threats were also identified. The COVID-19 pandemic significantly reduced tourist arrivals and restricted tourism-related activities due to social distancing policies. Furthermore, competition from other tourism destinations and the low environmental awareness among visitors may negatively affect destination sustainability.

These findings indicate that tourism destinations remain highly vulnerable to external disruptions, particularly those associated with public health crises and market competition. In line with research (de Oliveira Sampaio et al., 2025), health crises not only affect tourism economically but also sociopsychologically. Stakeholders' support for tourism often depends on perceived socioeconomic benefits and the implementation of health measures. Negative emotional solidarity toward tourists can emerge in communities heavily impacted by health crises. Therefore, adaptive management and strategic innovation are essential to maintain destination resilience and sustainability.

To determine the strategic position of Kampung Flory Tourism Village, the scores of strengths, weaknesses, opportunities, and threats were summarized as presented in Table 7.

Table 7.
Results of Calculation of Strengths, Weaknesses, Opportunities, and Threats

No	Description	Value
1	Internal Factors:	
	Strengths	2.084
	Weaknesses	1.031
2	External Factors:	
	Opportunities	2.056
	Threats	0.667

The results show that the difference between strengths and weaknesses was 1.053, obtained from subtracting the weakness score (1.031) from the strength score (2.084). The positive value indicates that Kampung Flory possesses relatively strong internal capabilities to support tourism development. The dominance of strengths over weaknesses demonstrates that the tourism village has favorable internal conditions that can be leveraged to improve destination competitiveness and tourism sustainability.

Meanwhile, the difference between opportunities and threats was 1.389, obtained from subtracting the threat score (0.667) from the opportunity score (2.056). This result indicates that external opportunities are significantly greater than external threats. Such conditions suggest that Kampung Flory has promising prospects for tourism development, particularly due to the growing trend of nature-based tourism, educational tourism, and community-based tourism activities. Educational tourism, or edutourism, is rapidly growing, combining recreation with learning. It emphasizes sustainability, cultural understanding, and personal growth through activities like workshops, guided tours, and nature-based education (Ariffin et al., 2022).

Based on the IFAS and EFAS calculations, the strategic position of Kampung Flory was subsequently mapped into the SWOT matrix to identify the appropriate development strategy. The SWOT positioning is illustrated in Figure 2.

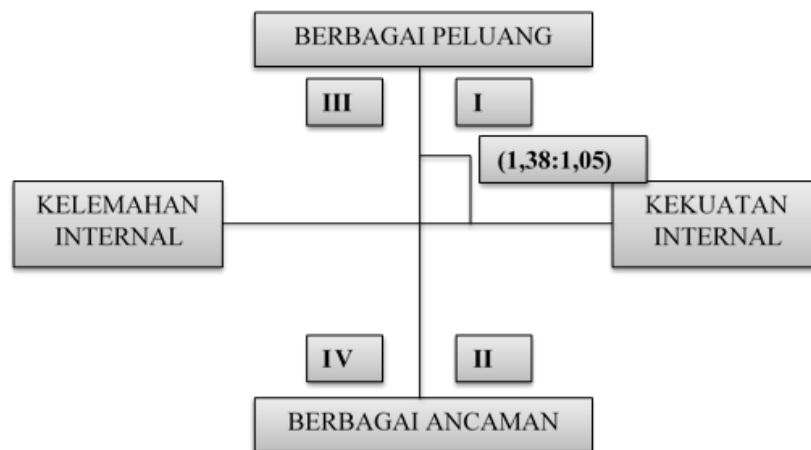


Figure 2. SWOT Analysis of Kampung Flory Tourism Village

As illustrated in Figure 2, Kampung Flory Tourism Village is positioned in Quadrant I of the SWOT matrix. This quadrant represents a highly favorable condition in which both internal strengths and external opportunities are dominant. In strategic management theory, organizations or destinations positioned in Quadrant I are recommended to implement a growth-oriented strategy. This strategy emphasizes aggressive expansion by utilizing internal strengths to maximize external opportunities in order to improve destination competitiveness and sustainability.

Based on the SWOT analysis results, the most appropriate development strategy for Kampung Flory is the SO (Strength–Opportunities) strategy, which focuses on utilizing internal strengths to capitalize on external opportunities. The first strategic priority is preserving the natural environment and ecological authenticity of Kampung Flory as the main tourism attraction. Environmental sustainability and rural authenticity represent unique competitive advantages that distinguish Kampung Flory from other tourism destinations. Therefore, conservation-based tourism management should become a central component of future tourism development policies.

The second strategy involves optimizing digital technology and social media utilization to strengthen tourism promotion. Digital marketing strategies can significantly improve destination visibility and attract broader market segments, especially younger tourists who rely heavily on social media when selecting tourism destinations. These approaches not only improve engagement but also align with the preferences of tech-savvy and sustainability-conscious travelers, making them indispensable in modern tourism marketing (Carrasco et al., 2025) (Awad, 2025) (da Fonseca & Gustavo, 2020) (Swadhi et al., 2025). The development of creative and interactive digital content may also enhance destination branding and improve tourist engagement.

The third strategy focuses on tourism product innovation through the development of educational, cultural, and recreational tourism packages. Tourism innovations such as cultural festivals, culinary tourism, live music events, camping areas, and environmental education activities can enhance tourist experiences and encourage repeat visitation.

Product diversification is essential to increase destination attractiveness and maintain competitiveness in the tourism sector ([Rachmawatie, 2021](#)).

Another important strategy is improving tourism facilities and service quality to ensure visitor comfort, safety, and satisfaction. Adequate facilities not only support tourist activities but also strengthen the overall quality perception of the destination. In the post-pandemic tourism context, cleanliness, health, safety, and environmental sustainability have become critical factors influencing tourist trust and destination preference.

Overall, the SWOT analysis demonstrates that Kampung Flory Tourism Village possesses strong potential to develop as a sustainable community-based and nature-based tourism destination. The dominance of strengths and opportunities indicates that aggressive development strategies emphasizing environmental conservation, digital transformation, tourism innovation, and service quality improvement are highly relevant to enhance destination competitiveness at both regional and national levels.

Conclusion

Based on the SWOT analysis results, the development strategy for Kampung Flory Tourism Village in the post-pandemic period should be directed towards optimising internal strengths and maximising external opportunities in an integrated manner. This approach is considered highly relevant, as the tourism sector experienced significant disruption during the COVID-19 pandemic, reflected in the sharp decline in tourist arrivals across numerous destinations in the Special Region of Yogyakarta. The data presented in the figure indicate that tourist visits decreased substantially from 2,777,284 visits in 2019 to only 985,597 visits in 2020, representing a decline of more than 60%. This condition demonstrates the vulnerability of the tourism sector to global crises, whilst simultaneously emphasising the need for adaptive and innovative strategies to accelerate destination recovery.

In this context, Kampung Flory possesses considerable opportunities to strengthen its destination competitiveness through innovation-based tourism strategies. This strategy aligns with the sustainable tourism development approach, which highlights the importance of innovation, tourism experience enhancement, and destination adaptability in response to changing tourist behaviour. In the post-pandemic era, tourists tend to be more selective in choosing destinations that offer novel experiences, safe environments, and educational as well as nature-based tourism activities. Consequently, innovation becomes a crucial determinant in increasing tourists' revisit intention.

The implementation of innovation within Kampung Flory may be undertaken through the development of new tourism attractions, improvements in spatial and environmental arrangements, and the diversification of educational and socially interactive tourism activities. For instance, the destination management could introduce interactive agrotourism programmes, herbal plant educational tourism, family outbound activities, and periodic local cultural festivals. Furthermore, the enhancement of destination aesthetics, environmentally friendly tourism infrastructure, and digitally supported tourism experiences may significantly improve visitor satisfaction. Such strategies not only create destination differentiation but also strengthen Kampung Flory's image as an innovative and adaptive tourism village capable of responding to evolving tourism trends.

Moreover, the optimisation of internal strengths, including natural resources, local community participation, and the educational tourism characteristics of Kampung Flory, should be integrated with external opportunities such as the increasing demand for nature-based tourism and wellness tourism in the post-pandemic period. The integration of these elements is expected to generate a more resilient and sustainable tourism development strategy. Therefore, innovation functions not merely as an effort to attract repeat visitors, but also as a strategic instrument for maintaining the economic sustainability of local communities amidst the dynamic changes within the global tourism industry.

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