

## Local Wisdom for Sustainable Tourism: A Community-Based Tourism Development Strategy at Maldevis Beach, Lamongan

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### ABSTRACT

*Maladevis Beach in Paciran, Lamongan, holds unique potential through the Petik Laut tradition as a cultural tourism attraction. However, this potential has not been optimally managed due to the lack of a structured, community-centered development strategy. Therefore, this study aims to formulate a sustainable tourism development strategy at Maldevis Beach by analyzing internal and external factors and integrating them within a Community-Based Tourism (CBT) framework. This research employed a qualitative approach with a case study design. Data collection was conducted through in-depth interviews, observations, and structured questionnaires with key informants consisting of community leaders, tourism managers, and local government representatives. The collected data were analyzed quantitatively using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices to map the strategic position. The study's key findings indicate that Maladevis Beach is in Quadrant I (Aggressive Growth Strategy) with a total IFAS score of 0.40 and an EFAS score of 0.80. This position confirms that internal strengths, dominated by the unique Petik Laut tradition, along with favorable external opportunities, significantly outweigh managerial weaknesses and existing threats. As a result, this study concluded that the most effective strategy was the implementation of a CBT model focused on community capacity building programs and the development of authentic tourism products. This model is recommended as a practical guide for transforming cultural potential into competitive and sustainable tourism destinations.*

**Keywords:** Development Strategy, Sustainable Tourism, Local Wisdom, SWOT Analysis, Community-Based Tourism.

### ABSTRAK

Pantai Maladevis di Paciran, Lamongan memiliki potensi unik melalui tradisi Petik Laut sebagai daya tarik pariwisata budaya. Namun, potensi ini belum dikelola secara optimal karena ketiadaan strategi pengembangan yang terstruktur dan berpusat pada masyarakat. Oleh karena itu, penelitian ini bertujuan untuk merumuskan strategi pengembangan pariwisata berkelanjutan di Pantai Maladewa dengan menganalisis faktor internal-eksternal dan mengintegrasikannya dalam kerangka *Community Based Tourism* (CBT). Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan kuesioner terstruktur kepada informan kunci yang terdiri dari tokoh masyarakat, pengelola wisata, dan perwakilan pemerintah daerah. Data yang terkumpul dianalisis

secara kuantitatif menggunakan matriks *Internal Factor Analysis Summary* (IFAS) dan *External Factor Analysis Summary* (EFAS) untuk memetakan posisi strategis. Temuan utama penelitian menunjukkan bahwa Pantai Maladevis berada pada Kuadran I (Strategi Pertumbuhan Agresif) dengan total skor IFAS sebesar 0.40 dan EFAS sebesar 0.80. Posisi ini menegaskan bahwa kekuatan internal, yang didominasi oleh keunikan tradisi Petik Laut, serta peluang eksternal yang kondusif, secara signifikan lebih unggul daripada kelemahan manajerial dan ancaman yang ada. Sebagai hasilnya, penelitian ini menyimpulkan bahwa strategi yang paling efektif adalah implementasi model CBT yang berfokus pada program penguatan kapasitas masyarakat dan pengembangan produk wisata otentik. Model ini direkomendasikan sebagai panduan praktis untuk mengubah potensi budaya menjadi destinasi pariwisata yang berdaya saing dan berkelanjutan.

**Kata Kunci:** Strategi Pengembangan, Pariwisata Berkelanjutan, Kearifan Lokal, Analisis SWOT, *Community Based Tourism*.

## Introduction

The tourism sector is the most promising sector which provides large income for the development of the Indonesian nation. Based on report data *World Trade Organization* (2017) that, cumulatively the tourism sector is able to provide employment opportunities for around 230 million jobs and contribute hundreds of billions of dollars to the economic sector in various countries, (Jamilus, J. (2017). Based on data (BPS 2018), it states that the number of foreign tourist visits to Indonesia, both foreign tourists and foreign tourists who came to Indonesia in December 2022, increased in December, reaching 895.12 thousand, an increase of 447.08 percent compared to conditions in December. 2021. During 2022, the number of foreign tourist visits to Indonesia reached 5.47 million visits, which is an increase of 251.28 percent compared to foreign tourist visits in 2021. (Central Statistics Agency, 2022).

Based on the data previously mentioned, it shows that from a national development perspective, the tourism sector has a fairly large and meaningful contribution to increasing gross domestic income (GDP), therefore it is very important for regions that are the spearhead of tourism to pay more attention and also developing this sector as a sustainable tourism development sector effort, (Setyanto, R. P. (2018). In regional autonomy, the tourism sector plays an important role in supporting the regional economy. Tourism development based on local wisdom resources will certainly have a double effect on the sector other economies, through increasing added value and increasing income of the surrounding community, (Maturbongs, E. E., & Lekatompessy, R. L. (2020).

Lamongan Regency, as one of the regions in East Java province, has the potential for a very diverse tourism sector which certainly has promising prospects in the future, (Kusumaningtyas, D. Y. P., & Munir, A. S. (2022). One of the potentials in Lamongan Regency that can be developed into a tourism sector

is in Paciran sub-district, more precisely at Maldevis Beach. Maldevis Beach is a beach that is geographically located in Lamongan Regency and is located in Kemantren Village, Paciran District, Lamongan Regency, East Java.

The potential that Lamongan district has in the tourism sector is in the form of quite good marine potential in Paciran sub-district, Lamongan district. So, Maldevis Beach has great potential to be developed into a sustainable tourism sector, apart from that it is also supported by local cultural wisdom. The development of the tourism sector and sustainable development is of course very closely related to population growth, where population is also a stimulant factor driving the regional economy and improving community welfare. Almost all regions in Indonesia are starting to focus and improve to increase the quality of their respective regions' tourism potential, so that the role of the private sector in sustainable tourism development can also help the government in realizing tourism that can be recognized by various regions and countries which of course will have a significant positive impact, (Widiati & Permatasari, 2022).

Problems related to spatial planning are increasingly complicated, of course this condition needs to be taken into account, especially in relation to business people in the use and utilization of increasingly large spaces. A tourism industry that is based on and pays attention to the preservation of the surrounding environment, (Mahulae, P. J. M. (2019). The problem that arises in tourism at Maldevis Beach, Lamongan Regency is that there are still many facilities that are not in accordance with the zoning or designation, so this of course, it has a negative impact on the surrounding environment. Apart from that, the local community's lack of knowledge regarding tourism development with the concept of sustainable tourism development means that the activities carried out by the community have an impact on the wider area of damaged coral reefs (Rini et al., 2022).

On the other hand, due to the lack of concern from the government regarding the empowerment and development of the tourism sector, which is actually able to encourage the improvement of the local economy and sustainable tourism development, this has become a factor in the tourism sector on Maldevis Beach being less attractive to many visitors and less developed, (Hamuna & Tanjung, 2018). Another factor is, due to the lack of communication and publication which is still lacking, the local government is still not optimal in developing communication and publication, this of course needs to be improved further as an effort to increase local visitors to local destinations on Maldevis Beach, Lamongan Regency. (SBM, 2020).

The tourism sector should be developed sustainably by paying attention to all aspects of the environment, social culture and society, the economy, and of course sustainable development. Sustainable tourism is developing very rapidly,

including increases in accommodation capacity, local population and the environment, where this development and new investments in the tourism sector should not have a negative impact and can be integrated with the environment if we can minimize negative impacts, (Qodriyatun, 2019). So, in this case there is a need to develop a sustainable tourism sector based on local regional wisdom through SWOT analysis as an effort to support sustainable tourism. Case study Maldevis Beach, Paciran, Lamongan Regency. Which in this research applies a based concept *Community Based Tourisme* in developing the tourism sector by paying attention to elements of sustainability and local wisdom of local communities, (Sugiyarto & Amaruli, 2018).

Supported by previous research, conducted by (Suparman, S. E., Muzakir, S. E., & Vitayanti Fattah, S. E. (2023) states that, sustainable tourism development is very important to implement because according to the sustainable development paradigm it is based on a development implementation journey that is increasingly uncontrolled in a country. Other research conducted by (Wiwin, I. W. (2018), that tourism management with the CBT (Community Based Tourism) concept needs to be carried out to realize sustainable tourism based on community empowerment by paying attention to several aspects, especially the development of human resources or residents to support community-based tourism on Maldevis Beach as a provider services and accommodation, promotion, industrial and tourism development as well as information and transportation facilities.

This is because basically in the village of Kemanteren, Maldevis Beach has its strength in natural wealth in the form of Maldevis Beach and also the social culture of the community, namely in the form of the sea picking tradition, which can still be developed into superior competitive tourism, (Febriandhika, I., & Kurniawan, T. (2019). It is hoped that the development of a sustainable tourism sector based on local wisdom will be able to improve the welfare of regional communities as well as become a source of income for the region or country. Based on the research background that the researcher wrote, this research aims to find out how Tourism Development Strategy Based on Local Wisdom as an Effort to Support Sustainable Tourism: (Case Study of Maldevis Beach, Paciran, Lamongan).

## **Methodology**

This research employed a systematic literature review with a qualitative-descriptive approach. This method was chosen to identify, evaluate, and interpret in-depth secondary data relevant to the research topic in order to

formulate a local wisdom-based tourism development strategy at Maldevis Beach, Lamongan Regency. The data sources in this study were entirely secondary data collected from digital databases (such as Google Scholar), official government websites, and the media. These sources included scientific publications, government documents, and relevant news articles, (Sugiyarto & Amaruli, 2018).

The data analysis technique was conducted in two main stages. The first stage was qualitative content analysis to identify and synthesize key themes from the collected literature, (Anggito & Setiawan, 2018). The second stage was strategic analysis. The results of the first stage were mapped into the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) Matrix frameworks. Each factor is assessed qualitatively based on its emphasis in the literature, with the following guidelines, (Indrayani Hamin et al., 2023):

Weight: Given a value ranging from 0.0 (not important) to 1.00 (very important), where the total weight of all internal (IFAS) and external (EFAS) factors is 1.00. Rating: Given on a scale of 1 to 4. For internal factors: 1 = Very Weak, 2 = Weak, 3 = Strong, 4 = Very Strong. For external factors: 1 = Poor Response, 2 = Average Response, 3 = Good Response, 4 = Very Good Response.

Score: Weight x Rating.
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The results of the IFAS and EFAS scores are then analyzed using a SWOT Matrix to formulate alternative strategies (S-O, W-O, S-T, W-T). The Community-Based Tourism (CBT) conceptual framework is used as a foundation to ensure the resulting strategy is oriented towards community empowerment.

**Table. 1. SWOT Analysis Matrix**

IFAS EFAS	Strengths (S) List all the strengths that the company has.	Weaknesses (W) List all the weaknesses that the company has.
Opportunities (O) List all opportunities that can be identified.	<b>Strategies (SO)</b> Use all existing strengths to take advantage of existing opportunities.	<b>Strategies (WO)</b> Overcome all weaknesses by taking advantage of existing opportunities.
Threats (T) List of threats that can be identified	<b>Strategy (ST)</b> Use strengths to avoid all threats	<b>Strategy (WT)</b> Exploit all weaknesses and prevent all threats

Source: Research Journal (Zaibah et al., 2018).

Overall, the culmination of the data analysis process in this study is the preparation of a SWOT Analysis Matrix. This matrix serves as a tool to systematically visualize and synthesize the findings from the analysis of internal (IFAS) and external (EFAS) factors. By bringing together each element of Strengths (S) and Weaknesses (W) with each element of Opportunities (O) and Threats (T), this matrix will produce four quadrants of comprehensive alternative strategies, namely the S-O Strategy, W-O Strategy, S-T Strategy, and W-T Strategy. This strategy formulation is the basis for providing recommendations for tourism development in Maldevis Beach in the discussion section.

### **Finding And Discussions**

While the advancement of the tourism industry provides positive economic benefits, it can also negatively impact the environment. Therefore, tourism sector development must be carried out with the principle of environmental sustainability. This development must comply with Law Number 10 of 2009 concerning Tourism. Regional governments also need to consider this aspect when developing the tourism sector, taking into account the principles of sustainable development (Diana Puspita Sari, 2017). The development of the tourism industry must prioritize natural and environmental conservation, as stipulated in Article 5D of Law Number 10 of 2009 concerning Tourism. Spatial planning is becoming increasingly complex and requires vigilance, especially for businesses that utilize space on a large scale. The tourism industry must focus on preserving the surrounding environment. (Hermawan et al., 2022).

Tourism based on local wisdom involves local communities as the primary drivers of development. While the focus is on community participation, the role of government and the private sector is also vital in ensuring the success of development in the region. Local communities are considered key determinants in the planning, implementation, management of potential, and evaluation of tourism success. (Setiawan, 2016). In this study, the development of the tourism sector at Maldevis Beach, Paciran, Lamongan, conducted by the researcher focuses on local wisdom-based development as an effort to support sustainable tourism. Based on the case study in Lamongan Regency, specifically Maldevis Beach, it shows that the case area has characteristics of problems in tourism development with frequent increases in the number of local residents, which is also a factor inhibiting the development of a sustainable tourism sector, (Kustianisngsih, 2022). Therefore, in this case, there is a need for the development of a sustainable tourism sector based on local wisdom through a SWOT analysis using the concept of Community Based Tourism in developing

the tourism sector by paying attention to the elements of sustainability and local wisdom of the local community (Tamaratika et al., 2019).

Based on this foundation, this research focuses on the specific context of Maldevis Beach, Paciran District, Lamongan Regency. This area has unique characteristics relevant to sustainability and local wisdom, making it an ideal location for a case study. To formulate an effective development strategy, the next step is to conduct a comprehensive data analysis. In this study, qualitative data analysis will be guided by the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework. This approach allows researchers to systematically identify the internal strengths and weaknesses of Maldevis Beach, as well as map the external opportunities and threats that could impact it.

The results of this study present the analysis of data previously collected by the researcher through a literature review, followed by an in-depth discussion to address the research objectives. Therefore, this chapter is divided into two main sub-chapters: 4.1. Analysis, which focuses on data presentation and SWOT analysis results, and 4.2. Discussion, which focuses on interpretation, integration with the Community-Based Tourism (CBT) concept, and comparison with other research. The following are the results of the analysis carried out by the researcher:

#### **4.1.1. Analysis of Internal and External Factor Identification**

At this stage, qualitative data from various literatures are presented, which are then processed using a SWOT analysis to objectively map the strategic conditions of tourism in Maldevis Beach. Lamongan Regency offers various attractive tourist destinations, especially beaches that stretch from west to east along the north coast of East Java. In addition, Lamongan, as one of the regencies in East Java, is rich in stunning tourist attractions such as Lamongan Marine Tourism, the tomb of Sunan Drajat which is a religious tourism destination, as well as the Gondang Reservoir and other places worth visiting. However, efforts to develop coastal tourism that prioritizes conservation and focuses on environmental sustainability missions still need to be improved (Dwi, 2020).

Through the development of Maldevis Beach in Paciran, Lamongan Regency, the tourism sector in the region can be developed by utilizing local wisdom in a sustainable manner. Tourism is a phenomenon that encompasses social, economic, political, cultural, and technological aspects, thus requiring serious attention from experts and development planners. This phenomenon is not only related to tourism itself, but also the development of tourist objects and attractions, as well as everything related to the commercial aspects of the sector (Jupir, 2013). It is hoped that phenomena in the tourism sector can

provide significant benefits to the surrounding community and its environment. The growth of the tourism sector in a region is expected to provide economic, social, and cultural benefits to the community (Bahiyah et al., 2018). However, if not planned and implemented effectively, this management can create social and environmental problems that hinder the achievement of economic goals and threaten environmental sustainability (Rasyid Ohorella & Prihantoro, 2021).

To sustainably optimize the natural resources available at Maldevis Beach, Paciran, Lamongan, which is rich in marine potential, it is crucial to develop a tourism sector based on local wisdom, such as preserving the traditional art of sea fishing. By implementing Community-Based Tourism, the goal of developing sustainable, locally-based tourism can be effectively implemented, while simultaneously improving the welfare of the local community. To achieve this development systematically and purposefully, the next step is to conduct an in-depth analysis of the strategic conditions at Maldevis Beach (Tambunan & Agushinta R, 2020).

At this stage, qualitative data from various literature sources is presented, which is then processed using a SWOT analysis to objectively map the strategic conditions of tourism in the Maldives Coast. "Qualitative data from various literature sources" refers to descriptive information sourced from secondary sources such as scientific journals, government reports, and news articles. This data includes descriptions of natural resources, conceptual explanations, and assessments of relevant existing conditions. Furthermore, the data is not simply presented raw but processed using a SWOT analysis (Agung Nugroho, 2023). This process is a methodological framework for classifying all qualitative findings into four categories: Strengths and Weaknesses (internal factors), and Opportunities and Threats (external factors). The ultimate goal of this process is to "objectively map the strategic conditions," meaning to produce a valid and comprehensive picture based on existing data. This strategic map will serve as a strong foundation for formulating strategic development recommendations, which will be discussed in the next sub-discussion, (Kemenparekraf, 2020).

#### **4.1.2. Analysis of IFAS and EFAS Calculations**

Based on the analysis conducted by the researcher, to sharpen the analysis, each identified factor was then given a weight and rating to produce a score that more measurably indicates the strategic position of Maldives Beach. This assessment, as explained in the method, is based on the significance of each factor from the results of a comprehensive literature study. The calculation

results are presented in the IFAS Matrix (Table 2) for internal factor analysis and the EFAS Matrix (Table 3) for external factor analysis.

**Table 2. Internal Factor Analysis Summary (IFAS) Matrix**

<b>Strenght</b>	<b>Weight</b>	<b>Rank</b>	<b>Score</b>
Potential Coastal and Marine Natural Beauty	0.20	4	0.80
Unique Local Wisdom (Sea Harvesting Culture) Main Attraction	0.15	4	0.60
Part of Lamongan Regency is known as a tourist destination	0.10	3	0.30
Subtotal Score	0.45		1.70
<b>Weaknesses</b>			
Lack of legal status or official permits from relevant parties	0.15	1	0.15
Facilities do not comply with zoning regulations and have the potential to damage the environment	0.15	2	0.30
Community human resource knowledge regarding sustainable tourism is still low	0.10	1	0.10
Lack of attention and empowerment from the local government	0.10	2	0.20
Communication and publication (promotion) are less than optimal	0.05	2	0.10
Subtotal Score	0.55		0.85
IFAS Total Score	1.00		2.55
<b>Opportunities</b>			
Support for government programs for coastal (mangrove) rehabilitation	0.20	4	0.80
Existence of regulations (Ministerial Regulation of the Ministry of Marine Affairs and Fisheries No. 24/2016) as the legal basis for ecotourism permits	0.15	3	0.45
Potential for local wisdom to be developed into a leading tourist attraction.	0.15	4	0.60
Potential for increasing tourist numbers if facilities are complete.	0.10	3	0.30
Subtotal Score	0.60		2.15
<b>Threats</b>			
Lack of management experience in technical management of tourist sites	0.15	1	0.15
Community attitudes and readiness as hosts need to be developed	0.10	2	0.20
Potential for disasters in coastal areas	0.10	1	0.10
Suboptimal synergy and collaboration with local governments	0.05	2	0.10
Subtotal Score	0.40		0.55
EFAS Total Score	1.00		2.70

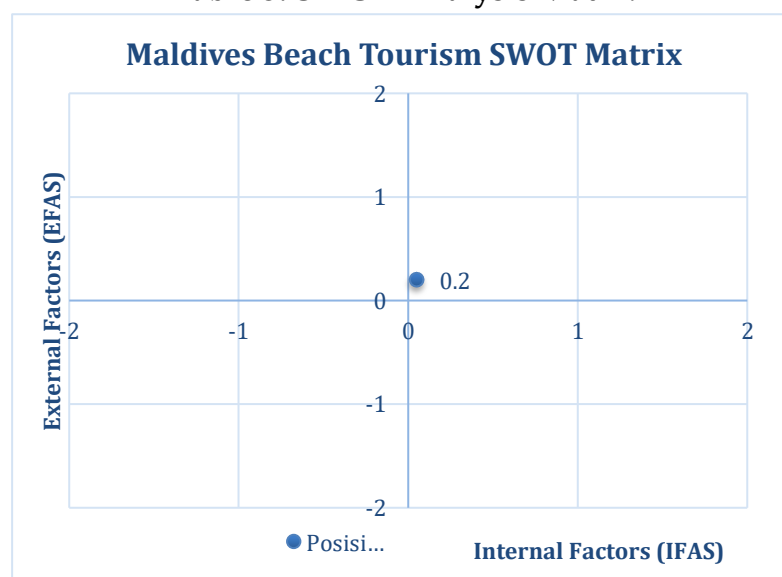
Source: Researcher Processed Data, 2024

Based on the analysis of IFAS and EFAS scores, it is known that Maldives Beach's strategic position is in Quadrant I (Growth). This position provides a strong foundation for formulating proactive strategic recommendations, namely by maximizing internal strengths to seize existing external opportunities. To translate this strategic position into concrete and applicable alternative actions, the next step is strategy formulation. This process is carried out using the SWOT Matrix, which systematically brings together internal factors (Strengths and Weaknesses) with external factors (Opportunities and Threats) to produce four comprehensive sets of strategies. This is in line with previous research conducted by (Indrayani Hamin et al., 2023) In his research to develop the Taula'a tourist attraction, he used SWOT analysis to discuss opportunities as well as various potentials and uniqueness to develop the tourism object.

#### 4.1.3. SWOT Matrix Analysis Strategy Formulation

After the quantitative analysis phase using the IFAS and EFAS Matrices successfully mapped the strategic position of Maldives Beach tourism, the next step in this research was the synthesis phase to formulate applicable alternative strategies. This strategy formulation was carried out using the SWOT Matrix, a framework designed to systematically reconcile internal and external factors, (Zaibah et al., 2018). The logic of this matrix is that an effective strategy not only maximizes strengths and opportunities, but must also be able to overcome internal weaknesses and mitigate external threats. Through a cross-combination of Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T), this matrix will produce four quadrants of comprehensive alternative strategies, namely SO, WO, ST, and WT Strategies, which will be presented in detail in the following table.

**Table 3. SWOT Analysis Matrix**



Source: Researcher Processed Data, 2024

Based on an in-depth analysis of internal and external factors, the strategic position of Maldives Beach tourism in Paciran, Lamongan, can be comprehensively mapped. This analysis reveals a snapshot of the conditions that serve as the basis for formulating future development strategies. The internal conditions, including the superior natural assets amidst management limitations, include a strong foundation thanks to its core assets: the immensely beautiful beaches and sea, along with the unique local wisdom of the "Petik Laut" (Sea Harvest) culture. These two factors are key attractions and are considered significant strengths. Furthermore, its strategic location along the Lamongan tourist route provides advantages.

However, these strengths are offset by a number of fundamental weaknesses. The biggest challenges come from management and infrastructure, such as the lack of legality or official permits, inadequate facilities, and low involvement of local human resources (HR) in management. Furthermore, suboptimal promotion and a lack of attention from the local government are important issues that require immediate improvement. Overall, the total strengths score (1.70) slightly outperforms the total weaknesses score (1.30). This indicates that even though there is a lot of homework, the core assets owned are strong enough to be development capital. (Riantoro et al., 2021). Meanwhile, from an external perspective, the surrounding environment offers a very supportive atmosphere. The greatest opportunity lies in the potential for local wisdom to be developed into a unique and authentic leading tourist attraction. This opportunity is supported by government regulations regarding ecotourism, which can serve as a legal umbrella for future development, as well as the potential for increased tourist visits if facilities are improved.

Nevertheless, there are several threats that require vigilance. The main threats are non-physical, such as inexperienced management, unpreparedness of local communities as hosts, and suboptimal synergy with the government. The threat of natural disasters in coastal areas is also a risk factor that must be considered. Overall, the analysis shows that the total opportunity score (1.35) is significantly higher than the total threat score (0.55). This indicates that this destination is situated in a very conducive and supportive external environment for growth.

The data analysis indicates that Maladevis Beach Paciran is in a favorable position. This destination possesses core strengths in its natural and cultural assets (internal), and operates in an environment full of opportunities (external). Despite managerial and infrastructure weaknesses, the significant

opportunities available should be a key driver for improvement. The most appropriate strategy is to leverage external opportunities to address internal weaknesses and maximize existing strengths. In other words, this is the right moment for aggressive growth with a focus on improving management, legality, and enhancing facility quality (Setyawati, R., & Safitri, 2019).

This is supported by previous research conducted by (Fretes et al., 2013), which states in his research that, in developing the tourism sector, a case study of the South Leitimur sub-district of Ambon City, the results of the internal-external matrix analysis and the SWOT matrix obtained alternative progressive strategies for dissemination strategies, market penetration and product development, which are strategies to increase the development of tourism products in the South Leitimur sub-district to utilize all the potential it has.

#### **4.2.1. Interpretation of Results and Explicit Integration with CBT Concepts**

Community-based tourism is understood as a segment of tourism development that seeks to strengthen community participation that ignores tourism as the mainstream, (Wijaya et al., 2019). Ideally, the principle of community-based tourism emphasizes tourism development "from the community, by the community, and for the community." In every stage of development, starting from planning, construction, management, and development up to monitoring and evaluation, local communities must be actively involved and given the opportunity to participate because the ultimate goal is to improve the welfare and quality of life of the community (Wedayanti & Susanti, 2019). Community-based tourism is a tourism development model that focuses on the community itself. Therefore, the role and participation of the community are crucial in developing existing tourism. Community participation is key to the success of community-based tourism development.

Based on the results of the quantitative SWOT analysis, the strategic position of Maldives Beach tourism is placed in a very positive quadrant (calculation coordinates: 0.40, 0.80), indicating that internal strengths and external opportunities are far more dominant than weaknesses and threats. This interpretation of the position not only shows growth potential, but explicitly confirms that the Community-Based Tourism (CBT) approach is the most logical and sustainable strategy to implement. The first and most fundamental integration is seen in the factor with the highest score in both the Strengths and Opportunities categories, namely "Unique Local Wisdom (Sea Picking Culture)". The SWOT analysis empirically proves that local wisdom is not just a cultural element, but a major strategic asset and the greatest opportunity that this destination has. This is in line with the view (Ridhawati, 2020) and

(Nababan et al., 2014) that local wisdom develops from community experience in maintaining environmental balance.

The Sea Harvest Tradition, as explained by (Faza, 2019) is a concrete manifestation of this conservation principle, an expression of gratitude that maintains a harmonious relationship between humans and nature. The CBT concept is based on the principle that local communities are the primary owners and managers of their cultural assets. Therefore, placing the Petik Laut tradition at the center of tourism development is the essence of CBT implementation, where tourism does not exploit culture, but rather becomes a means to preserve it. Second, CBT integration as a solution to identified weaknesses and threats. The SWOT analysis highlights several crucial weaknesses such as "Low involvement of community human resources" and "lack of management experience." On the other hand, threats arise related to "the attitude and readiness of the community as hosts" and "suboptimal synergy with the government " (Wedayanti & Susanti, 2019). The CBT approach directly addresses these challenges. By implementing CBT:

1. Increases Engagement and Capacity: CBT inherently requires active community participation, which directly addresses the issue of low human resource involvement. Through the training and mentoring that are part of CBT implementation, the experience and managerial capabilities of local communities will increase.

2. Prepares Communities: The CBT process involves education and empowerment, which prepares communities to be good hosts, tourism-conscious, and able to interact positively with visitors.

3. Builds Synergy: CBT establishes a community entity or institution (e.g., a Tourism Awareness Group/Pokdarwis) that serves as a formal partner to the government. This creates a bridge of more effective communication and collaboration, addressing the threat of suboptimal synergy.

Support for this strategy is strengthened by previous research by (Kustianingsih, 2022) which states that developing tourism based on local wisdom not only aligns with noble values but also provides a tangible positive economic impact. This finding is highly relevant, as it demonstrates that the implementation of Community-Based Tourism (CBT) on Maldives Beach has significant potential to open new business opportunities, increase income, and stimulate the local economy, in line with the overarching goals of national tourism development.

Thus, the conclusion is clear. The results of the SWOT analysis cannot be read in isolation. When integrated with the concept of sustainable tourism, Maldives Beach's strategic position explicitly points to Community-Based

Tourism (CBT) as the most appropriate development model. This approach can transform a cultural asset (Petik Laut) into a leading tourist attraction, while also serving as a mechanism to resolve internal and external issues, leading to the realization of sustainable tourism rooted in local cultural wisdom in Paciran, Lamongan Regency.

#### **4.2.2. CBT-Based Implementation Model for Maldives Coastal Tourism Development Strategy**

Based on a SWOT analysis and the urgency of cultural preservation, a local wisdom-based tourism approach through Community-Based Tourism (CBT) has proven to be the most effective strategy for Maldivian beaches. As stated by (Suhaimi et al., 2024) This type of strategy has been proven to have a positive impact in opening business opportunities and improving the local economy. To realize this potential, a concrete, structured, and synergistic implementation model is needed, outlining strategic programs and the roles of stakeholders.

##### **A. Priority Strategic Programs**

The implementation of this CBT strategy is realized through four main program pillars designed to maximize strengths, address weaknesses, capitalize on opportunities, and mitigate threats.

1. **Strengthening Institutions and Community Capacity:** Given weaknesses such as a lack of management experience, this tourism development requires significant development efforts. This program focuses on the formation or revitalization of Tourism Awareness Groups (Pokdarwis) as official managers. In line with this thinking, (Radja, 2019) A crucial step that must be taken is empowering and providing education to the community, with a focus on the technical aspects of managing tourist sites. This training should cover destination management, tour guiding (storytelling), finance, hospitality, and digital marketing.

2. **Developing Authentic Tourism Products Based on Local Wisdom:** The main strength of this destination is its local wisdom. As Ridhawati (2020) stated, local wisdom-based development is a way to maintain cultural values while maintaining the balance of nature. The main asset here is the Petik Laut Tradition, which, according to (Yubdina et al., 2024) It is a way for fishing communities to maintain a harmonious relationship with nature and express spirituality. This program focuses on packaging the Petik Laut tradition into an annual cultural tourism package, which is no longer merely a ceremony but has evolved to include religious elements and

gratitude to God. This package can be integrated with coastal cuisine and local crafts to create a profound and authentic tourism experience.

3. Digital Marketing and Image Building: To address promotional weaknesses, this program aims to build the digital image of Maladevis Beach as a "Cultural Ecotourism" destination. Actions include the creation and management of social media content (Instagram, TikTok) by trained Pokdarwis (tourism groups), promotion through tourism influencers, and optimization of information on digital platforms such as Google Maps.

4. Facility Improvement and Disaster Mitigation: To support sustainable tourism and address environmental threats, this program focuses on providing environmentally friendly facilities such as proper sanitation and waste management systems. Furthermore, to reduce disaster risks in coastal areas, this strategy should include the establishment of an emergency response team. As suggested by (Marini, 2022) Managers can collaborate with BNPB and BPBD to receive disaster mitigation training, so that tourism can operate safely and resiliently according to protocols when facing bad weather.

## **B. Synergy and the Role of Stakeholders**

The success of the above programs depends heavily on collaboration and a clear division of roles:

1. Local Communities/Pokdarwis (Main Actors): Act as the primary implementers and managers of tourism operations. They are responsible for maintaining the authenticity of the Petik Laut culture, providing services, and ensuring that the economic benefits directly reach the community.

2. Local Government (Facilitator and Regulator): Act as the primary supporter. As mentioned, in community empowerment efforts, managers can establish strategic partnerships with the local Fisheries and Tourism Office to integrate this development program with the Lamongan Regency government's programs. The government is responsible for providing legality, facilitating training, and assisting with promotion.

3. Academics and the Private Sector (Supporting Partners): Academics act as facilitators in providing training and research, while the private sector (travel agents, hotels) acts as business partners, helping market Maladevis Beach Lamongan tourism packages.

4. By integrating concrete programs ranging from community empowerment, cultural packaging, to disaster mitigation as well as the synergistic role of stakeholders, this implementation model provides a comprehensive roadmap to realize sustainable tourism at Maladevis Beach, Lamongan, which is firmly rooted in local wisdom.

## Conclusions

This study aims to analyze and formulate a local wisdom-based tourism development strategy at Maladevis Beach, Lamongan, through a SWOT analysis integrated with a Community-Based Tourism (CBT) approach. Based on the data analysis and discussion, this objective has been achieved and several key conclusions have been drawn.

First, the quantitative SWOT analysis confirms that Maladevis Beach has a strategic position with significant potential for development. A synthesis of key findings indicates that this destination falls into Quadrant I (Aggressive Growth), where the total score for internal Strengths (driven by its core assets of natural beauty and the unique Petik Laut tradition) and external Opportunities (especially the potential for cultural development as a leading attraction) significantly outweighs Weaknesses and Threats. This position indicates that the strategy should not simply be one of survival but rather of proactive growth.

Second, in response to this strategic position and to achieve the research objectives, the most effective development strategy is the implementation of a Community-Based Tourism (CBT) model. This study's contribution is to demonstrate that the CBT approach is not merely an idealistic option but a logical, data-driven strategic move. This strategy simultaneously: (a) Leverages core strengths (the Petik Laut tradition) to capture cultural tourism market opportunities; and (b) Serves as a mechanism to address identified internal weaknesses, such as low managerial capacity and community participation, through structured empowerment programs.

Thus, the main conclusion is that sustainable tourism development on Maladevis Beach cannot simply rely on existing potential. A planned strategic implementation model is needed, which in this study is formulated in the form of CBT-based priority programs including strengthening community institutions, developing authentic tourism products, digital marketing, and disaster mitigation—supported by synergy between stakeholders.

## Recommendations

Based on the main research findings, the following critical recommendations are formulated to ensure the effective and sustainable implementation of the Maladevis Beach tourism development strategy.

### Practical Recommendations

1. For the Community and Local Managers: The top priority is the transformation from informal potential to professional management. The first urgent step is to establish and legalize a management institution (Pokdarwis). This institution must proactively seek capacity-building programs to bridge the gap between ownership of cultural assets (the Petik Laut tradition) and technical competence in modern tourism management.

2. For the Lamongan Regency Government: The government's role must shift from direct intervention to creating a supportive ecosystem. This is realized through three key actions: (a) Facilitation, by simplifying regulations and providing mentoring; (b) Human Resource Investment, by allocating budgets for community capacity training, not just physical infrastructure; and (c) Amplification, by integrating Maladevis Beach into the regional tourism promotion agenda.

### **Academic Recommendations**

This research has formulated a supply-side strategy model. To complement and test this model, further research is recommended to focus on two crucial areas:

1. Implementation Impact Evaluation: Conduct a longitudinal study to quantitatively measure the economic and social impacts of implementing this CBT model after several years, to validate the effectiveness of the proposed strategy.

2. Demand-Side Analysis: Researching tourist perceptions, preferences, and behavior towards cultural tourism products such as the Petik Laut tradition to understand market potential in more depth and ensure product development is in line with demand.

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