

SWOT ANALYSIS : STUDY OF GUNUNG PUNTANG TOURISM AREA

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Abstract

The study adopted a qualitative descriptive method, utilizing primary data collection techniques that included direct observation of the site's physical operations and infrastructure, complemented by in depth, semi-structured interviews conducted directly with the Site Manager of the Gunung Puntang Tourism Area. The comprehensive findings reveal several interconnected key strengths that significantly contribute to the area's operational success and sustained market performance. Specifically, the research identifies the destination's strong strategic position and its highly unique natural and historical attractions as core drawing points that ensure visitor satisfaction and loyalty. Furthermore, the accessibility factor is robust, characterized by easy road access leading directly to the tourist area, which greatly enhances visitor convenience. Operationally, the site maintains high standards, evidenced by the provision of good infrastructure and supporting facilities and a well regarded reputation for responsive and effective complaint handling from the management team. Crucially, the study highlights the area's decisive competitive advantage: Gunung Puntang stands as the single primary tourist attraction offering this combination of nature and history within the immediate vicinity of the Malabar Cimaung area. These strategic elements collectively reinforce Gunung Puntang's status as a leading regional mountain tourism destination, offering valuable insights for sustainable management and informing future development strategies within West Java's dynamic mountainous regions. The purpose of this study is to collect data from Mount Puntang through a SWOT analysis to formulate management strategies for mountain tourism destinations management or investor in West Java, Indonesia, while ensuring minimal environmental impact.

Keywords: *Mountain Tourism, SWOT Analysis, Heritage, West Java, Gunung Puntang*

A. INTRODUCTION

Indonesia, an archipelago country renowned for its vast geographical and cultural diversity boasts their potential tourism sector that serves as a one of the major pillar of its national economy. With its vast regional potential, rich tourist attractions, natural beauty, cultural heritage, and community life, tourism plays a crucial role in enhancing a country's economic landscape (Afgani and Ngarbingan, 2025). This is evident in the significant contribution of the tourism sector to foreign exchange earnings, reflecting a positive trend in boosting a nation's income (Goenadhi and Rahadi, 2020). Beyond the globally recognized appeal of its marine and cultural tourism, the country actively promotes various forms of special interest tourism, most notably nature tourism. This segment encompasses a wide array of natural destinations, including forests, lakes, beaches, and, increasingly, mountain regions. The growing public demand both from domestic and international visitors, for immersive outdoor and adventure experiences necessitates the strategic

development of these natural areas, positioning mountain destinations as a critical and crucial component of the nation's efforts to diversify and enhance the quality of its tourism offerings.

West Java Province, often affectionately referred to as "Bumi Parahyangan," is characterized by an extensive range of picturesque mountains, establishing it as a prime mountain tourism destination in Indonesia. The presence of significant mountains that has been writtend in tourism research such as Gede Pangrango (Fasandra et al, 2018) and Papandayan (Yusuf and Goenadhi, 2024), has shown the rapid growth of activities like hiking, camping, and trekking. However, this accelerated growth is accompanied by critical management challenges. The continuous increase in visitor volume often results in burdening environmental issues, including waste accumulation, trail erosion, and the development of facilities that may contradict nature tourism principles. Consequently, there is an urgent need for the adoption of more systematic and sustainability-oriented management models.

Mountain tourism offers multifaceted benefits, ranging from recreation and physical well-being (relaxation and fitness) to valuable educational and historical insights. Gunung Puntang is a premiere mountain tourism destination located in Cempakamulya village, Cimaung District Bandung Regency. This destination offers exeptional natural charm, featuring landscape that integrates mountainous beauty, tropical fores and refreshing climates (Octavianny et al, 2018). Furthermore, Gunung Puntang holds significant historical importance as the site of a former biggest Dutch colonial radio station and is recognized for its superior Puntang Coffee, alongside its rich biodiversity, which includes the endangered Javan Gibbon. Furthermore it is emphasizes that a tourist attraction should consist of three essential elements: something to see (nature beauty, historical buildings and landmark, local arts, and culture), something to do (activities like riding, tasting traditional food, and local dances), and something to buy (souvenirs or memento) (Susianto et al, 2022). This unique synergy of natural beauty, historical heritage, and local economic potential makes Gunung Puntang an ideal subject for developing tourism management strategies.

To maximize Gunung Puntang's potential while effectively addressing its management challenges, the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis is proposed as an urgent strategic tool. This analysis is particularly vital given the public discourse raised by prominent figures, such as former West Java Governor Dedi Mulyadi (Kang Dedi Mulyadi or KDM), who has consistently voiced concerns regarding the potential for tourism development to "overburden nature," leading to ecological damage. Furhtermore, an increase in tourist visits to a destination such a mountain can have negative impacts, particularly for the local community, such as tourists disturbing the peaceful environment enjoyed by local residents, leading to clashes between different cultures and traditional customs (Joseph & Maiwa, 2011). Therefore employing SWOT will systematically help managers identify internal strengths (e.g., natural beauty and historical value), internal weaknesses (e.g., inadequate facilities), external opportunities (e.g., mountain tourism trends), and external threats (e.g., damaging development impacts or destination competition). The findings from this SWOT study are expected to provide measurable and applicable strategic recommendations that ensure the development of Gunung Puntang Tourism adheres to the principles of sustainability and environmental conservation, rather than compromising its natural assets for short-term gains and hopefully will driven strong point towards tourist satisfaction in the future. Additionally, the results of the SWOT analysis will be integrated with relevant regulations or policies in the form of legislation to serve as an academic research input, thus providing a scholarly contribution toward actions regulated by the prevailing laws in Indonesia.

B. RESEARCH METHOD

This study employs a Descriptive Qualitative Research approach. The descriptive design is chosen to provide a detailed, comprehensive, and in-depth account of the current situation and prevailing conditions of Gunung Puntang tourism. The qualitative method is essential for exploring complex, context-specific phenomena, such as the perceptions, experiences, and management challenges articulated by stakeholders. This approach allows the researcher to delve into the nuances of the destination's environment, avoiding the reduction of data into mere numerical measurements, and instead focusing on the rich description and interpretation of verbal and non-verbal data gathered from the field.

Primary data will be utilized to ensure the triangulation of information and enhance the rigor of the findings. In-depth, semi-structured interviews will be conducted with key informants selected through purposive sampling. Informants will include tourism management officials (site managers) and representatives of the local community, also observation will be conducted at the Gunung Puntang area to document the physical conditions of the site, infrastructure, visitor behavior, waste management practices, and compliance with conservation regulations. The interview was conducted on July 19, 2025, at the office of the Gunung Puntang tourist area management. The interviewee was the site manager of the Gunung Puntang area. The 30-minute interview focused on the discussion of the SWOT aspects of the Gunung Puntang tourist area. The data derived from this interview will be elaborated upon to generate academic recommendations aimed at developing the tourist area's strategy without imposing excessive burden on the environment.

Documentation served as secondary data will be collected from private documentation, previous academic studies to show the state of art related to the mountain tourism segment and the correlation to its future studic benefit. The Gunung Puntang tourist area encompasses a total area of 14 hectares, with its primary viewpoint being Puncak Mega. At the highest elevation of the site lies a flat landscape area known as Nagara Puntang. Nagara Puntang was the location of the Malabar Radio Station during the Dutch colonial era, serving as a biggest radio signal in Asia transmission facility directly connected to the Netherlands in Europe. In front of this facility, there is 'Kolam Cinta' (Love Pond), which is heart-shaped but, in fact, functioned as an directional indicator pointing towards the Netherlands. Currently, only the remnants of the Malabar Radio Station remain, which were deliberately destroyed during the historical 'Bandung Lautan Api' event. The location now features an amphitheater and a converted van operating as a café, named 'Berg.' This establishment serves as a food and beverage provider on the site, allowing visitors to leisurely enjoy the view of Puncak Mega while relaxing.

The core analytical technique for this research is the SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). The qualitative data collected will be processed through the following stages: Data Reduction, Data Display, SWOT Matrix Formulation (Matching Phase), Conclusion and Scientific Recommendations. SWOT Analysis is a systematic identification of various factors to formulate the company's strategy, by using this analysis method writer (Fasandra et al, 2018). Therefore the application of this analytical tool within the tourism sector is expected to yield findings that complement descriptive and qualitative observations and interviews. This rapid and accurate approach aims to reach the maximum number of decision-makers in the tourism industry. Furthermore, the analysis results are directly sourced from site managers, representing a direct synergy between government/business owner and academia, aligning with the tourism penta-helix model. It is also explains how SWOT analysis is applied in tourism development plans. Strengths

refer to understanding the strengths of a tourism area, which can then be developed to compete or further enhance its potential. In this context, strengths can be maximized to seize opportunities. Weaknesses refer to any factors that are unfavorable or detrimental to tourism. Weaknesses can typically be identified in areas such as weak promotion, poor service, lack of professionalism from internal staff, or limited public transport access to tourism area (Yoeti, 1995).

Relevant factors will be organized and categorized into the four quadrants of the SWOT matrix: Strengths (Internal Positive), Weaknesses (Internal Negative), Opportunities (External Positive), and Threats (External Negative). SWOT Matrix Formulation (Matching Phase): The internal factors (S and W) will be matched with the external factors (O and T) to formulate actionable strategies, including: SO Strategy (Maxi-Maxi): Utilizing Strengths to capitalize on Opportunities. ST Strategy (Maxi-Mini): Utilizing Strengths to avoid or minimize Threats, WO Strategy (Mini-Maxi): Minimizing Weaknesses by taking advantage of Opportunities, and finally WT Strategy (Mini-Mini): Minimizing Weaknesses and avoiding Threats.

C. FINDINGS AND DISCUSSION

The foundation analysis of Gunung Puntang tourism began with in-depth interview with the sites manager of the tourism area and reveals a mixed of critical internal and external factors. Key Strengths include the destination's diverse attractions (historic Malabar Radio Station Ruin, Nagara Puntang/Puncak Mega View) which cater to both historical education and modern trends (Instagrammable spots), coupled with highly responsive facility management and effective elimination of illegal levies (punli). Conversely, the primary Weaknesses stem from the site's limited, non-aggressive promotional activities and the necessary disengagement from managing highly dangerous hiking trails (Puncak Mega/Curug Siliwangi), which still pose risks to visitors such as hikers. Opportunities are strong, driven by the sustained high demand for outdoor and camping activities post-pandemic, the potential for international cooperation evidenced by visits from foreign stakeholders, and the unique brand value provided by local Puntang Coffee. The major Threats are environmental, specifically the potential for historical flash floods and the current governmental policy constraint, such as the Governor's moratorium, which hinders crucial infrastructure expansion plans.

Table 1. This table are the primary data taken from in-depth interview with the sites manager and transformed to SWOT Analysis on Gunung Puntang Tourism Area

External	Strength - S	Weakness - W
	<ol style="list-style-type: none"> 1. The unique appeal of Gunung Puntang, combining natural scenic beauty with cultural heritage (cagar budaya). 2. The local PGPI community acts as a support system. 3. Possession of very well maintained cooperative partners that assist in managing the facilities within the tourist area (Kafe Berg and River Deck Area). 	<ol style="list-style-type: none"> 1. Passive promotions due the vast popularity of the tourism area 2. There is a current absence of disaster preparedness and safety protocols designed for the mitigation of natural occurrences, including seismic activity, fires, and flooding. 3. Gunung Puntang Tourism area depends on weather condition and moonsoon season.
Internal		

Opportunities - O	S- O Strategy	W- O Strategy
<ol style="list-style-type: none"> 1. The total land area of 14 hectares can still be developed through a sustainable concept without imposing environmental stress or burden on nature. 2. Potential for the development of complementary or distinct types of tourist attractions along the access road to the main site. 3. Easy road access provides an opportunity for a steady increase in the number of visitors over time. 	<ol style="list-style-type: none"> 1. Focused strategy on leveraging its blended unique historical site or heritage and nature aesthetic strengths to capitalize on the high demand for outdoor tourism and international market potential. 2. Utilizing existing popular 'instagrammable' spots to create targeted digital content, appealing to the post-pandemic craving for experiential travel. 3. Create HR Base to mitigate pungli potential in the future. 	<ol style="list-style-type: none"> 1. Passive promotional efforts can be minimized by exploiting the massive external opportunity of high outdoor demand. 2. Management should initiate low-cost, high-impact digital campaigns centered around the Puntang Coffee theme such as promoting Puntang Coffee theme.
Threats - T	S- T Strategy	W – T Strategy
<ol style="list-style-type: none"> 1. The threat of unpredictable natural disasters such as landslides, earthquakes, or flash floods. 2. The presence of unauthorized individuals or entities attempting to exploit the name of Gunung Puntang for personal gain. 3. The lack of Knowledge between newbie or senior hikers due the motivation of hiking Puncak Mega (highest poin of Gunung Puntang area) regarding the dangerous area informed by the local. 	<ol style="list-style-type: none"> 1. Mitigating the external threats of natural disaster risk and policy constraints by deploying the site's core strengths. 2. The strong local community engagement, manifested in local HR absorption and the pungli elimination model. 	<ol style="list-style-type: none"> 1. Management must immediately address the unresolved safety issue regarding high-risk trails by intensifying public signage and digital warnings, clearly communicating the risks (landslide, getting lost, difficult evacuation) and disclaimers to prevent unauthorized ascents 2. The weakness of stalled infrastructure development must be converted into a strength by emphasizing conservation and sustainable resource management in all communication, thereby aligning the destination's brand explicitly with the government's ecological concerns,

The most robust strategic position for Gunung Puntang is the SO Strategy, focusing on leveraging its blended unique historical site or heritage and nature aesthetic strengths to capitalize on the high demand for outdoor tourism and international market potential. The management should utilize the site's rich historical background and the existing popular 'instagrammable' spots to create targeted digital content, appealing to the post-pandemic craving for experiential travel such as conducting partnership with social media influencer to enhancing Gunung Puntang Brand Image to raise the fame of tourism area (Destiana et al, 2022) . Furthermore, the established local HR base and the success in mitigating pungli should be marketed as a measure of quality and secure management, attracting high-end international visitors seeking authentic, well-managed ecotourism experiences, specifically through partnerships with the LMDH to promote Puntang Coffee globally. Two laws in Indonesia govern cultural affairs: Law No. 11 of 2010 concerning Cultural Heritage and Law No. 5 of 2017 concerning the Advancement of Culture. Therefore, it is crucial for the SO strategy to align with these two legislative acts (Soeroso, 2022).

The ST Strategy is vital for mitigating the external threats of natural disaster risk and policy constraints by deploying the site's core strengths. Given the policy moratorium and the history of flash floods, the management's strength in prompt and responsive facility maintenance must be shifted towards preemptive disaster risk reduction (DRR), such as improving drainage and flood barriers in the main camping areas. The strong local community engagement, manifested in local HR absorption and the pungli elimination model, should be mobilized into a decentralized, local surveillance system to quickly identify and report any signs of environmental instability or policy-breaking development, thus strengthening community resilience against unforeseen challenges. As mandated by Law No. 10 of 2009 concerning Tourism, the provision of public facilities and the construction of tourism facilities are considered essential components of a tourist destination, encompassing general infrastructure, public amenities, and tourism-specific facilities. Furthermore, the detailed explanation of general infrastructure specifically mentions security facilities, which includes the implementation of an early warning system for disaster response in vulnerable natural areas (Soeroso, 2022).

To address the weaknesses, the WO Strategy proposes tactical maneuvers that leverage external opportunities. The current weakness of passive promotional efforts can be minimized by exploiting the massive external opportunity of high outdoor demand. The management should initiate low-cost, high-impact digital campaigns centered around the Puntang Coffee theme, utilizing the LMDH product as an anchor for agritourism events rather than costly, high-risk conventional promotions. Furthermore beside of digital campaign, management must prioritize the continuous updating and modernization of the website, as it serves an effective medium for delivering rapid information (Xiang et al, 2015). Tourism destination website have become the primary information source for travelers during trip planning stage. Well designed website are likely enhancing the destination attractiveness and increasing tourist confidence (Taufiq et al, 2025). Simultaneously, the lack of control over the hazardous Puncak Mega trails can be turned into an opportunity by officially collaborating with the SAR/PGPI Volunteer Teams to provide certified, paid rescue services or guiding packages, thus formalizing safety measures without requiring the site manager to take on full trail management responsibility. In the context of tourism, area managers must confront challenges when developing communication strategies, which often involve intangible aspects. The challenge faced by tourism managers is to devise methods to substantiate this intangible image and to effectively assure tourists that the communicated benefits are indeed received as intended (Ginting, 2022).

The most conservative strategy, WT Strategy, aims to avoid threats while addressing critical weaknesses. The management must immediately address the unresolved safety issue regarding the

high-risk trails by intensifying public signage and digital warnings, clearly communicating the risks (landslide, getting lost, difficult evacuation) and disclaimers to prevent unauthorized ascents. The feasibility study of Gunung Puntang has been conducted and thus it said, management needs to recruiting qualified human resources in the tourism sector (Octavianny et al, 2018). In light of the Governor's moratorium, the weakness of stalled infrastructure development must be converted into a strength by emphasizing conservation and sustainable resource management in all communication, thereby aligning the destination's brand explicitly with the government's ecological concerns, which avoids conflict with the policy threat and positions Gunung Puntang as a leader in responsible ecotourism. Tourism facilities adhering to the concept of sustainability must embody the principles of environmental conservation, ecological education, community empowerment in management, utilization of existing resources, and minimization of environmental degradation (Soeroso, 2022).

D. CONCLUSION

The conclusions drawn from this study are as follows:

1. There are two laws in Indonesia govern cultural affairs: Law No. 11 of 2010 concerning Cultural Heritage and Law No. 5 of 2017 concerning the Advancement of Culture. Therefore, it is crucial for the SO strategy to align with these two legislative acts. These two legislative acts must not only be adhered to but should also serve as a bridging mechanism for Gunung Puntang's tourism area, ensuring that any site development is carried out in compliance with applicable laws and regulations and avoids environmental damage. This approach will foster an effective synergy among academia, business owners/managers, and the government.
2. The ST strategy and the WT strategy share a common focus on mitigating accidents caused by both natural factors and human error. Law No. 10 of 2009 concerning Tourism has elaborated in detail on tourism and explicitly mandates that public facilities within the tourism sector include an early warning system, which is critically necessary in natural tourist areas such as Gunung Puntang.
3. Although widely known, promoting Gunung Puntang coffee offers an alternative for the management to enhance the destination's image beyond existing attractions such as Nagara Puntang and the Malabar Radio Station. This strategy has the potential to attract a new segment of tourists to the Gunung Puntang tourism area. Collaboration with LMDH is essential, and the intensity of synergy needs to be increased to achieve this new objective."

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