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De Djawatan City Forest Management Strategy As A Tourist Attraction In Benculuk Village, Banyuwangi Regency

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Abstract

The complexity of managing tourist attractions becomes problematic when the tourist destination is also a conservation area. Conservation areas are currently often important locations for tourism activities. In conditions like this, urban forests are very much needed to improve the quality of the city's environment. This research is important to do because of the need for proper management efforts. Then, an in-depth evaluation is needed regarding effective and sustainable strategies in the De Djawatan city forest. In addition, by understanding external and internal factors, policies can be designed that can be implemented.

This research was conducted with the aim of producing an appropriate tourism management strategy in the De Djawatan city forest as a benchmark in managing tourism as a future tourist attraction. By analyzing current management conditions, then analyzing internal and external factors that influence tourism management. After that, a tourism management strategy is developed using qualitative methods and data analysis using IFAS, EFAS, and SWOT analysis. This is inseparable from the potential of De Djawatan to become a sustainable tourist attraction in order to have a positive impact on tourism stakeholders, local governments, and the surrounding community.

Keyword: management strategy, urban forest, tourism attraction, SWOT.

INTRODUCTION

Tourism is one of the strategic sectors that plays a role as a driver of economic growth, a source of employment, and a source of foreign exchange for a region. In Indonesia, tourism's contribution to the national Gross Domestic Product (GDP) continues to increase, reaching 5.8%

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in 2023 and projected to rise to 7.4% in 2027 (Central Statistics Agency, 2023). In addition to providing economic benefits, tourism also contributes to social interaction and improving the welfare of local communities (Biddulph, 2015; Lepp, 2007; Stetic, 2012). However, the management of this sector requires careful planning and active participation from various stakeholders so that the benefits produced can be sustainable (Lepp, 2008; Tosun, 2006).

Tourist destination management is a complex process because it involves many parties with diverse interests, such as the government, the private sector, and local communities. Challenges that often arise include lack of coordination, policy overlap, and unbalanced power relations among stakeholders (Larson & Poudyal, 2015; Scott & Marzano, 2015). The principles of good governance including transparency, accountability, responsiveness, fairness, effectiveness, efficiency, and participation are necessary to ensure fair, participatory, and sustainability-oriented management (Graham, Amos, & Plumptre, 2003; Farmaki, 2020). This is increasingly crucial for destinations that utilize natural potential and have a conservation function.

Banyuwangi, as a district at the eastern tip of East Java, has developed into one of the leading tourist destinations in Indonesia thanks to its natural wealth such as beaches, mountains, national parks, and forest areas. One of its iconic tourist attractions is the De Djawatan City Forest in Benculuk Village, which is famous for hundreds of trembesi trees that are more than a century old. This area initially functioned as a Timber Stockpile (TPK) owned by Perhutani, then modified into a tourist area since 2016, and is now managed by PT Palawi Risorsis in collaboration with Perhutani KPH South Banyuwangi. Despite having high ecotourism potential, De Djawatan faces various problems such as limited facilities, lack of community participation, and pros and cons related to the impact on the ecological function of the area.

Based on these conditions, an evaluation and management strategy that is able to accommodate the interests of all stakeholders, maintain environmental sustainability, and provide economic and social benefits for the surrounding community. This research aims to formulate an effective and sustainable management strategy for the De Djawatan City Forest.

LITERATURE REVIEW

Strategy

Strategy is the process of determining choices and decision-making in the use of resources to achieve organizational goals, taking into account the internal and external environment (Marpaung, 2000; Amirullah, 2004). Kaplan et al. (2004) define strategy as the way an organization creates value for stakeholders, customers, and society, which evolves with changes in the environment and internal capabilities. Strategic indicators include strength, customer value

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proposition, internal business processes (progress), complementary themes (themes), and strategic alignment (harmony).

According to Rangkuti (2001), strategy is a tool to achieve long-term goals, creating a competitive advantage (Chandler, 1962; Learned et al., 1965), and are incremental to meet customer expectations in the future (Prahalad, 1995). In this study, strategies were formulated using SWOT analysis, which identified strengths, weaknesses, opportunities, and threats. This analysis maximizes strengths and opportunities, as well as minimizes weaknesses and threats, so that strategic planning is aligned with the internal and external conditions of the De Djawatan City Forest to encourage a sustainable tourism future.

Management

Management in a broad sense is a good process and procedure to achieve organizational goals, including policy formulation, supervision, and implementation (Pardede & Suryawan, 2016). In the context of tourism, destination management is influenced by the role of the central and regional governments in setting policies, building infrastructure, encouraging community participation, and collaborating with the private sector (Ikhya et al., 2020). Strategic management is needed to avoid stagnation and adapt to environmental changes through four main stages: environment scanning, strategy formulation, strategy implementation, and evaluation and control (Wheelen & Hunger, 2010).

According to Liu & Western (in Pitana & Diarta, 2009), tourism management has four strategic functions: (1) protecting natural resources and the environment from degradation, (2) maintaining economic sustainability through foreign exchange contributions and income equity, (3) improving cultural integrity through dialogue and respect for local cultures, and (4) providing educational value to build concern for the sustainability of destinations.

This approach to tourism management theory is relevant to develop a management strategy for the De Djawatan City Forest that not only focuses on increasing visits, but also environmental conservation, community welfare, and improving the quality of tourist experience. Thus, sustainability-based management will support the long-term competitiveness of these destinations.

Tourist Attractions

Tourist attractions are the main element that motivates tourists to visit a destination. Widowati (2021) in Yoeti (1993) defines it as everything that is found in tourist destination areas and becomes a magnet for visitors. Law No. 10 of 2009 emphasizes that tourist attractions include

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uniqueness, beauty, and value in the form of natural wealth, culture, and man-made products that are the target of visits. Zaenuri (2012) added that tourist attractions are something interesting to see and enjoy and worthy of being marketed, while Suwartono (2004) called it a potential that encourages the arrival of tourists to an area.

Yoeti (2008) grouped tourist attractions into four types: (1) Natural Attractions such as beaches, waterfalls, mountains, flora, and fauna; (2) Build Attraction such as traditional houses, ancient buildings, and modern architecture; (3) Cultural Attraction includes historical relics, arts, museums, festivals, and traditional ceremonies; and (4) Social Attraction such as the social life of the community, language, and local traditions. In addition, Sholekhatu (2015) underlined that natural elements (climate, landscapes, hot springs), man-made products (monuments, crafts, places of worship), and people's ways of life are important attractions that can be offered to tourists.

Based on these various opinions, it can be concluded that tourist attractions are everything that has value, uniqueness, and the potential to attract tourists, so that it is the main reason for visiting a destination.

Tourism Management Theory

McCool and Moisey in Tourism, Recreation, and Sustainability (2008) emphasized that attractive tourist destinations are those that are able to maintain a balance between tourism development and the preservation of natural and cultural resources. The sustainable tourism approach, which places environmental and social aspects as a priority, is increasingly in demand by tourists who care about environmental issues. This is in line with Law Number 32 of 2009 Article 1 concerning Environmental Protection and Management, which emphasizes that the preservation of environmental functions must be carried out systematically and integrally to prevent pollution and environmental damage.

According to Liu and Western in Pitana & Diarta (2009), tourism management has a strategic role in four main aspects. First, protecting natural resources and the environment from degradation due to uncontrolled growth of the tourism industry and the impact of population growth in tourist areas. Second, ensuring economic sustainability by providing a stable source of foreign exchange and distributing economic benefits to the lower layers of society, especially in rural areas. Third, increasing cultural integrity through reciprocal relationships between tourists and local communities based on respect for each other's cultural existence. Fourth, providing educational values that arouse the awareness of all stakeholders about the importance of protecting tourism supporting resources through the learning process and instilling value.

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Based on this theoretical framework, tourism management can be a strategic reference in designing sustainable governance of the De Djawatan City Forest. This approach is not only oriented towards increasing the number of visits, but also prioritizing environmental conservation, the welfare of local communities, and improving the quality of tourist experience. Thus, the resulting management strategy will be more comprehensive, measurable, and able to support the sustainability and competitiveness of destinations in the long term.

METHOD

This study uses a qualitative descriptive approach to describe the phenomenon of De Djawatan City Forest management in depth, including tourism development, management conditions, internal-external factors, and sustainable strategies. The location of the research is in Benculuk Village, Banyuwangi, with a focus on the problem of coordination between stakeholders. The data used includes qualitative data (interview results, observations, documentation) and quantitative data (entrance rate, area area, number of visitors, questionnaire), sourced from primary and secondary data.

Data collection was carried out through interviews, participatory observations, documentation studies, closed questionnaires, and Focus Group Discussions (FGD). The triangulation method is used to increase the validity of the findings. Data analysis was carried out in a qualitative descriptive manner by categorizing, synthesizing, and compiling patterns of finding relationships. Furthermore, SWOT analysis is applied to identify strengths, weaknesses, opportunities, and threats outlined in the IFAS, EFAS, IE, and SWOT matrices to formulate management strategies that maximize potential while minimizing constraints.

RESULTS AND DISCUSSION

De Djawatan City Forest Management Strategy as an Effective and Sustainable Tourist Attraction

This study uses a qualitative approach by collecting data through observation, questionnaires, interviews, and Focus Group Discussions (FGD). The results of the FGD are expected to be recommendations for managers as a consideration in the management of the De Djawatan City Forest in the future. This study aims to formulate a management strategy for the De Djawatan City Forest as an effective and sustainable tourist attraction. McCool and Moisey in Tourism, Recreation, and Sustainability (2008) emphasized that the ideal destination is one that is able to maintain a balance between tourism development and the preservation of natural and cultural resources.

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The De Djawatan City Forest was initially only known as a stopover for the surrounding villagers, often used to rest after working in the rice fields. Over time, this area began to attract tourists, thus encouraging managers to provide supporting facilities for tourism activities. This phenomenon raises the need for a management strategy that not only increases the number of visits, but also provides environmental, social, and economic benefits in a sustainable manner.

To achieve this goal, this study utilizes analytical tools such as Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and Strengths, Weaknesses, Opportunities, Threats (SWOT). This analysis is used to identify the potentials and constraints that exist in the field, thereby producing management strategies that are relevant to actual conditions. This approach is in line with Widowati's views in Rangkuti (2024) which emphasizes the importance of designing strategies based on the real conditions of destinations to ensure sustainable management.

De Djawatan City Forest Internal Factor Evaluations Matrix

De Djawatan City Forest the IFE (Internal Factor Evaluation) matrix is used by researchers to analyze internal factors with the aim of identifying the strengths and weaknesses possessed in the De Djawatan City Forest. So, the IFE matrix will show how much potential the De Djawatan City Forest has to be managed.

Based on the results of the IFE matrix, it shows that the factor has its own uniqueness and attraction to be a great strength with a weighted score of 1.00, thus making it a great potential also to manage tourist attractions in the De Djawatan City Forest. These results can be seen in table 1 below.

Table 1. De Djawatan City Forest Internal Factor Evaluations Matriks

Internal Factors	Weight	Rating	Score
Strength			
1) Clean and comfortable urban forest for tourists	0,25	3	0.75
2) Has its own uniqueness and appeal	0,25	4	1,00
3) The surrounding community who began to participate in the management of	0,16	2	0,31
Total Strength	0,66		2,31
Weakness			
4) Lack of collaboration with tourism stakeholders	0,18	2	0,36
5) Doesn't have a waste management system yet	0,16	1	0,16

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Total Weaknesses	0,34		0,52
Total Number of IFE	1,00		2,84

Source: Data Results, 2025

From the results of table 1 above, it is known that the main weakness factor is that it does not have a waste management system with a weighted score of 0.16. Then, for the results of the overall calculation, a total of 2.84 was obtained, which shows that the De Djawatan City Forest internally in responding to its factors can be said to be average.

De Djawatan City Forest External Factor Evaluation Matrix

The EFE (External Factor Evaluation) matrix is used by researchers to analyze external factors aimed at identifying opportunities and threats from outside to the tourist attractions of the De Djawatan City Forest. In addition, the EFE matrix can be used to determine how much of an influence of external factors is faced by the De Djawatan City Forest.

Based on the results of the calculation using the EFE matrix, the factor that is the biggest chance is the Banyuwangi Event Festival with a weighted score of 0.89. The score of the factor is then in the form of a numerical value as in table 2 below.

Table 2. De Djawatan City Forest External Factor Evaluation Matrix

External Factors	Weight	Rating	Score
Opportunities			
1) There is support from the Banyuwangi district government	0,19	3	0,56
2) The Existence of the Banyuwangi Event Festival	0,22	4	0,89
3) Information Technology (IT) Advancements)	0,17	3	0,51
Total Opportunities	0,58		1,96
Threat			
4) The age of an old tree	0,25	4	1,01
5) Vulnerable to natural disasters and damage to nature and ecosystems	0,17	2	0,34
Total Threat	0,42		1,35
Total Number of IFE	1,00		3,30

Source: Data Results, 2025

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Based on table 2 above, the main threat factors are Vulnerable to natural disasters and natural damage as well as ecosystems with a weighted score of 0.34. Then, for the results of the overall calculation, a total of 3.30 was obtained, which shows that the De Djawatan City Forest externally in responding to this factor can be said to be high.

Grand Strategy Analysis of the IE Matrix of De Djawatan City Forest

Based on the calculation results of the IFE and EFE matrices that have been given weights, ratings and weighted average scores, then they will be combined in the internal and external matrices. IFE weight score on the X axis and EFE weight score on the Y axis. This matrix is used to determine the position of the De Djawatan City Forest so that it can be used to determine the appropriate grand strategy to be recommended in the De Djawatan City Forest. The total IFE score is 2.84 and the total EFE score is 3.30 which places the position of De Djawatan City Forest in cell IV (four). The De Djawatan City Forest can be seen in Figure 1 below.

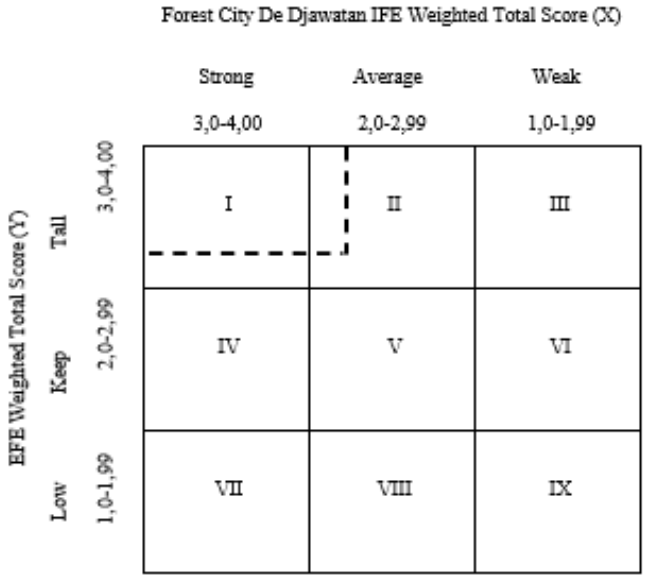


Figure 1. IE Matrix De Djawatan City Forest

Source: Data Results, 2025

Referring to Figure 1, the position of the De Djawatan City Forest in the IE matrix is in the internal and external categories with average to high levels. This condition shows that the internal strength possessed is able to cover some of the weaknesses that exist. There are three main strengths that can be maximized in management, namely clean and comfortable forest conditions for tourists, the existence of uniqueness and attraction, and the involvement of the surrounding

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community who are starting to participate in management. The use of this power is the key to increasing the competitiveness of destinations while maintaining environmental sustainability.

From the external side, the results of the analysis show that the De Djawatan City Forest has a great opportunity to be developed, despite threats that can affect the sustainability of management, especially related to potential environmental damage. By taking advantage of the available opportunities, this forest management is expected to continue to develop optimally, maintain the beauty of the environment, and minimize existing threats. A strong internal position is expected to be able to offset and even overcome the weighted score of larger external factors, so that the existence of the De Djawatan City Forest remains sustainable and provides sustainable benefits for the community and the tourism sector.

Formulation of the De Djawatan City Forest Grand Strategy

Based on the score in the IE matrix, with an IFE value of 2.84 and an EFE of 3.30, the location of the De Djawatan City Forest is in quadrant II. The strategy that can be carried out is explained by Widowati in Rangkuti (2024), for those in cell II. IV. can be best managed with a growth and built strategy (market penetration and product development) is a commonly used strategy.

A. Market Penetration Strategy

The market penetration strategy is a strategy that seeks to increase the market share for products that are already in the market today, through stricter marketing efforts. This tighter market penetration can avoid events such as the implementation of concert activities that can damage the environmental ecosystem, especially the garbage that will definitely accumulate in the De Djawatan City Forest. Market penetration is carried out by selling the uniqueness of the De Djawatan City Forest to visitors while maintaining the state and natural conditions in the De Djawatan City Forest. An effective market penetration strategy can be carried out by branding natural tourism through print media and the internet and can also expand networks and establish cooperation with stakeholders both government and private sector in promoting the De Djawatan City Forest. With this market penetration strategy, it is hoped that it can also increase and tighten supervision and nature conservation in the De Djawatan City Forest

B. Product Development Strategy

A product development strategy is a strategy that seeks to increase sales by improving, modifying, or innovating an existing product or service. The development that can be done by the De Djawatan City Forest is to maximize additional attractions that do not damage nature such as the kebo-keboan parade or similar traditional arts that can attract visitors. It is hoped that later it

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will be possible to create quality and competitive tourist destinations. The development of this product also needs to be accompanied by a better waste management system, so that the increase in visits later does not cause a pile of waste.

SWOT Matrix

In this study, a number of alternative strategies that can be applied to support the management of the De Djawatan City Forest effectively and sustainably are examined. Based on the results of the analysis of the internal and external environment that have been described previously, the SWOT matrix is used as a tool to identify and formulate strategies that are most suitable for the actual conditions in the field. The analysis through this SWOT matrix produces several alternative strategies that can be implemented to maximize potential and minimize existing obstacles.

These strategies are formulated by taking into account the strengths, weaknesses, opportunities, and threats possessed by the De Djawatan City Forest, so that it is expected to be able to provide adaptive management direction to internal and external dynamics. The details of these alternative strategies are presented in full in Table 3, which describes the relationship between internal and external strategic factors and the management direction that can be taken in the future.

Table 3. SWOT Matrix of De Djawatan City Forest

IFAS / EFAS	Strength	Weakness
	a. Clean and comfortable urban forest for tourists b. Has its own uniqueness and appeal c. The surrounding community who began to participate in the management of	d. Lack of collaboration with tourism stakeholders e. It does not have a waste management system yet.
Opportunity	**S-O Strategy**	**W-O Strategy**
a. There is support from the	1. Taking advantage of the potential of the De	1. Improving the quality of human resources of

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Banyuwangi district government. b. The existence of the Banyuwangi Event Festival. c. Information Technology (IT) Advancement.	Djawatan City Forest to sell tour packages online and more attractive. 2. Improving the quality of cleanliness, comfort, facilities and infrastructure of the De Djawatan City Forest.	industry players and knowledge related to waste management in the De Djawatan City Forest by conducting counseling.
Threats	**S-T Strategy**	**W-T Strategy**
d. The age of the old tree. e. Vulnerable to natural disasters and damage to nature and ecosystems.	1. Exploring the potential and strengthening the authenticity of nature, historical value, tradition and culture in the De Djawatan City Forest. 2. Improving Disaster Mitigation in De Djawatan City Forest.	1. Pay attention to the quality of service and cooperation between stakeholders. 2. Increase public awareness and discipline in managing waste.

Source: Data Results, 2025

Table 3 above is compiled based on the results of data collection through the FGD method (in-depth interviews and observation), which involves direct interaction between researchers and informants, as well as between informants themselves (Sutopo, 2006). From this process, various inputs and ideas were identified which were then formulated into strategies to produce relevant programs. The program is designed to fit actual conditions as well as take into account factors that allow it to be implemented effectively in the field. According to Widowati in Rangkuti (2024), strategy is an important instrument that determines the success of achieving the vision, mission, and goals of an activity, as well as being the key to creating sustainable competitiveness.

In the context of tourism management, strategy development means efforts to maximize the use of existing tourism resources, both directly and indirectly, to support the creation of

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sustainable tourism. Therefore, each strategy formulated is equipped with specific programs directed at strengthening tourist attractions, increasing community participation, preserving the environment, and encouraging local economic growth. The programs that support each of these strategies can be seen in the following description.

1. Strategy (SO1) Harnessing the Potential of the De Djawatan City Forest to sell tour packages online and more attractive.

De Djawatan City Forest can increase sales of tour packages by utilizing creative and integrated online marketing strategies. Key steps include creating user-friendly websites and mobile apps, engaging visual design with quality photos and videos, and SEO optimization. Promotional content can be articles, blogs, and videos about tourist attractions, travel experiences, and environmental conservation.

Promotion on social media (Instagram, Facebook, TikTok, YouTube) needs to be strengthened with relevant hashtags, collaborations with influencers, and diverse tour package offers ranging from short visits to overnight packages with additional activities such as picnics, preweddings, or nature photography.

Collaboration with hotels, restaurants, and local service providers can create bundling packages, supported by experienced tour guides. A secure and easy-to-use online booking system will improve the convenience of travelers. This approach is expected to make the De Djawatan City Forest the main choice of Banyuwangi natural tourism, while encouraging tourists to visit longer and come back.

2. Strategy (SO2) Improving the quality of cleanliness, comfort, facilities and infrastructure of the De Djawatan City Forest.

Improving facilities and services in the De Djawatan Urban Forest requires a comprehensive and sustainable strategy that prioritizes comfort, safety, and environmental sustainability. Basic infrastructure such as good road access, adequate parking areas, rest facilities, toilets, garbage cans, and security fences in at-risk areas are priorities. The placement of trained tour guides, clear evacuation routes, and conservation activities such as tree planting will maintain the balance of the ecosystem. Supporting facilities such as picnic areas, playgrounds, and well-organized local food stalls can also increase visitor comfort while supporting the community's economy.

In addition, regular training for staff on customer service, local knowledge, and emergency response will strengthen the quality of service. Information centers and digital systems such as online ticket booking and mobile applications containing routes, facilities, and activities will make it easier to plan your visit. The involvement of local communities through training and

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environmental education activities will strengthen their participation in tourism management. Effective promotional strategies through social media, blogs, official websites, and hygiene and safety campaigns can expand the reach of tourists. This approach is expected to improve the tourist experience, preserve the historic De Djawatan City Forest since the Dutch colonial era, and encourage sustainable visits.

3. Strategy (WO1) Improve the quality of human resources of industry players and knowledge related to waste management in the De Djawatan City Forest by conducting counseling.

Improving the quality of human resources of tourism industry players in the De Djawatan City Forest can be done through counseling to the local community and planning effective and sustainable strategies. The first step that needs to be taken is a survey and analysis of needs to identify skills and knowledge that are still lacking among the community. The results of this survey will be the basis for determining the relevant types of training, such as technical skills, tourism management, knowledge of the environment and ecosystem, and customer service.

Based on these results, it is necessary to develop an ongoing training program that includes regular training sessions and seminars involving professionals from the tourism, environmental, and business industries. Field practical training should be an integral part of the program so that participants can apply knowledge in real-world situations. Collaborations with educational institutions, universities, and professional training institutions are also a strategic step to provide research-based training as well as practical experience.

The training curriculum should be designed in a systematic and easy-to-understand manner, covering topics such as ecotourism, digital marketing, tourism security, and environmental management. The integration of local wisdom and local culture is important to build a sense of belonging and community commitment. The use of technology and digital media, such as e-learning platforms and social media groups, can provide flexible access to training and expand the reach of information.

In addition, experienced industry players can act as mentors for people who are just starting a tourism business. Additional training in small business management, finance, marketing, and leadership will strengthen the capacity of local tourism business management. To ensure the success of the program, regular monitoring and evaluation should be conducted to assess the effectiveness of the training and identify areas for improvement. Participant feedback is an important reference in improving the training program.

With the implementation of this strategy, it is hoped that local communities can be more empowered, provide quality services to visitors, and encourage effective, sustainable, and environmentally sound tourism growth in the De Djawatan City Forest.

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4. Strategy (ST1) Exploring the potential and strengthening the natural authenticity, historical value, tradition and culture in the De Djawatan City Forest.

Harnessing the potential of the De Djawatan City Forest requires a holistic approach that emphasizes sustainability and the active involvement of local communities. The uniqueness of nature, historical value, and cultural traditions in this region are important capital that must be explored and maintained. The first step can be done by collecting comprehensive data on the diversity of flora and fauna, environmental conditions, and local historical and cultural heritage. Conservation programs based on community participation, such as native vegetation maintenance, environmental monitoring, and habitat destruction prevention, are the main foundations of conservation. Eco-friendly tourism activities, such as hiking, animal watching, or nature photography, can be developed to attract visitors who care about nature conservation.

Strengthening local historical and cultural values is also an important part of the management strategy. The establishment of information centers or mini-museums that exhibit artifacts, folklore, and traditional documentation can enrich tourists' insights. Community-based tour packages, cultural festivals, traditional art performances, and promotion of local cuisine will create an authentic travel experience while empowering locals. The development of homestays by local residents can provide direct economic benefits as well as strengthen the relationship between tourists and hosts.

To support sustainability, it is necessary to increase community capacity in tourism management, services, and digital marketing. The use of social media and online platforms to showcase natural beauty, cultural richness, and historical uniqueness will expand the reach of promotion. With this strategy, the De Djawatan City Forest has the potential to become a leading tourist destination that is not only visually appealing, but also socially, economically, and ecologically sustainable.

5. Strategy (ST2) Improving Disaster Mitigation in De Djawatan City Forest.

To improve visitor safety while preserving the environment in the De Djawatan City Forest, comprehensive and coordinated strategic actions are needed. The first step that can be taken is the installation of a disaster monitoring system, such as CCTV to monitor the condition of trees and visitor activities. This system allows officers to provide quick help in the event of an emergency. An early warning system connected to the information center is an important element, so managers and visitors can receive disaster notifications in real-time.

Increasing awareness and preparedness of local communities and tourists must also be a priority. Information about potential disasters can be conveyed through warning boards, brochures, and live learning sessions at tourist sites. Meanwhile, the construction of disaster-

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resilient infrastructure such as bridges, walkways, and recreational areas needs to use sturdy and environmentally friendly materials. Efforts to prevent soil damage, such as reforestation and soil conservation programs in landslide-prone areas, can be carried out with local communities to add a layer of nature protection.

A clear, easy-to-understand evacuation plan equipped with a barrier-free evacuation route to a safe area needs to be prepared. Cooperation with the Regional Disaster Management Agency (BPBD), nearby hospitals, and related agencies will strengthen the integrated emergency response. To reduce the economic impact of disasters, managers can insure tourism infrastructure and assets and prepare emergency funds for post-disaster recovery.

Information technology can also be used optimally, for example through mobile applications and online platforms that provide weather information, potential disasters, and safety guides. Risk assessments and disaster mitigation readiness audits must be carried out periodically to ensure that the early warning system is effective and the entire infrastructure is in excellent condition. With these steps, the De Djawatan City Forest can become a safe, comfortable, and sustainable tourist destination.

6. Strategy (WT1) Paying attention to the quality of service and cooperation between stakeholders.

Increasing visitor satisfaction and comfort in the De Djawatan City Forest requires serious attention to the quality of services and facilities available. Human resources in the tourism sector must be equipped with training that includes customer service, communication skills, knowledge of tourist areas, and an understanding of safety and health. Facilities such as clean toilets, comfortable rest areas, adequate garbage cans, and well-organized parking areas are important factors that support the comfort of tourists. All of these facilities must be maintained and inspected periodically to ensure that they remain in excellent condition. The provision of information boards, brochures, and mobile applications that contain location guides, routes, and facilities will make it easier for visitors to explore tourist areas.

The use of information technology can also encourage improvement in service quality, for example through travel guide applications, online ticket booking systems, to chat or phone-based customer service. Providing free Wi-Fi networks in certain areas will add to the convenience of visitors while allowing them to share their experiences in real-time. The involvement of local communities in management, such as homestay programs, culinary tours, or environmental hygiene counseling, not only enriches authentic tourism experiences but also provides economic benefits to the surrounding community.

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To maintain the sustainability of service improvements, feedback from visitors must be effectively managed through satisfaction surveys, online reviews, or suggestion boxes at tourist sites. Quick responses and tangible improvement steps will strengthen a destination's reputation, increase visitor loyalty, and encourage them to come back. With good service, De Djawatan City Forest has the potential to become a destination that not only attracts tourists, but also excels in competitiveness and sustainability.

7. Strategy (WT2) Increase public awareness and discipline in managing waste

To maintain natural beauty, ensure the sustainability of tourism, and improve the quality of life of local residents, efforts are needed to increase the understanding and awareness of the community around the De Djawatan City Forest. The first step can be taken through regular education and counseling programs involving local schools, communities, and non-governmental organizations, with a focus on tourism ethics, environmental conservation, and hygiene. In addition, the implementation of clear regulations and consistent law enforcement are the keys to success. Local governments need to establish regulations related to waste management, prohibitions of destruction of nature, and rules of conduct in tourist areas, accompanied by strict sanctions for violators. To ensure compliance, regular supervision by authorized officers must be carried out on an ongoing basis.

Active community participation can also be strengthened through the gotong royong program to clean tourist areas regularly, so as to grow a sense of belonging to the destination and strengthen solidarity between residents. Community leaders and local leaders have a strategic role as role models as well as drivers of environmental awareness campaigns. More than just maintaining sustainability, the public needs to be aware of the economic opportunities that can be obtained from well-managed tourism. Thus, the management of the De Djawatan City Forest is not only able to maintain its natural attractiveness, but also provides real benefits for the welfare of the local community in a sustainable manner.

CONCLUSION

Based on the initial stage of the analysis of the IFE and EFE matrix, 10 key factors were found that have an influence on the management of the De Djawatan City Forest. Meanwhile, in the analysis of the IE matrix, it can be explained that the grand strategy of the De Djawatan City Forest is at an average and high where the position includes urban forests that are clean and comfortable for tourists, have their own uniqueness and attraction, and the surrounding community that begins to participate in the management.

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Furthermore, at the SWOT analysis stage, seven alternative strategies for effective and sustainable management of Urban Forests were obtained. The formulation of SWOT analysts' strategies is carried out with a Focus Group Discussion (FGD). Based on the FGD, it was concluded that the provision and improvement of infrastructure need to be carried out. It is necessary to pay attention if there is an overvisit so as not to damage the environment. Warning against Mass, This is because if mass tourism occurs in the forest of De Djawatan City, it can threaten environmental damage. The waste problem that has not been resolved so that it can be realized immediately so that the goal of becoming sustainable can be achieved.

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