



Enhancing Regional Growth through Thematic Tourism Packages: A Case Study from Tapanuli Tengah Regency, Indonesia

Utama Graha Maulana^{++ *1}, Agus Purwoko²,
Lindawati³

¹ Regional and Rural Development Planning, Graduate School, Universitas Sumatera Utara, Medan, Indonesia

^{2,3} Regional and Rural Development Planning, Lecturer, Universitas Sumatera Utara, Medan, Indonesia

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Article Information

<https://doi.org/10.70471/2gy1d226>

Received: 09/07/2025

Accepted: 21/07/2025

Published: 22/07/2025

Original Research Article

Abstract

This research investigates the potential for regional development through thematic tourism packages in Tapanuli Tengah Regency, Indonesia. Employing a mixed-methods approach that combines qualitative descriptive analysis with quantitative tools such as SWOT and the Tourism Object and Attraction Evaluation Guidelines (ODTWA), the study assesses four tourist destinations: Makam Papan Tinggi, Kalimantan Island, Sipitu-pitu Waterfall, and Aek Bottar Waterfall. The findings reveal that Makam Papan Tinggi and Kalimantan Island are highly suitable for development, while the other two require infrastructure upgrades, particularly in terms of access and lodging facilities. The Strengths-Opportunities (SO) strategy emerges as the most effective option for fostering sustainable

⁺⁺ Indonesia;

*Corresponding author: Email: utamagmaulana@gmail.com

Cite as Maulana, U. G., Purwoko, A., & Lindawati. (2025). Enhancing Regional Growth through Thematic Tourism Packages: A Case Study from Tapanuli Tengah Regency, Indonesia. Asian Multidisciplinary Research Journal of Economy and Learning, 2(7), 11–22. <https://doi.org/10.70471/2gy1d226>

tourism, highlighting the importance of local community engagement and supportive public policies. The study concludes that a well-coordinated tourism package can boost regional revenue and improve community well-being, offering a scalable model for other regions with rich but underdeveloped tourism assets.

Keywords: *Tapanuli Tengah, tourism package, regional development, SWOT analysis, ODTWA, sustainable tourism, accessibility*

1. Introduction

Tourism holds a pivotal position in Indonesia's economic framework, serving not only as a major revenue generator but also as a key driver of regional advancement. Prior to the COVID-19 pandemic, the tourism industry contributed approximately 5.0% to the country's Gross Domestic Product (GDP), underscoring its importance not just for national economic growth, but also for fostering local employment and supporting small-scale businesses (Pan, 2024; Li, 2018).

In response to the sharp decline experienced in 2020 due to the pandemic, the Indonesian government launched several recovery initiatives to revitalize the tourism and creative sectors. Prominent among these were campaigns such as "Bangga Buatan Indonesia," "Bangga Berwisata di Indonesia," and "Indonesia Care." These programs aimed to stimulate domestic spending and travel, while also enhancing health and safety standards within the tourism industry (Efthimiou, 2024; Karunanithi, 2024).

Current statistics reflect a robust revival of domestic tourism. In 2022, domestic tourist trips surged to 734.86 million, and by mid-2023, the number had already reached 433.57 million. This notable rebound indicates a growing public enthusiasm for exploring local destinations and highlights the rising significance of domestic travel in the post-pandemic era (Litvinova, 2023; Rwigema, 2024).

This upward trend is also evident in North Sumatra, particularly in Tapanuli Tengah Regency, where new tourist attractions like Pulau Kalimantan, The Caldera, and Hill Park Sibolangit have emerged. These developments, supported by both government efforts and private sector investment, are positioning the region as a strategic hub for tourism development.

Tapanuli Tengah offers a wide range of tourism resources, from unspoiled beaches and waterfalls to sites of religious and cultural heritage. A key example is Makam Mahligai in Barus, a site regarded as one of the earliest points of Islamic introduction in the Indonesian archipelago. The combination of natural beauty and historical relevance gives the region a distinctive advantage for developing heritage and ecotourism (Satrya, 2023; Kiper, 2013).

Nevertheless, despite these advantages and growing visitor interest, the region continues to face significant challenges. In 2023, the average hotel occupancy rate remained under 40%, and the typical length of stay was just 1.35 nights. These metrics suggest limited tourist engagement with local offerings, indicating shortcomings in service integration and strategic tourism planning (Obradovic, 2023).

One potential solution lies in the development of thematic tour packages, which can combine attractions, accommodations, and services into unified travel experiences. Such packages may encourage extended stays, enhance visitor satisfaction, and generate greater economic benefits for local communities (Chaisriya et al., 2024).

To explore this approach, the study employs the Tourism Object and Attraction Evaluation (ODTWA) method alongside SWOT analysis. While ODTWA offers a systematic way to evaluate destinations based on factors like accessibility, infrastructure, and environmental conditions, SWOT analysis provides insight into the internal and external factors shaping tourism development (Ghanbari, 2012).

A critical component of successful tourism development is multi-stakeholder collaboration. In Tapanuli Tengah, the effective growth of the sector relies on cooperative efforts among local authorities, private enterprises, and community stakeholders. Ensuring that tourism

development is inclusive and culturally appropriate requires strong governance and active public participation (Usmaedi, 2024).

This research seeks to assess the viability of tour package-based regional development in Tapanuli Tengah. Through in-depth site evaluations and consultation with relevant stakeholders, the study aims to propose actionable strategies to boost the local economy and foster sustainable tourism. The results are intended to provide valuable insights for policymakers and practitioners looking to apply similar models in other regions with untapped tourism potential (Wang D, 2020).

2. METHODS

2.1 Research Design

This study employed a mixed-methods approach, combining qualitative descriptive exploration with quantitative evaluation. The qualitative design focused on capturing stakeholder perspectives, while the quantitative component involved systematic evaluation of tourism objects using structured scoring models. The goal was to assess tourism potential and formulate applicable development strategies based on empirical site assessments.

2.2 Population and Sample

The population included key tourism stakeholders: policymakers, local business actors, community members, and tourism influencers. A purposive sampling strategy was used to select 31 informants across four research sites—Makam Papan Tinggi, Pulau Kalimantan, Air Terjun Sipitu-pitu, and Air Terjun Aek Bottar. The sample consisted of 5 policymakers, 12 tourism operators, 12 local residents, and 2 influencers.

2.3 Data Collection

Three primary techniques were used for data collection:

- Interviews with stakeholders to gather qualitative insights on tourism package feasibility.
- Field observations to assess infrastructure, environmental features, and accessibility at each site.
- Documentation review, including government reports and regional planning data relevant to tourism development.

2.4 Operational Definitions and Variables

The study used two analytical models. First, the Object and Attraction Evaluation (ODTWA) model, which assessed tourism feasibility across variables such as attraction appeal, accessibility, accommodation, supporting facilities, environmental cleanliness, safety, and comfort. Second, SWOT analysis was used to identify internal and external strategic factors influencing development potential.

2.5 Validity and Reliability Testing

To ensure research rigor, triangulation of interview, observation, and documentation data was applied. Consistency of responses across stakeholder groups was used to validate qualitative findings. Quantitative indicators were derived from standardized scoring matrices to minimize subjectivity and enhance reliability.

2.6 Data Analysis

Qualitative data were organized using thematic analysis, while the ODTWA results were tabulated and scored to yield feasibility indices. SWOT analysis was conducted by calculating IFAS and EFAS scores to derive strategic alternatives. Results were visualized using matrices to facilitate interpretation and policy recommendation.

2.7 Ethical Considerations

The study adhered to ethical research standards, including voluntary participation, informed consent, and respondent anonymity. All interviews and observations were conducted respectfully, in line with local cultural norms, and with the approval of relevant authorities.

3. Results and Discussions

3.1 Result

3.1.1 Overview of Tapanuli Tengah as a Tourism Region

Tapanuli Tengah Regency in North Sumatra represents a mosaic of natural beauty and historical significance. Stretching across coastal and highland ecosystems, the region is home to a wide range of attractions—from tropical islands and waterfalls to ancient Islamic heritage sites. The regency comprises 20 districts with a combined population of approximately 403,000 people. Despite this rich landscape and demographic potential, tourism development remains uneven, with central hubs like Pandan district outperforming remote areas.

The area's geographical positioning between Aceh and the Indian Ocean makes it a strategic corridor for marine and cultural tourism. However, a lack of interconnectivity among attractions and supporting infrastructure, particularly in remote sub-districts, has inhibited the creation of seamless tourism experiences. A unified strategy that packages these assets into coherent, thematic offerings could help bridge these gaps and amplify the region's visibility on national tourism maps.

Figure 1. Administrative and Tourism Map of Tapanuli Tengah



3.1.2 Tourist Site Assessment Using ODTWA

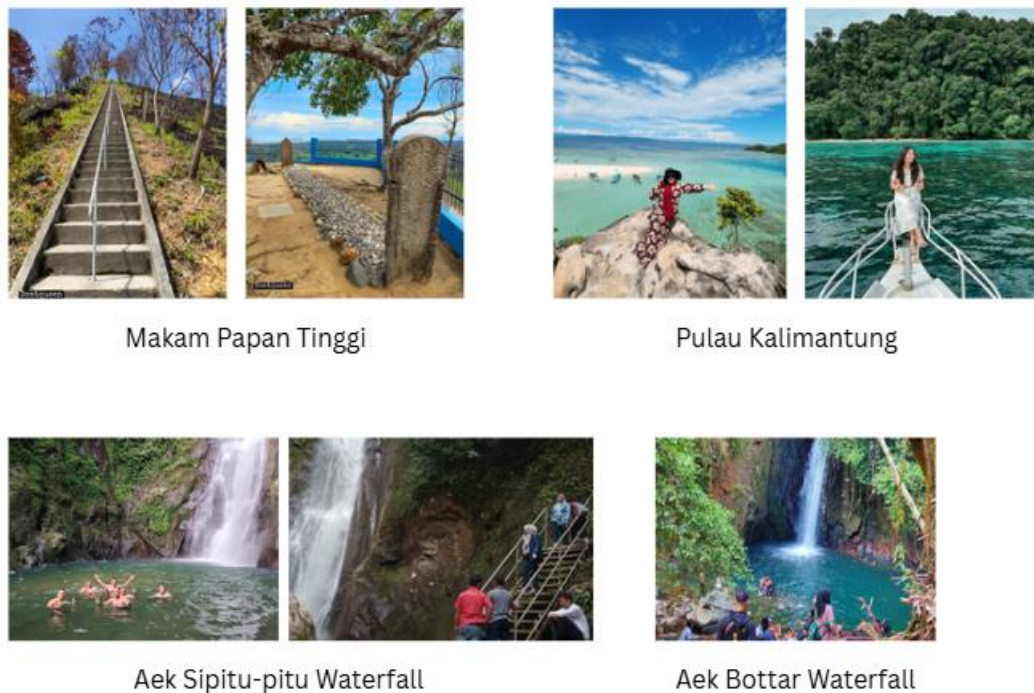
The evaluation of the four primary tourist sites—Makam Papan Tinggi, Pulau Kalimantan, Air Terjun Sipitu-pitu, and Air Terjun Aek Bottar—was conducted using the ODTWA (Object and Attraction Evaluation) model. This model scores destinations on parameters such as attractiveness, accessibility, accommodation, safety, and supporting infrastructure.

Results indicate that Makam Papan Tinggi and Pulau Kalimantan scored above the 66.6% threshold, qualifying them as highly suitable for development. Pulau Kalimantan, often described as the “Maldives of Tapanuli Tengah,” offers clear waters and snorkeling experiences, while Makam Papan Tinggi appeals to cultural and religious tourists. In contrast, Air Terjun Sipitu-pitu and Aek Bottar, though visually stunning, fell short due to access limitations and a lack of visitor facilities, placing them in the “not yet feasible” category.

Table 1. ODTWA Evaluation Results for the Four Tourist Sites

No.	Name of Tourist Attraction	Index (%)	Feasibility Status
1	Makam Papan Tinggi	84.35	Feasible
2	Pulau Kalimantan	71.02	Feasible
3	Aek Sipitu-pitu Waterfall	65.40	Not Yet Feasible
4	Aek Bottar Waterfall	64.75	Not Yet Feasible

Figure 2. Photos of Sites with ODTWA Component Scores



This data highlights a developmental imbalance: while some sites are “ready to go,” others require significant foundational investments—such as road upgrades, signage, rest areas, and sanitation facilities—to be viable within a regional tour package framework.

3.1.3 Stakeholder Perceptions of Tour Packages

Interview data from 31 informants representing four stakeholder categories confirmed strong interest and optimism regarding tourism packaging. Policymakers viewed packaged tours as a tool to organize and extend tourist flows beyond iconic coastal areas. Business actors saw potential in building supporting services such as homestays, boat rentals, and guided tours. Community members expressed hope that increased visits could translate into greater economic inclusion and job creation, especially for youth and women.

Thematic segmentation emerged as a key insight. Respondents suggested packaging tourism into categories—e.g., “Islamic Heritage Trails,” “Jungle and Waterfall Expeditions,” or “Marine Leisure Routes”—to meet diverse market interests. However, they also noted the need for institutional support in marketing and logistics to operationalize these ideas.

Table 2. Thematic Summary of Stakeholder Interviews by Group

Stakeholder Group	Common Themes Identified
Policymakers	- Acknowledge the potential of tour packages to boost regional revenue. - Emphasize the need for infrastructure support and regulatory coordination.
Tourism Operators	- View tour packages as a tool for business expansion and tourist retention. - Request more government promotion and logistical support.
Local Communities	- Expect economic benefits from increased tourist visits. - Show willingness to participate in package implementation with proper guidance.
Influencers	- Believe themed packages can attract targeted travel segments (youth, heritage, nature lovers). - Advocate for digital marketing integration.

This convergence of interest between stakeholders signals a fertile policy window. If properly guided, these groups could co-create tailored tourism experiences, reducing visitor leakage and increasing regional economic circulation.

3.1.4 Classical Assumption Testing

To translate site assessments into actionable strategies, a SWOT analysis was conducted. Internal strengths include high natural and cultural appeal, growing community awareness, and local storytelling traditions. External opportunities include increased domestic tourism, digital promotion platforms, and alignment with national tourism recovery programs. On the downside, internal weaknesses were mainly infrastructural—insufficient accommodations, low hygiene standards, and inadequate signage. External threats included environmental degradation due to unmanaged visitation and potential tourism saturation in fragile ecosystems.

3.1.5 Internal Factor Analysis Summary (IFAS)

To formulate an effective tourism-based regional development strategy in Tapanuli Tengah, an Internal Factor Analysis Summary (IFAS) was developed to identify the region's key strengths and weaknesses. This analysis was based on empirical field observations and stakeholder interviews, and scoring was conducted using weighted ratings for each factor.

a. Identified Strengths

The internal strengths highlight the strategic tourism assets found at the four primary destinations: Makam Papan Tinggi, Pulau Kalimantan, Aek Bottar Waterfall, and Sipitu-pitu Waterfall. The main strengths identified include:

1. High natural tourism potential and unique attractions at each site.
2. Local community hospitality, which fosters a welcoming environment for visitors.
3. Pristine natural landscapes that offer ecotourism appeal.
4. Strong cultural and religious value, particularly the Islamic heritage linked to Makam Papan Tinggi.

These factors were scored as follows:

Table 3. Scoring and Weighting of Internal Factors

No.	Strengths	Weight	Rating	Score
1	High potential of natural and cultural tourist attractions (Makam Papan Tinggi, Sipitu-pitu, Aek Bottar, Pulau Kalimantan)	0.25	4	1.00
2	Hospitality and openness of local communities	0.25	4	1.00
3	Authenticity and ecological integrity of natural sites	0.25	4	1.00
4	Historical and religious significance (Islamic heritage in Barus)	0.25	3	0.75
Total		1.00		3.75

b. Identified Weaknesses

Despite these strengths, several internal weaknesses were identified that could inhibit tourism development:

1. Lack of comprehensive information and promotion of tourist sites.
2. Poor road access to key attractions, especially Sipitu-pitu and Aek Bottar.

3. Inadequate tourist facilities (e.g., signage, sanitation, accommodation).
- Limited intergenerational transmission of site historical significance.

Table 4. Scoring and Weighting of Internal Weaknesses

No.	Weaknesses	Weight	Rating	Score
1	Lack of promotional strategies and site information	0.26	4	1.04
2	Poor accessibility, especially to waterfalls	0.26	4	1.04
3	Inadequate supporting facilities at remote sites	0.26	4	1.04
4	Weak transmission of cultural-historical knowledge	0.22	2	0.44
Total		1.00		3.56

The final internal score difference is **+0.21** (3.75 – 3.56), indicating that strengths marginally outweigh weaknesses. This positive balance suggests that internal resources and tourism assets in Tapanuli Tengah can be leveraged effectively, though improvements in infrastructure and promotion remain urgent.

3.1.5 Internal Factor Analysis Summary (IFAS)

External factors were also evaluated to determine how environmental, economic, and policy conditions could affect tourism development. These include both emerging opportunities and potential threats.

a. Identified Opportunities

1. Supportive regional policies aimed at developing tourism-based economies.
2. Potential to increase local community welfare through tourism-driven livelihoods.
3. Rising interest in marine, eco, and heritage tourism experiences.

Table 5. Scoring and Weighting of External Opportunities

No.	Opportunities	Weight	Rating	Score
1	Regional government policies supporting tourism packaging	0.37	4	1.48
2	Opportunity to improve local livelihoods through tourism	0.33	4	1.32
3	Increasing tourist demand for eco-maritime and heritage tourism	0.30	3	0.90
Total		1.00		3.70

b. Identified Threats

1. Rapid environmental degradation (e.g., illegal logging, fishing).
2. Growing competition from neighboring regions with advanced destinations.
3. Weak marketing and branding at the regency level.

Table 6. Scoring and Weighting of External Threats

No.	Threats	Weight	Rating	Score
1	Rapid environmental degradation near tourism sites	0.35	4	1.40
2	Strong tourism competition from neighboring regions	0.30	3	0.90
3	Weak destination branding and promotion	0.35	2	0.70
Total		1.00		3.00

The net EFAS score is **+2.14** (3.70 – 1.56), suggesting that external opportunities significantly exceed threats, and conditions are favorable for tourism expansion.

3.2 SWOT Strategy for Tourism-Based Regional Development

Based on the outcomes of the IFAS and EFAS analyses, a comprehensive SWOT Matrix was constructed to identify actionable strategies that combine internal and external factors. The following table outlines the relationship between Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T), along with tailored development strategies for each quadrant.

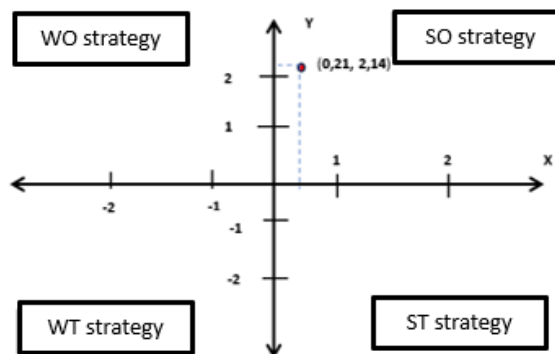
Table 7. SWOT Matrix for Tourism-Based Regional Development in Tapanuli Tengah

Strengths (S)		Weaknesses (W)
S1. Strong natural tourism potential (islands, waterfalls, religious sites)		W1. Lack of promotion and tourism information
S2. Hospitable and culturally open local communities		W2. Inadequate access roads, especially to Sipitu-pitu and Aek Bottar
S3. Authentic and preserved natural ecosystems		W3. Limited supporting facilities (e.g., sanitation, signage)
S4. High cultural and religious value (e.g., Islamic heritage)		W4. Weak generational transmission of site history
Opportunities (O)	SO Strategies	WO Strategies
O1. Local government policies supporting tour package development	SO1. Develop thematic tour packages integrating local attractions and community participation (S1–S4, O1–O3)	WO1. Improve national and international promotion of tourism assets (W1, O1–O3)
O2. Potential to improve local livelihoods	SO2. Create employment opportunities, promote inclusive economic growth, and preserve nature (S1–S4, O2–O3)	WO2. Invest in infrastructure upgrades, especially road access and basic amenities (W2–W3, O1–O3)
O3. Growing interest in eco-, religious-, and marine tourism		
Threats (T)	ST Strategies	WT Strategies
T1. Environmental degradation (e.g., illegal logging, land conversion)	ST1. Involve local communities in monitoring and managing tourism sustainably (S1–S4, T1–T2)	WT1. Conduct awareness campaigns on tourism development and infrastructure needs (W2–W3, T3)
T2. Inter-regional competition for tourism	ST2. Promote tourism packages through community and influencer engagement (S1–S2, T2–T3)	WT2. Improve local human capital, infrastructure, and marketing to remain competitive (W1–W3, T1–T2)
T3. Weak promotion of Tapanuli Tengah as a tourism destination	ST3. Ensure sustainable use of natural resources within ecological carrying capacity (S1, S3–S4, T1)	

3.3 Recommended SO Strategies for Implementation

Based on the SWOT matrix, the Strength–Opportunity (SO) strategy is the most appropriate and actionable pathway for developing tourism-based regional growth in Tapanuli Tengah. Two core initiatives are recommended for immediate implementation:

Figure 3. SWOT matrix



1. Strengthening Destination Appeal and Local Participation, Supported by Policy

The development of regional tourism through thematic tour packages must begin with enhancing the appeal of destinations. This includes:

- Improving cleanliness, safety, and environmental aesthetics.
- Increasing dissemination of tourism information via digital platforms.
- Expanding the range of activities at each destination (e.g., guided treks, cultural performances).
- Upgrading accessibility through road development and adding visitor accommodations.
- Establishing partnerships with travel agencies and tour operators.

Local community involvement is essential for success. Establishing tourism-awareness groups (e.g., *POKDARWIS*) or cooperatives under local government oversight can empower residents to actively manage tourism businesses. Training programs should be provided on hospitality, cooking, tour marketing, and digital promotion to ensure inclusiveness and professionalism.

This aligns with capacity-building for community-based tourism organizations (CBTOs) and MSMEs enhances local empowerment and a sense of ownership.

In parallel, policy support from the local government is critical. This includes:

- Issuing licenses for tour package operators.
- Allocating budget for tourism infrastructure and promotional campaigns.
- Conducting regular mentoring and monitoring for tourism enterprises. Such government-community collaboration will create a more enabling environment for tourism growth and attract more visitors.

2. Local Economic Empowerment and Environmental Sustainability

Tourism development must generate inclusive and sustainable benefits. This involves not only attracting tourists but also:

- Enhancing local income sources,
- Preserving environmental and cultural assets, and
- Preventing the overexploitation of natural resources.

Adopting a Community-Based Tourism (CBT) approach allows local communities to be both the designers and direct beneficiaries of tourism activities. CBT models lead to increased community welfare, biodiversity protection, and regional revenue growth.

Therefore, environmental and economic integration must be the foundation of tourism development. Initiatives such as eco-guided tours, community homestays, and handicraft cooperatives can link conservation with livelihood enhancement. Tourism thus becomes not only an economic engine but a transformative tool for regional resilience and ecological sustainability.

3.4 Discussion: Integrating Tour Packages as a Regional Development Strategy

The findings of this study support the premise that strategic packaging of tourism attractions offers a viable pathway for regional development in Tapanuli Tengah. Unlike isolated destination promotion, tour packages create synergistic value by connecting multiple sites, lengthening visitor stays, and increasing average tourist spending. This aligns with tourism economic models that emphasize itinerary-based travel behavior and spatial bundling.

Moreover, the SO strategic position revealed in the SWOT analysis highlights the regency's readiness to move beyond passive tourism promotion toward an integrated, proactive development framework. The diversity of attractions—marine, cultural, religious, and adventure—offers ample opportunity for segmentation and thematic branding. However, gaps in physical infrastructure and digital promotion channels must be urgently addressed to capitalize on this potential.

Stakeholder interviews underscore that community readiness is not a limiting factor. Rather, the bottleneck lies in institutional coordination, policy implementation, and resource allocation. If these governance issues are addressed, the tour packaging model can evolve

from a conceptual recommendation to a functional mechanism for equitable and sustainable regional tourism.

This study also indicates that economic spillovers from tourism are likely to benefit marginalized groups if inclusive practices are embedded early—e.g., training women in homestay hospitality or involving youth in digital content creation for promotion. Future tourism strategies in Tapanuli Tengah should thus be designed with a dual lens: economic efficiency and social equity.

Table 8. Summary of Policy Implications from the SWOT Strategy

SWOT Strategy	Policy Implication
SO Strategy	Encourage investment in developing integrated tour packages leveraging local attractions and digital marketing.
WO Strategy	Allocate targeted funding for infrastructure improvement and establish local tourism promotion units.
ST Strategy	Develop eco-tourism regulations and implement heritage education programs for schools and communities.
WT Strategy	Strengthen institutional coordination and establish multi-stakeholder tourism development forums.

4. Conclusion and Recommendations

4.1 Conclusion

This research concludes that developing tourism through structured tour packages presents a practical and scalable approach for advancing regional growth in Tapanuli Tengah. The findings highlight that, with adequate infrastructure, policy backing, and stakeholder synergy, this model holds the potential to unlock the region’s rich natural and cultural resources. By leveraging its position in the Strength–Opportunity (SO) quadrant of the SWOT analysis, Tapanuli Tengah is well-placed to pursue an assertive, asset-driven tourism strategy.

Implementing thematic tour packages—ranging from heritage and religious circuits to eco-adventure experiences—can extend tourist stays, increase satisfaction, and stimulate broader economic activity across sectors such as lodging, culinary services, transport, and local crafts. This inclusive and coordinated development framework ensures not only better visitor engagement but also equitable distribution of tourism benefits throughout the region.

Ultimately, the integration of tour packages into Tapanuli Tengah’s tourism planning can serve as a catalyst for sustainable regional transformation, positioning the regency as a competitive tourism destination within Sumatra and Indonesia more broadly.

4.2 Recommendations

To advance tourism development in Tapanuli Tengah, this study proposes a comprehensive and phased strategy emphasizing infrastructure upgrades, institutional synergy, and community engagement. The initial focus should be on enhancing fundamental infrastructure—particularly at underdeveloped sites like Air Terjun Sipitu-pitu and Aek Bottar—by improving road connectivity, visitor facilities, and directional signage to boost their readiness for integration into thematic tour packages.

Simultaneously, the local government is encouraged to launch pilot tour packages featuring the most promising destinations, such as Makam Papan Tinggi and Pulau Kalimantan. These initial packages can act as demonstration projects, showcasing how well-curated tourism bundles can enhance visitor experience, encourage longer stays, and strengthen the regional tourism identity. Successful pilots may also create momentum for expanding the concept across the regency.

Achieving this vision necessitates robust stakeholder collaboration. Formalizing partnerships among local authorities, tourism businesses, and community organizations can help align objectives, share responsibilities, and streamline planning. In tandem, digital marketing strategies—including targeted online promotions and influencer partnerships—

should be employed to attract domestic tourists and raise awareness of the newly developed tour packages.

Equally vital is empowering local communities to participate actively in tourism growth. Training programs aimed at equipping residents—particularly women and youth—with skills in tourism-related services will help ensure inclusive development and equitable distribution of economic gains. These initiatives must be supported by clear policy frameworks and consistent funding from local budgets, supplemented where possible by public-private collaborations and tourism-focused grant opportunities.

References

- Chaisriya, K., Preeyawongsakul, P., Gilbert, L., Nualnoom, P., Rattanaungrot, S., Narongrach, R., & Silakun, N. (2024). Enhancing visitor experiences and economic outcomes through gamified AR: The impact of a location-based augmented reality game in agritourism. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(4), 100415. <https://doi.org/10.1016/j.joitmc.2024.100415>
- Efthimiou, S. (2024). The adaptation of tourism industry and COVID-19. *Theoretical Economics Letters*, 14(6), 2081–2094. <https://doi.org/10.4236/tel.2024.146103>
- Ghanbari, H., Pour, M. A. A., & Barshod, A. (2012). Using SWOT analysis in tourism studies with system approach. *International Journal of Academic Research*, 6, 2953–2957.
- Karunanithi, S. A., & Kemat, B. B. (2024). Exploring the interplay between perceived destination image, government tourism campaigns, and domestic hotel tourism growth: Insights from post-COVID-19 Malaysia. *Journal of Digitainability, Realism & Mastery (DREAM)*, 3(12), 60–72. <https://doi.org/10.56982/dream.v3i12.289>
- Kiper, T. (2013). Role of ecotourism in sustainable development. In O. E. Özdemir (Ed.), *Advances in landscape architecture* (pp. 773–802). InTech. <https://doi.org/10.5772/55749>
- Li, K. X., Jin, M., & Shi, W. (2018). Tourism as an important impetus to promoting economic growth: A critical review. *Tourism Management Perspectives*, 26, 135–142. <https://doi.org/10.1016/j.tmp.2017.10.002>
- Litvinova-Kulikova, L., Aliyeva, Z., & David, L. D. (2023). MICE tourism: How the pandemic has changed it. *Journal of Tourism and Services*, 14(26), 197–218. <https://doi.org/10.29036/jots.v14i26.496>
- Obradović, S., & Tešin, A. (2023). Local communities' perceptions of tourism planning in natural areas. *Tourism and Hospitality*, 4(2), 336–354. <https://doi.org/10.3390/tourhosp4020021>
- Pan, Y., Zhang, S., & Zhang, M. (2024). The impact of entrepreneurship of farmers on agriculture and rural economic growth: Innovation-driven perspective. *Innovation and Green Development*, 3(1), 100093. <https://doi.org/10.1016/j.igd.2023.100093>
- Rwigema, P. C. (2024). Domestic tourism in Rwanda: Untackled potential. *The Strategic Journal of Business & Change Management*, 11(1), 101–147. <http://dx.doi.org/10.61426/sjbcm.v11i1.2841>
- Satrya, I. D. G., Kaihatu, T. S., Budidharmanto, L. P., Karya, D. F., & Rusadi, N. W. P. (2023). The role of ecotourism in preserving environmental awareness, cultural and natural attractiveness for promoting local communities in Bali, Indonesia. *Journal of Eastern European and Central Asian Research (JEECAR)*, 10(7), 1063–1075. <https://doi.org/10.15549/jeecar.v10i7.1386>
- Usmaedi, Lansiwi, M., Studyanto, A., Gymnastiar, I., & Amin, F. (2024). Cultural heritage preservation through community engagement: A new paradigm for social sustainability. *Indonesian Journal of Studies on Humanities, Social Sciences and Education*, 1, 50–59. <https://doi.org/10.54783/cv5q0011>
- Wang, D., Richards, D., Bilgin, A., & Chen, C. (2020). A predictive model for citizens' utilization of open government data portals. In M. Janssen, Y. Charalabidis, & A. Zuiderwijk (Eds.), *Electronic Government: 19th IFIP WG 8.5 International*

Utama Graha Maulana, Agus Purwoko, Lindawati. (2025). *Enhancing Regional Growth through Thematic Tourism Packages: A Case Study from Tapanuli Tengah Regency, Indonesia*, *Asian Multidisciplinary Research Journal of Economy and Learning*, vol. 02, no. 07, pp. 11–22.

Conference, EGOV 2020, Linköping, Sweden, August 31–September 2, 2020, *Proceedings* (pp. 192–204). Springer. https://doi.org/10.1007/978-3-030-64452-9_14