



Matriks SWOT Analysis of Sustainable Tourism Development in Bintan Regency After the Covid-19 Pandemic

Nur Aisyah Fatmasari

Universitas Diponegoro, Semarang, Indonesia

Corresponding Author: aisyah.mkasim1204@gmail.com<https://doi.org/10.69812/itj.v2i3.178>**Article Info****Article History;****Received:**

10 October 2025

Revised:

11 November 2025

Accepted:

31 November 2025

Abstract:

Indonesia has several potentials that have been developed to accelerate tourism marketing after the Covid-19 pandemic, one of the areas in Bintan Regency, which is currently recovering the tourism sector where the potential for the strategic location of the area makes stakeholders have to complete various strategic efforts in mapping sustainable tourism. Sustainable tourism aims to maintain the stability of human and natural resources so that visiting tourists get an excellent tourism concept. This paper analyses the SWOT strengths, weaknesses, opportunities and threats to identify sustainable tourism development in Bintan Regency after the Covid-19 Pandemic. The research method uses a qualitative approach by collecting some secondary data, which is then processed into in-depth analysis material according to the current phenomenon. The analysis tool uses a triangulation model in the form of data, documents and findings based on observations which are then narrated in in-depth analysis results. The findings show that the SWOT matrix requires the concept of Border Cross Tourism as a policy strategy in formulating sustainable tourism. Then also by paying attention to the supervision and control stipulated in Ministerial Regulations (KEMENPAREKRAF) or Presidential Regulations (PERPRES) so that sustainable tourism development after the Covid-19 pandemic can be implemented in realizing 4 A tourism indicators consisting of Accessibility, Accommodation, Attraction, Activities and Amenities in maintaining tourism stability by involving foreign direct investment which has been regulated in standard operating procedures (SOP) which several neighbouring countries in the Bintan Regency area must obey.

Keyword: : Matriks, SWOT, Sustainable Tourism, COVID-19**INTRODUCTION**

Tourism is an activity that can increase community economic growth such as income, business opportunities, employment opportunities and reduce unemployment or poverty. Challenges and Opportunities for Reopening Borders for Tourism Recovery after the COVID-19 Pandemic (Higgins-Desbiolles, 2021). challenges and opportunities for shifting from foreign to domestic tourists are also considered because the survival of the tourism sector is not only about recovery (Ali, 2020). But also strategic recovery and

transformability that can be built with resilience as the key to developing tourism and the creative economy in the future because helplessness in dealing with disasters like this can be anticipated through risk management strategies so that in terms of impact, the tourism industry is not getting worse at this time (Kreiner & Ram, 2021; Lapointe, 2020), but with the loss of the Covid-19 pandemic status being revoked by the world health organization, it is necessary to develop tourism with a new strategy on policy patterns that will be carried out in the future. With the hope of getting a new economic cycle through tourism development in various countries (Bhatia et al., 2022).

The tourism sector is a sector that has been overgrowing in recent years. This is due to the superiority of the tourism sector, which any country can develop, whether the country is rich in natural resources or vice versa. Sustainable tourism development creates a concept that can have a long-term impact on the environment, society, culture, and economy for the present and the future for all local people and visiting tourists. The positive effects of sustainable tourism development include; (1) expanding employment opportunities; (2) increasing business opportunities; (3) increasing income; (4) maintenance of local culture; (5) the recognition of local culture by tourists. This is intended so that tourism development does not exploit environmental resources massively but can continue to be sustainable for the next generations (Middleton & Hawkins, 1998).

In addition, sustainable tourism is part of a travel concept development strategy that can have a long-term impact. Both for the environment, society, culture, and economy for the present and the future for all local people and visiting tourists (Streimikiene et al., 2021). To develop sustainable tourism, the Government of Indonesia has developed four focus pillars through the Ministry of Tourism and Creative Economy of the Republic of Indonesia. Among them are sustainable management, long-term sustainable economy, cultural sustainability, which must constantly be developed and maintained, and environmental aspects. So in these four main pillars, the trend of sustainable tourism will become a tourist activity that is of great interest to tourists (Dharmiasih et al., 2012). not just going on vacation but every tourist who still pays attention to travel protocols related to health, safety, comfort, and natural preservation.

Sustainable tourism also pays attention to environmental insights, which is very important as a strategy for developing human resources (Saarinen, 2020). However, transforming sustainable tourism must also pay attention to regional development, and this is also the basis for compliance in economic growth with policies in making decisions on regional development which is a concern for climate change, so sustainable tourism should be able to provide good value to the environment (Koh, 2020; Mohanty et al., 2020). It is also essential for several stakeholders to consider post-Covid-19 sustainable tourism strategies (Yang et al., 2021; Zhang et al., 2021); this is, of course, the format of the policy used has certainly changed according to tourism needs where the development of the main supporting factors must be realized to maintain tourism development which is capable of mapping existing new potentials (Fotiadis et al., 2021; Sharma et al., 2021).

One of the powerful, sustainable tourism potentials is the management of tourism by the local community, namely in Bintan Regency. This is because it favours the geographical location in the border area so that the potential of human and natural resources can be utilized as best as possible. This fact is proven to facilitate tourist visits

to Bintan Regency. This is evidenced by the geographical location of the sea route from Tanah Merah Port (Singapore) to Bentan Betani Port in the Lagoi area of Bintan Regency (Indonesia). Travel time based on Google map sources has a very close distance, Bintan. The potential for sustainable tourism is very supportive of sustainable tourism. Tourist visits after the COVID-19 pandemic have not shown optimization of tourism management at the border (Dinarto et al., 2020).

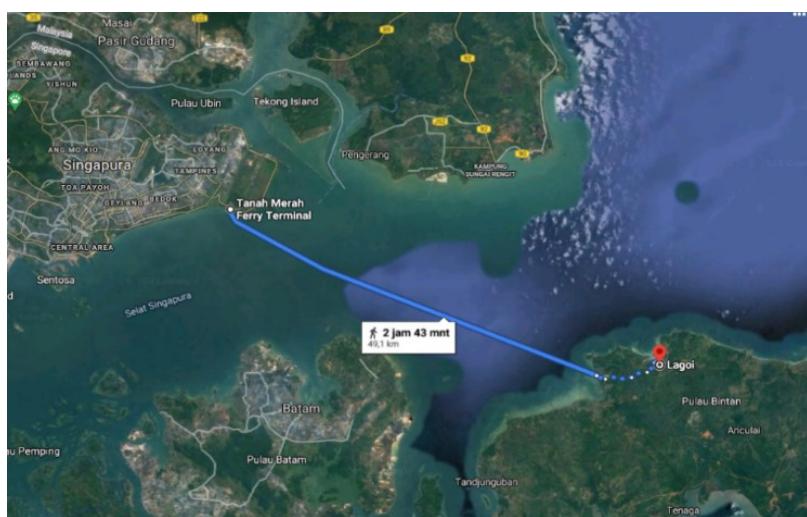


Figure 1. Singapore-Indonesia Border Travel Route

Source : (Kurnianingsih et al., 2022)

The latest data from current researchers in 2023 will reach 16.2 billion Rupiah (January-February), while in 2022, PAD receipts in the tourism sector will be IDR 66.7 billion. If calculated periodically, this increase shows an average projection 2023 of IDR 97.2 billion (Panama, 2023). However, this figure is obtained if all aspects of supporting sustainable tourism can be focused on by the local government so that the targeted achievements can have an impact on the people on the border of Bintan Regency, starting from income generation and creating jobs if it can be maximized (Hampton, 2010). Besides that, tourism in Bintan Regency needs policies from various existing stakeholders so that economic income in the region can be achieved sustainably. Strategy Policy in preparing sustainable tourism in border areas requires efforts to train local governments in facing opportunities and threats to map the potential for sustainable tourism in Bintan Regency.

Sustainable tourism development is essentially related to efforts to ensure that the natural, social and cultural resources utilized for tourism development in this generation can be enjoyed for generations to come. Tourism development must be based on sustainability criteria, meaning that growth can be supported ecologically in the long term and economically feasible, ethically and socially fair to the community (Pramana et al., 2021; Sigala, 2020). Apart from that, there are also particular strengths and weaknesses in managing border tourism that stakeholders in Bintan Regency must and can identify. A very relevant theoretical problem, namely the strategic planning analysis method used to monitor and evaluate the environment of local government programs both externally and internally to achieve common goals.

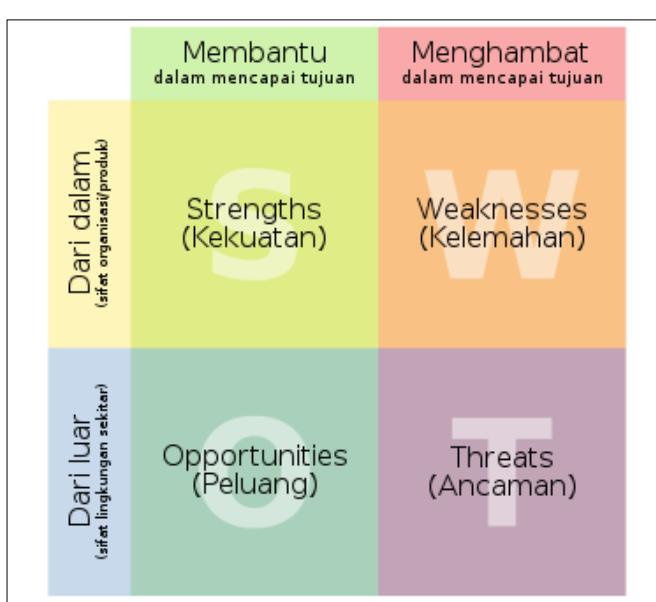


Figure 2. SWOT Analysis Tool

Source: The SWOT Analysis Method (Humphrey, 1960)

This analysis method is called SWOT Analysis. SWOT is an acronym for strengths, weaknesses, opportunities and threats. SWOT analysis can be applied by analyzing and sorting out the factors that influence the four elements, namely the first strengths that can take advantage of existing opportunities. Then the second is weaknesses that prevent taking advantage of existing opportunities. The third is the strength that can deal with existing threats, and the fourth is the weakness that can make a threat real or create a new threat (Pickton & Wright, 1998). However, several previous studies that researchers have explored that are still relevant to Tourism with a SWOT analysis refer to four main points, namely the Tourism Destination Development Policy, Tourism Marketing Development Policy, Tourism Resource Policy, and Tourism Promotion Policy, to serve as a direction for sustainable and robust development. competitive (Nggini, 2019).

In addition, the role of local governments in sustainable tourism by involving entrepreneurs is a priority so that those managed by natural resources can be maximized in mapping tourism potentials (Ervina & Octaviani, 2019). Sustainable tourism is the concept of visiting a place as a tourist and trying to impact the environment, socio-culture and economy positively. It aims to stimulate regional economic development by increasing community capacity to manage tourism businesses and growing income by introducing creative and productive activities in the tourism sector (Sentanu & Mahadiansar, 2020). Research in sustainable tourism also forms tourism with international standards in national tourism planning. It can generate significant economic benefits for local communities because collaboration between countries such as Malaysia and Singapore significantly impacts all social and economic sectors in supporting sustainable tourism. (Stoffelen & Vanneste, 2017; Weidenfeld, 2013).

RESEARCH METHODS

This qualitative research uses a case study approach (Yin, 2015). Penelitian kualitatif adalah metode untuk menggali dan memahami makna yang berasal dari

masalah sosial atau kemanusiaan, penelitian studi kasus dengan pendekatan eksploratif (Creswell, 2003). Qualitative research is a method for exploring and understanding the meaning that comes from social or humanitarian problems, case study research with an exploratory approach (Johnston, 2014). Qualitative research methods aim to explain a phenomenon in depth and are carried out by collecting data as deeply as possible. Qualitative methods prioritize the observation of phenomena and examine the substance of the meaning of these phenomena.

Researchers analyze This research in depth by investigating problems related to the research focus, understanding phenomena, and generalizing them into a conclusion. Qualitative research aims to understand the sensations experienced by research subjects in natural object conditions. In analytical techniques, a logical model is used to match empirically observed events with theoretically predicted events. Conceptually, researchers can consider analytic modelling techniques as another form of pattern matching. However, because of their sequential steps, logical models deserve to be distinguished as an analytical technique separate from pattern matching (Olsen, 2004).

RESULTS AND DISCUSSION

1. SWOT Analysis of Sustainable Tourism in Bintan Regency

SWOT analysis systematically identifies various factors to formulate a strategy that is expected to solve a problem. This analysis is based on a logic that maximizes strengths and opportunities but simultaneously minimizes weaknesses and threats. SWOT analysis is carried out to identify each function's readiness level. for all tasks carried out to achieve the goals set. Because the level of readiness of a process is determined by the level of preparedness of each factor involved in each function, a SWOT analysis is performed on all aspects within each of these functions, both internal and external factors (Osita et al., 2014). For an adequate level of readiness, it means: at least fulfilling the required readiness measure for achieving goals, expressed as a strength for factors that are classified as internal and opportunities for elements that are classified as external, while a lonely level that is inadequate means that it does not meet the size of loneliness, stated as a measure of weakness for factors classified as internal or threats for elements classified as external, both stakeholders and utilization of the potential for developing Sustainable Tourism in Bintan Regency after the Covid-19 pandemic. The SWOT Analysis can be explained as follows.

a. Strengths

Strengths contained in the organization, project or existing business concept, the strengths that are analyzed are the factors contained within the organization in tourism, the business concept project itself after the Covid-19 pandemic, namely what strengths tourism has, by knowing strengths, tourism can be developed to be more resilient so that it can survive in the market and be able to compete for the development of sustainable tourism in Bintan Regency which involves all tourism activities. Based on researchers' findings, Bintan Regency has a proximity that supports foreign tourists such as tourists from Malaysia, Singapore and China. The tours offered will differ from districts/cities in the Riau Archipelago Province, namely Nature Agro Tourism and Ecotourism in Bintan Regency.

However, by definition, tourists are meant based on the release of the Bintan Regency Central Bureau of Statistics, namely, first, tourists (tourists) are tourists who fall into the category of visitors who visit a country outside their place of residence driven by one or several needs without intending to earn income at home called. A visit lasts not more than one year and 12 months. This definition includes two categories of foreign tourists, namely tourist tourists are any visitors like the definition above who stay for at least 24 hours but not more than one year in the place visited with the intention of, among others, taking a vacation, sports recreation business attending study meetings and visits for health reasons. Then the second definition, namely Excursionist, is every visitor like the definition above who lives less than 24 hours at the place visited, including Cruise Messenger. Cruise passenger is every visitor who arrives in a country where they do not stay in the accommodation available in that country, for example, by ship.

This is also the basis for visit data. The number of foreign tourist visits to Bintan Regency reached 75,305 people from January-April 2023. This was also proven by the Culture and Tourism Office making a policy breakthrough for post-Covid-19 sustainable tourism development, namely one effort by making several events in 2023 in collaboration with the tourism industry, tourism organizations and other related agencies. Among them are the Bintan Triathlon event, Bintan Marathon, and several different agendas that have become events in Bintan Regency. The Bintan Regency Government also targets that in 2023 it will target 500,000 tourists, whereas, in the previous year, only 200,000 tourists visited Bintan Regency due to the Covid-19 Pandemic. So it can be concluded that the strength lies in tourism activities such as events and nature tourism.

b. Weaknesses

Weaknesses or a condition of weaknesses that exist among stakeholders in post-Covid-19 sustainable tourism development in mapping existing projects or business concepts. Weaknesses that are analyzed are factors contained in the internal stakeholders, the project or the business concept itself, namely all aspects that are not profitable or detrimental to the development of a tourist attraction in considering two elements, namely human resources and natural resources. The weakness of developing sustainable tourism after the Covid-19 pandemic is that there is no specific border tourism, known as Cross Border Tourism, even though several developed countries have used the term Cross Border Tourism which is a type of access in the tourism industry that can be used by countries wishing to develop their respective tourism sectors in border areas with other surrounding countries.

However, in 2021 this concept was wanted by the ministry of tourism and creative economy of the Republic of Indonesia in support of border or cross-border tourism. The Indonesian Ministry of Tourism and Creative Economy believes that this cross-border tourism can become a new colour in the world of Indonesian tourism. Cross-border tourism not only attracts foreign tourists but can also support the development of districts right in Indonesia's border areas. This is because the arrival of tourists to the site can open up new economic potential for the local community.

This is because the appearance of tourists in these areas opens up the economic possibility for the local community. Communities can develop creative economy sectors as tourism supporters, ranging from culinary businesses and handicrafts to homestay

rentals. However, based on information from several stakeholders from the Regional Government of Bintan Regency, there is no talk of cross-border tourism at all about establishing a sustainable tourism development program in Bintan Regency with the concept of Cross border tourism; this also has no rules and regulations that govern based on presidential statutes or ministerial regulations.

c. Opportunities

Opportunities are conditions to develop in the future that occurs in sustainable tourism development after the Covid-19 pandemic. Conditions that occur are opportunities from outside the tourism program or existing stakeholders, projects or business concepts, themselves, for example, competitors, tourism policy as regulation, rules, guidelines, directives, development or promotion goals, as well as individual and group decisions that directly affect post-covid-19 sustainable tourism development as well as long-term activities and daily activities that take place in Bintan Regency. Suppose there is tourism development in the concept of Cross border tourism, investors and tourism opportunities to strengthen. In that case, the collaboration will be created using the 5A indicators, namely Accessibility, Accommodation, Attraction, Activities and Amenities. Investments are used as Supporting Facilities (Accessibility, Accommodation, Attraction) while existing Destinations are developed with Activities and Amenities.

There are facilities in tourism, including shop facilities, stalls, dining/restaurants, tourism services, souvenir and craft shops, Information Facilities and Tourism Services. Not only focused on the tourism sector but public facilities supporting tourism, such as educational, religious, and health facilities. This is more prioritized in areas, especially Bintan Regency, which has the concept of cross-border tourism, which the local and central governments prioritize. The opportunities for developing sustainable tourism after the Covid-19 pandemic using the 5A indicators can be described as follows:

- Accessibility; Ease of access to visit Tourist Attractions (DTW) locations, either by land, sea or air. Infrastructure conditions such as road quality and the disease of transportation facilities (ships, planes, trains, buses etc.) are also determining factors in the concept of Cross border tourism in sustainable tourism after the Covid-19 pandemic in Bintan Regency.
- Accommodation; Ease of getting a decent, safe, comfortable and clean place to stay/has met sanitary requirements, such as hotel, inn, guest house, homestay etc. The existence of accommodation facilities will encourage tourists to visit and enjoy tourist objects and attractions in the area for a relatively long time with added rules and regulations so that the concept of Cross border tourism in the development of sustainable tourism after the Covid-19 pandemic in Bintan Regency can fulfil feasibility in tourism in several developed countries will be the economic cycle in the tourism sector.
- Availability of attractions managed by the government and the local community that are appropriate and safe for tourists to visit or do. Such as local traditional art, historical sites etc. However, in reality, the development of sustainable tourism after the Covid-19 pandemic in Bintan Regency has not been maximized by existing stakeholders. This is because the government has not focused too much on cultural tourism because tourists' interest and interest is only in nature tourism and sports

tourism. However, with the concept of Cross-border tourism, it is hoped that attractions will be aimed at visitors with the main aim of providing entertainment, fun, education, and witnessing something interesting that will differentiate it from other regions. It is open to the public without reservation, must be published annually and can attract tourists and locals every day.

- Activities; Availability of facilities to carry out fun activities that tourists can do safely and can monitor their safety. Such as mountain climbing, swimming, enjoying the scenery etc. However, with the concept of Cross border tourism, it is hoped that this activity can be developed through cooperation with various countries directly adjacent to Bintan Regency.
- Amenities; Tourism support facilities such as banks, money changers, ATMs, toilets, restaurants etc. The goal is as a supporting facility that can meet the needs and desires of tourists while in the destination, strengthening the concept of Cross-border tourism in developing sustainable tourism after the Covid-19 pandemic in Bintan Regency.

d. Threats

A condition that threatens from the outside. This threat can disrupt the development of post-covid-19 sustainable tourism itself. Threats to sustainable tourism are more to the potential of natural resources where the environment must be of particular concern to stakeholders in decision-making. However, the concept of cross-border tourism will be implemented in Bintan Regency, so there is a threat to tourism in Bintan Regency, namely that prominent business people from several countries will make direct foreign investments.

In contrast, the concept of cross-border tourism has not yet been formed. Hence, the concern is on the unpreparedness of human resources, namely government administrators, in formulating and implementing the concept of Cross border tourism post-covid-19 sustainable tourism development. Threats are also from outside to direct foreign investors who will develop the tourism business in Bintan Regency. In general, the explanation for direct investment is the flow of international investment capital where a company from a foreign country establishes its company in another country, even though investment in the Tourism Sector where investment is made in the tourism sector to support tourism development, especially in facilitating tourism infrastructure facilities and also tourism destinations.

This means that the role of the local government must also exist, not to get involved in the oligarchy of the tourism industry, which will have an impact on the economy of small communities and an environment that is not preserved. Another goal of environmental preservation is protecting it from destruction and damage and structuring natural resources that ensure sustainable use of their savings, namely by continuing to improve the quality of their diversity values and maintaining them.

2. SWOT Matrix in the Strategy for Sustainable Tourism Development in Bintan Regency

Matrix is a tool that can help you map your business position against internal and external factors. SW (Strengths-Weakness) is included in internal factors, and OT (Opportunities-Threats) is included in external factors (Chang & Huang, 2006; Ghazinoory

et al., 2011). The SWOT Matrix is an important matching tool that helps managers develop four types of strategies: SO (strengths-opportunities) Strategy, WO (weaknesses-opportunities), ST Strategy (strengths-threats), and WT (weaknesses-threats) Strategy. The SWOT Matrix in the Strategy for Sustainable Tourism Development in Bintan Regency after the Covid-19 pandemic can be seen in the following table.

Table 1. Matrix SWOT analysis

	Strengths (S)	Weaknesses (W)
Internal	<ul style="list-style-type: none"> • Tourist Visits Increase • Tourist Interest in Sports Tourism and Nature Tourism 	<ul style="list-style-type: none"> • There are no rules and regulations regarding Cross Border Tourism • Absence of local government on Cross Border Tourism policy issues
Opportunities (O)	S-O Strategy	W-O Strategy
<ul style="list-style-type: none"> • Application of the Cross-Border Tourism Concept • It is strengthening the 5 A Tourism indicators, namely Accessibility, Accommodation, Attraction, Activities and Amenities. 	<ul style="list-style-type: none"> • Tourist Visits Increase by implementing and supported by the government implementing the concept of Cross Border Tourism (S1, O1) • Tourist Visits Increase because the supporting factors are fulfilled, namely the 5 A Tourism indicators (S1, O2) 	<ul style="list-style-type: none"> • Formulation of Cross Border Tourism policies on 5 A Tourism (W2, O2) • Implementation of Cross Border Tourism Policy on 5 A Tourism (W1, W2, O1, O2)
Threats (T)	S-T Strategy	W-T Strategy
<ul style="list-style-type: none"> • Tourism Industry Oligarchy • Tourism development by foreign investors will dominate 	<ul style="list-style-type: none"> • Policies on the Supervision and Control of foreign tourists in the context of natural and sports tours (events) and tourists who will do the tourism industry and limit it to the needs of sustainable tourism (S1, S2, T1, T2) 	<ul style="list-style-type: none"> • Standard Operating Procedures (SOP) in developing Cross Border Tourism policies to create equitable tourism development (W1, T1, W2, T2)

Source: processed by researchers from analysis results, 2023

3. Alternative Principles of Sustainable Tourism After the COVID-19 Pandemic

Based on the SWOT analysis of sustainable tourism in the Regency, the importance of an alternative in strengthening the principles of sustainable tourism by supporting stakeholders in Bintan Regency. The Principles become an introductory statement or general or individual truth that individual and group stakeholders use to

guide thinking or acting. The alternatives to the principles of sustainable tourism after the Covid-19 pandemic are explained as follows:

- a. Participation; Communities in Bintan Regency, especially those directly affected by the local tourism industry, must supervise or control tourism development by determining the tourism vision, identifying resources to be maintained and enhanced, and developing objectives and strategies for developing and managing tourist attractions. The community must also participate in implementing the Strategy prepared previously in the long-term and short-term programs implemented by the Regional Government of Bintan Regency.
- b. Stakeholder Involvement; Actors participating in tourism development include NGO groups and institutions (non-governmental organizations), volunteer groups, local governments, tourist associations, business associations and other influential and interested parties who will receive the impact of sustainable tourism activities in the district. Bintan so that no one is harmed so that the implementation of policies is better in Sustainable Tourism.
- c. Local Ownership; Sustainable tourism development must also offer quality jobs for local people. Tourism support facilities such as hotels, restaurants, and so on. should be able to be developed and maintained by the people of Bintan Regency. Several experiences show that local residents' education, training, and easy access for local businesspeople/entrepreneurs are needed to realize local ownership. Furthermore, the linkages between business actors and local communities must be pursued in supporting local rights, and this can also be called the integration of human resources.
- d. Sustainable Use of Resources; Tourism development must be able to use resources sustainably, which means that tourism activities in Bintan Regency must avoid excessive use of non-renewable resources, which must be limited. This is also supported by local linkages in the planning, development and implementation stages to realize fair benefit-sharing in bringing about social justice within the local community. So in practice, tourism activities must guarantee that natural and artificial resources can be maintained and repaired using international criteria and standards in the world of tourism.
- e. Accommodating Community Goals; Community goals should be adjusted in sustainable tourism activities in Bintan Regency to realize harmonious conditions between visitors/tourists, places and local communities. For example, cooperation in cultural tourism or cultural tourism partnerships can be carried out starting from the planning, management, to marketing stages by the people of Bintan Regency.
- f. Carrying Capacity; The carrying capacity or land capacity that must be considered includes the physical, natural, social and cultural carrying capacity in sustainable tourism development in Bintan Regency. Growth and action must be appropriate and compatible with local boundaries and the environment. Plans and their operations should be evaluated by stakeholders regularly so that adjustments/improvements needed in sustainable tourism can be determined. The scale and type of tourism facility should reflect the tolerable use limits.
- g. Monitoring and Evaluation; Monitoring and evaluating sustainable tourism development includes preparing guidelines, assessing the impact of tourism activities and developing indicators and boundaries to measure the impact of

sustainable tourism in Bintan Regency. The set policies or tools must cover the national, regional and local scales where this becomes the basis for evaluation in recreating or correcting some minor mistakes in sustainable tourism in Bintan Regency.

h. Accountability, Training and Promotion; Tourism planning should pay great attention to opportunities for employment, income and improving the local community's health, which is reflected in policies for sustainable tourism development in Bintan Regency. Management and utilization of natural resources such as land, water and air must ensure accountability and that existing resources are not over-exploited. So sustainable tourism development training requires implementing education and training programs to equip the community with knowledge and improve business, vocational and professional skills. Training should cover topics on sustainable tourism, hospitality management, as well as other relevant topics in sustainable tourism in Bintan District. Then the last Promotion to develop sustainable tourism also includes promoting land use and activities that strengthen the character of the landscape, sense of place, and community identity in Bintan Regency. These activities and land use should aim to create a quality tourist experience that satisfies visitors.

CONCLUSION

In the SWOT matrix analysis, it was found that there is a need for strategic action on the policy of developing the tourism concept in a new model, namely the planning of the Cross Border Tourism concept which is specific to several border areas in Indonesia, especially Bintan Regency which is considered to be sufficiently qualified to be in action in decision making by the central government, besides that also the local government must provide several regional policies and innovations such as strengthening the 5A tourism indicators that have been explained in the SWOT matrix, but it is also essential to have a strategy in conducting an equalization of potential weaknesses and threats to the concept of Cross Border Tourism which will be carried out, this is the importance of proper supervision and control technical in nature so that the local community is able to provide a form of direct care to bring about social justice in carrying out sustainable tourism development after the Covid-19 pandemic in Bintan Regency.

ACKNOWLEDGEMENT

-

REFERENCES

Ali, I. (2020). COVID-19: Are We Ready for the Second Wave? *Disaster Medicine and Public Health Preparedness*, 14(5), 16–18. <https://doi.org/10.1017/DMP.2020.149>

Bhatia, A., Roy, B., & Kumar, A. (2022). A review of tourism sustainability in the era of Covid-19. *Journal of Statistics and Management Systems*, 25(8), 1871–1888. <https://doi.org/10.1080/09720510.2021.1995196>

Chang, H. H., & Huang, W. C. (2006). Application of a quantification SWOT analytical method. *Mathematical and Computer Modelling*, 43(1–2), 158–169. <https://doi.org/10.1016/J.MCM.2005.08.016>

Creswell, J. W. (2003). A Framework for Design. In *Research Design: Qualitative, Quantitative, and Mixed Method ,Approaches* (pp. 9–11). Sage.

Dharmiasih, W., Sayoga, A., Pradipta, A., Arbi, Y., Christensen, C. S., DeeBrine, P., Hardjasaputra, C., & Sapardan, W. (2012). *Strategi pariwisata berkelanjutan*.

Dinarto, D., Wanto, A., & Sebastian, L. C. (2020). *COVID-19: Impact on Bintan's Tourism Sector*. S. Rajaratnam School of International Studies. www.rsis.edu.sg

Ervina, E., & Octaviany, V. (2019). Analisis SWOT Komponen Pariwisata Kota Bandung. *Akrab Juara : Jurnal Ilmu-Ilmu Sosial*, 4(4), 31–39. <http://www.akrabjuara.com/index.php/akrabjuara/article/view/816>

Fotiadis, A., Polyzos, S., & Huan, T. C. T. C. (2021). The good, the bad and the ugly on COVID-19 tourism recovery. *Annals of Tourism Research*, 87, 103117. <https://doi.org/10.1016/J.ANNALS.2020.103117>

Ghazinoory, S., Abdi, M., & Azadegan-Mehr, M. (2011). SWOT Methodology: A State-of-the-Art Review for the Past, A Framework for the Future. *Journal of Business Economics and Management*, 12(1), 24–48. <https://doi.org/10.3846/16111699.2011.555358>

Hampton, M. P. (2010). Enclaves and ethnic ties: The local impacts of Singaporean cross-border tourism in Malaysia and Indonesia. *Singapore Journal of Tropical Geography*, 31(2), 239–253. <https://doi.org/10.1111/J.1467-9493.2010.00393.X>

Higgins-Desbiolles, F. (2021). The "war over tourism": challenges to sustainable tourism in the tourism academy after COVID-19. *Journal of Sustainable Tourism*, 29(4), 551–569. <https://doi.org/10.1080/09669582.2020.1803334>

Humphrey, A. (1960). *The SWOT analysis method*. Mento Park, CA.

Johnston, M. P. (2014). Secondary Data Analysis: A Method of which the Time Has Come. *Qualitative and Quantitative Methods in Libraries*, 3(3), 619–626. <http://www.qqml-journal.net/index.php/qqml/article/view/169>

Koh, E. (2020). The end of over-tourism? Opportunities in a post-Covid-19 world. *International Journal of Tourism Cities*, 6(4), 1015–1023. <https://doi.org/10.1108/IJTC-04-2020-0080/FULL/XML>

Kreiner, N. C., & Ram, Y. (2021). National tourism strategies during the Covid-19 pandemic. *Annals of Tourism Research*, 89(1), 1–7. <https://doi.org/10.1016/J.ANNALS.2020.103076>

Kurnianingsih, F., Mahadiansar, M., & Adhayanto, O. (2022). Travel Corridor Arrangement Application Process by Governments of Indonesia and Singapore. *Jurnal Bina Praja: Journal of Home Affairs Governance*, 14(2), 263–274. <https://doi.org/10.21787/JBP.14.2022.263-274>

Lapointe, D. (2020). Reconnecting tourism after COVID-19: the paradox of alterity in tourism areas. *Tourism Geographies*, 22(3), 633–638. <https://doi.org/10.1080/14616688.2020.1762115>

Middleton, V. T. C., & Hawkins, H. (1998). *Sustainable Tourism: A Marketing Perspective*. Butterworth-Heinemann.

Mohanty, P., Hassan, A., & Ekis, E. (2020). Augmented reality for relaunching tourism post-COVID-19: socially distant, virtually connected. *Worldwide Hospitality and Tourism Themes*, 12(6), 753–760. <https://doi.org/10.1108/WHATT-07-2020-0073/FULL/XML>

Nggini, Y. H. (2019). Analisis SWOT (Strength, Weaknes, Opportunity, Threats) Terhadap Kebijakan Pengembangan Pariwisata Provinsi Bali. *Jurnal Ilmiah Dinamika Sosial*, 3(1), 141–152. <https://doi.org/10.38043/JIDS.V3I1.1739>

Olsen, W. (2004). Methodological triangulation and realist research. In *Making realism work: realist social theory and empirical research* (p. 197). Routledge.

Osita, I. C., R. I. O., & Justina, N. (2014). Organization's stability and productivity: the role of SWOT analysis an acronym for strength, weakness, opportunities. *International Journal of Innovative and Applied Research*, 2(9), 23–32.

Panama, N. (2023). *Bisnis pariwisata di Bintan kembali bangkit pasca pandemi*. ANTARA KEPRI. <https://kepri.antaranews.com/berita/148983/bisnis-pariwisata-di-bintan-kembali-bangkit-pasca-pandemi>

Pickton, D. W., & Wright, S. (1998). What's SWOT in strategic analysis? *Strategic Change*, 7(2), 101–109. <https://doi.org/10.1002/9780470446324.CH3>

Pramana, S., Paramartha, D. Y., Ermawan, G. Y., Deli, N. F., & Srimulyani, W. (2021). Impact of COVID-19 pandemic on tourism in Indonesia. *Current Issues in Tourism*, 1–21. <https://doi.org/10.1080/13683500.2021.1968803>

Saarinen, J. (2020). *Tourism and sustainable development goals research on sustainable tourism geographies*. Routledge.

Sentanu, I. G. E. P., & Mahadiansar, M. (2020). Memperkuat Peran Pemerintah Daerah: Mengelola Pariwisata Lokal Yang Berkelanjutan. *Jurnal Ilmu Administrasi Negara (JUAN)*, 8(1), 1–20. <https://doi.org/10.31629/JUAN.V8I1.1879>

Sharma, G. D., Thomas, A., & Paul, J. (2021). Reviving tourism industry post-COVID-19: A resilience-based framework. *Tourism Management Perspectives*, 37, 100786. <https://doi.org/10.1016/J.TMP.2020.100786>

Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*, 117, 312–321. <https://doi.org/10.1016/J.JBUSRES.2020.06.015>

Stoffelen, A., & Vanneste, D. (2017). Tourism and cross-border regional development: insights in European contexts. *European Planning Studies*, 25(6), 1013–1033. <https://doi.org/10.1080/09654313.2017.1291585>

Streimikiene, D., Svakdziene, B., Jasinskas, E., & Simanavicius, A. (2021). Sustainable tourism development and competitiveness: The systematic literature review. *Sustainable Development*, 29(1), 259–271. <https://doi.org/10.1002/SD.2133>

Weidenfeld, A. (2013). Tourism and cross border regional innovation systems. *Annals of Tourism Research*, 42, 191–213. <https://doi.org/10.1016/J.ANNALS.2013.01.003>

Yang, Y., Altschuler, B., Liang, Z., & Li, X. (2021). Monitoring the global COVID-19 impact on tourism: The COVID-19 tourism index. *Annals of Tourism Research*, 90, 103120. <https://doi.org/10.1016/J.ANNALS.2020.103120>

Yin, R. K. (2015). *Case study research : Design and methods* (5th ed.). Sage Publication.

Zhang, H., Song, H., Wen, L., & Liu, C. (2021). Forecasting tourism recovery amid COVID-19. *Annals of Tourism Research*, 87, 103149. <https://doi.org/10.1016/J.ANNALS.2021.103149>