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Strategic Directions for Regenerative Urban Tourism in North Jakarta: An SLR-FGD and TOWS-Based Assessment

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Abstract

Urban coastal destinations face mounting pressures from environmental degradation, infrastructure limitations, and fragmented governance, while the application of regenerative tourism in dense metropolitan contexts remains limited. This study examines how regenerative urban tourism can be strategically developed in North Jakarta. The study applies a stepwise approach: a systematic literature review (SLR) to identify key concepts, followed by focus group discussions (FGDs) with stakeholders, such as government, tourism managers, community representatives, and MSMEs, to capture local conditions, the results are then evaluated using IFE–EFE matrices and synthesized through a TOWS analysis to formulate strategies. The findings indicate that North Jakarta has relatively strong internal capacity (IFE = 3.04) and a favorable external environment (EFE = 3.16), placing it in a "grow and build" position. Strategic priorities include developing eco-tourism and urban farming based on community greening initiatives, strengthening interactive cultural and heritage-based tourism, enhancing MSME digital capacity, and addressing environmental and infrastructure constraints such as waste management, flooding, and accessibility. This study contributes by demonstrating how regenerative tourism principles can be operationalized in an urban–coastal setting, offering a structured basis for strategy formulation in similar metropolitan destinations. Overall, the research emphasizes the need for integrative, community-driven, and climate-adaptive approaches that align ecological restoration with cultural continuity and inclusive economic growth.

Keywords: community-based tourism; destination competitiveness; strategic planning; TOWS analysis; urban coastal tourism

INTRODUCTION

Background

Urban tourism has become a key driver of global destination competitiveness, especially in metropolitan regions that function as economic and cultural hubs. In recent years, the concept of regenerative tourism has emerged as an advanced framework that moves beyond sustainability by aiming to restore and revitalize ecological, socio-cultural, and economic systems (Bellato and Pollock, 2025). As part of the Greater Jakarta metropolitan area, North Jakarta holds strategic potential to adopt regenerative approaches that can strengthen its ability to compete with global urban destinations undergoing similar transformations. It has become a primary gateway and has served as a center of trade, culture, and coastal life from the pre-colonial period to the present.

North Jakarta possesses diverse tourism assets, including waterfront districts, maritime-heritage zones, and emerging creative-economy clusters. However, these assets face challenges typical of rapidly urbanizing coastal cities: environmental degradation, coastal flooding, uneven public infrastructure, congestion, and limited integration between tourism, community welfare, and urban planning (Haryeni *et al.*, 2024; Kurniawan *et al.*, 2024). These conditions reduce destination appeal and limit long-term resilience. Regenerative urban tourism offers a strategic means to not only mitigate these challenges but to actively repair ecological functions (Nikšić Radić and Dragičević, 2025) while empowering communities and enhancing visitor experiences.

Global tourism trends indicate that travelers increasingly value destinations that demonstrate environmental responsibility, cultural authenticity, and meaningful community involvement (McKenna and Hanrahan, 2024). Destinations such as Copenhagen, Melbourne, and Singapore have adopted regenerative urban tourism principles, integrating low-carbon mobility, heritage revitalization, community-centric tourism, and coastal resilience planning, to strengthen their competitive advantage (Bærenholdt and Meged, 2023; Butt, 2024; Lim and How, 2025). Although regenerative tourism has grown rapidly since the pandemic, current scholarship remains concentrated in rural or nature-based destinations in advanced economies, leaving a significant contextual gap for large, multicultural, climate-vulnerable cities in the Global South. Most studies examine regenerative principles through ecological restoration, community capacity building, or heritage revitalization (Crossley, 2020), yet few apply these ideas to dense urban–coastal settings where socio-ecological pressures and tourism dynamics intersect.

Research on urban tourism regeneration typically focuses on creative districts or heritage areas (Lak, Gheitasi and Timothy, 2020; Lei and Zhou, 2022; Rahman, Halim and Ahad, 2022), but rarely integrates regenerative metrics, lacks empirical and methodologically structured applications of regenerative tourism in dense urban–coastal settings (Higgins-Desbiolles, Doering and Bigby, 2021). For North Jakarta, adopting similar principles can serve as a catalyst to reposition itself as a regenerative urban tourism destination.

A strategic approach is necessary to harness existing potential while addressing structural weaknesses that hinder growth. Key strengths such as maritime heritage, large population centers for creative economy development, and proximity to national gateways (e.g., Tanjung Priok Port and Soekarno-Hatta Airport) must be leveraged. Simultaneously, vulnerabilities, including environmental risks, ageing infrastructure, and inconsistent service quality, require targeted interventions through urban regeneration and tourism development frameworks.

Opportunities for North Jakarta include the expansion of green infrastructure, digital transformation in destination management, development of blue-economy

tourism, and improved accessibility through ongoing urban mobility initiatives. Meanwhile, external threats such as climate change, regional competition from other Asian megacities, and fluctuating visitor preferences require adaptive strategies to ensure long-term competitiveness. Although these conditions align with strategic assessment logic, the emphasis of this research is on designing an integrated approach without directly referencing specific analytical frameworks.

SWOT-based approaches are widely used in sustainable or resilient tourism (Mandic et al., 2023), however, there is limited study in context of regenerative urban tourism, particularly in coastal megacities. This study adopts a structured strategic diagnostic approach based on SWOT, through IFE–EFE and TOWS matrices. This leaves a gap in understanding how regenerative principles can be operationalized for competitiveness, resilience, and global positioning, particularly in emerging cities like North Jakarta.

Given these dynamics, this study aims to explore and formulate strategic directions for strengthening regenerative urban tourism in North Jakarta through a comprehensive analysis of internal and external factors. The outcome is expected to provide a forward-looking roadmap that can guide policymakers, tourism stakeholders, creative industry players, and local communities in collaboratively elevating North Jakarta's global destination profile. By adopting regenerative principles, North Jakarta can transform into a more resilient, inclusive, and competitive urban tourism destination, one that restores ecological balance, enhances cultural vibrancy, and delivers sustained benefits to residents and visitors alike.

LITERATURE REVIEW

Research on regenerative tourism is relatively new and has grown in prominence since the pandemic. Scholarly attention to this field remains limited (Bappenas, 2024), leaving significant room for further exploration and development. A regenerative tourism conceptual framework was proposed primarily drawing from the sustainable development lineage (Bellato and Pollock, 2025). It is often described as the next phase of sustainability, representing a necessary shift in both perspective and paradigm (González-Márquez and Toledo, 2020).

In general, studies on regenerative tourism are closely linked to sustainable tourism and are frequently examined within the context of urban environments (Konietzko, Das and Bocken, 2023; Yazıcıoğlu *et al.*, 2024; Bellato and Pollock, 2025). Regenerative tourism seeks to ensure that travel generates positive benefits for people, destinations, and nature while supporting long-term renewal and the evolution of social and ecological systems (Dredge, 2022). It is a transformational approach aimed at realizing the potential of destinations to thrive with positive impacts by enhancing community capacity and natural ecosystem resilience (Bellato *et al.*, 2024). Regenerative tourism places particular emphasis on creating opportunities to restore degraded destinations, balancing the socio-economic-environmental impacts of tourism transformation, addressing climate and resource crises, and reducing as well as managing tourism's environmental impacts to make travel more meaningful (Cave and Dredge, 2020).

Several studies have examined regenerative approaches within urban context (Nobre, 2002; Leccis, 2023), particularly in relation to heritage tourism. Urban tourism and sustainability are shaped by market trends, governance, leadership, and regulatory frameworks (Astuti, Putranto and Mialwati, 2025; Lundén, Saarinen and Hall, 2025), thereby requiring planning processes capable of driving transformative change, especially in relation to historical heritage preservation and natural conservation, this is where the concept of regenerative urban tourism becomes

essential (Wise, 2016). Urban tourism regeneration involves strategic planning to drive change through new developments (Koodsela, Dong and Sukpatch, 2019), while touristification necessitates such regeneration as a response to the pressures arising from increasing visitor activity. Tourism promotion and the needs of local communities at destinations must be balanced with development strategies to prevent overtourism in urban areas.

The majority of research on regenerative tourism and urban tourism draws on international case studies, while studies on regenerative tourism in Indonesia remain scarce. Particularly discussions of regenerative urban tourism in Indonesia remains very limited, especially for urban-coastal contexts. This study is therefore expected to fill the scholarly gap on regenerative urban tourism and provide academic novelty. One existing study examines the macro-level implementation of regenerative tourism, conceptualizing it as a transformation of sustainable tourism with a restorative orientation toward the environment, applied within designated tourism zones managed by special authorities.

METHOD

This research adopts a mixed qualitative–strategic design to examine regenerative urban tourism in North Jakarta. The unit of analysis is the destination system, encompassing internal factors (e.g., community capacity, infrastructure, and tourism assets) and external conditions (e.g., environmental risks, market dynamics, and policy context). The study combines evidence from a systematic literature review covering 2015–2025 with stakeholder data collected in 2025 through focus group discussions. The exploratory approach is selected because regenerative urban tourism remains a relatively new concept in academic discourse and has limited empirical application in urban settings. By utilizing descriptive and interpretive data, the study aims to uncover key dimensions, contextual drivers, and operational indicators that can inform the development of a regenerative tourism industry.

The research design consists of three stages: input, matching, and output. The input stage combines a systematic literature review (SLR) and focus group discussions (FGDs). The SLR follows PRISMA guidelines and was conducted using Scopus and Web of Science, with keywords including "regenerative tourism," "urban tourism regeneration," and "coastal tourism." The process involved identification, duplicate removal, title–abstract screening, and full-text review. In parallel, FGDs were conducted with pentahelix stakeholders, such as government, tourism managers, community representatives, and MSMEs. The SLR enables to synthesize and explore existing knowledge paths by spotlighting gaps, identification of theoretical constructs and global best practices (Marzi *et al.*, 2025), while the FGDs capture local insights, experiential knowledge, and contextual nuances that cannot be obtained from secondary sources alone (UNICEF, 2024).

The matching stage integrates the findings from the SLR and FGDs through the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix, which are subsequently combined into the Internal–External (IE) Matrix. This analytical process allows the classification and weighting of strengths, weaknesses, opportunities, and threats related to regenerative urban tourism in North Jakarta. The weights and ratings were assigned through a two-step process: initial scoring was conducted by the research team based on synthesized evidence, followed by validation and refinement through stakeholder consensus during FGDs. The structured evaluation provides a basis for identifying strategic positions and determining appropriate strategic responses.

Finally, the output stage synthesizes the results of the matching process into a set of strategic recommendations for strengthening regenerative urban tourism.

These recommendations are formulated to align with Jakarta's long-term development vision, sustainability targets, and the anticipated preparation of an Integrated Tourism Master Plan (ITMP) for Greater Jakarta. By combining systematic evidence, stakeholder engagement, and strategic analysis, this methodological approach ensures that the outcomes of the research are both conceptually grounded and practically applicable.

RESULTS AND DISCUSSION

This study was developed from two complementary sources: insights derived from the Systematic Literature Review (SLR) and empirical evidence collected through Focus Group Discussions (FGD) with pentahelix stakeholders in North Jakarta. The SLR provided a conceptual foundation by identifying global principles, indicators, and best practices related to regenerative urban tourism, while the FGD supplied grounded, context-specific inputs based on stakeholder experiences, local knowledge, and current conditions within the destination. The expert scoring form was used aligned with the concepts and indicators of sustainable urban tourism. Integrating these two sources ensured that the SWOT indicators were not only theoretically robust but also reflective of real-world dynamics in North Jakarta's urban tourism landscape.

The FGD held two-times, attended by the North Jakarta Sub-Department of Tourism and Creative Economy, twenty tourism attraction managers, six sub-district leaders, and other related institutions, provided a comprehensive mapping of the current conditions of regenerative urban tourism in North Jakarta. This mapping served as a critical foundation for formulating the strategic direction of the research. FGD participants were individuals actively involved in maintaining the sustainability and resilience of existing tourism attractions in North Jakarta. The FGD process with key stakeholders produced six strengths, eight weaknesses, five opportunities, and five threats that may emerge in the implementation of regenerative urban tourism initiatives in the area.

The strength and weakness components reflect inside destination, while the opportunities and threats derive from broader drivers influencing regenerative urban tourism. All findings were subsequently incorporated into a SWOT analysis, forming the basis for Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and developing strategies through the TOWS matrix. Based on the SWOT results, a TOWS matrix was constructed to derive strategic alternatives for sustainable tourism development (Özgeriş *et al.*, 2024).

Strengths (S)

North Jakarta's tourism sector benefits from strong social and environmental capital. The friendliness of local residents and the positive experiences they create for visitors serve as an essential foundation for building a welcoming and memorable destination. Participatory approaches support local communities in gaining more equitable benefits from tourism (Ermayanti, Indrizal and Irwandi, 2025). The area is also rich in cultural assets, festivals, distinctive culinary traditions, and unique thematic neighborhoods, offering attractions that cannot be easily replicated elsewhere. Community-led greening initiatives and urban farming projects further support the development of environmentally oriented tourism. The presence of cooperatives and local enterprises, adequate basic facilities, and an established commitment to multi-stakeholder collaboration and shared regulations strengthen the ecosystem needed for inclusive and community-driven tourism development.

Weaknesses (W)

Despite these strengths, several challenges hinder optimal tourism development. Waste management issues, inadequate drainage, and environmental

pollution reduce both visitor comfort and ecological quality. Damaged basic infrastructure, traffic congestion, limited parking, and insufficient tourist information restrict accessibility and mobility within the destination. Community participation remains uneven, many MSMEs struggle with access to capital and digitalization, and several existing attractions lack variety, contributing to monotony and overcrowding. In some cases, deteriorated public facilities also marginalize residents from public spaces that should be shared.

Opportunities (O)

Nevertheless, North Jakarta holds substantial development potential. Urban parks and city forests offer spaces to expand green and educational tourism. Historical tours, cultural workshops, and family-oriented activities present opportunities to diversify tourism experiences. Digital technology enables more efficient tourist management (Semara *et al.*, 2025), such as digital tourism applications, QR-based information systems, and environmentally friendly transportation, provide pathways to strengthen smart and sustainable urban tourism. Meanwhile, environmentally friendly local products and experiential learning-based tourism continue to gain traction among contemporary travelers, enhancing the destination's competitive appeal.

Threats (T)

Various environmental and sociocultural threats require careful anticipation. Tidal flooding, coastal inundation, and the conversion of green spaces pose significant risks due to climate change and rapid urbanization (Nurhidayat, 2025). The dominance of external investors may marginalize local actors, while cultural commodification, erosion of traditions, intergenerational value conflicts, and community exclusion threaten the area's cultural identity. Small businesses are battling to survive amid intensifying competition from large-scale enterprises (LSEs) (Lebambo and Shambare, 2020), especially with rising rental costs and operational expenses in North Jakarta.

Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix

To determine the strategic position of regenerative urban tourism in North Jakarta, the identified SWOT factors were quantitatively assessed using a systematic weighting and scoring procedure. Consensus was reached through iterative discussion, where differences in judgment were reconciled until agreement was achieved on the final weights and ratings. This approach allows for an objective evaluation of the relative importance and influence of each factor on tourism development. In accordance with standard SWOT quantification methods, each internal and external factor was assigned a weight ranging from 0.00 to 1.00 (Utomo, 2025), with the total weight for each group equal to 1.00. Each factor was then rated on a four-point scale, where a rating of 1 represents the lowest and a rating of 4 represents the highest score. The weighted score for each factor was obtained by multiplying its assigned weight by the corresponding rating.

Table 1. Internal Factor Evaluation (IFE) Matrix

Code	Description	Weight	Rating	Score
Strengths				
S1	Community friendliness and positive visitor experiences	0.08	4.00	0.32
S2	Presence of festivals, local cuisine, and unique neighborhoods	0.07	3.00	0.21
S3	Potential for community cooperatives and local enterprises	0.06	3.00	0.18
S4	Community-led greening initiatives and urban gardening	0.05	2.00	0.10
S5	Availability of basic facilities and tourist-friendly transportation	0.08	3.00	0.24
S6	Multi-stakeholder collaboration and shared regulations	0.07	4.00	0.28
Sub-total		**0.41**		**1.33**
Weakness				
W1	Waste management issues, poor drainage, and environmental pollution	0.10	3.00	0.30
W2	Uneven community participation and social conflict	0.08	3.00	0.24
W3	Limited access to capital and low digital adoption among MSMEs	0.07	2.00	0.14
W4	Damaged and insufficient basic infrastructure	0.09	3.00	0.27
W5	Traffic congestion, limited parking, and lack of information	0.09	3.00	0.27
W6	Monotonous attractions and overcrowding	0.05	3.00	0.15
W7	Deteriorated facilities and displacement of residents from public spaces	0.06	4.00	0.24
W8	Limited training opportunities and community centers	0.05	2.00	0.10
Sub-total		**0.59**		**1.71**
Total		**1.00**		**3.04**

Source: Research Data, 2025

The IFE matrix (Table 1) shows that strengths such as community friendliness and positive visitor experiences (S1), also multi-stakeholder collaboration and shared regulations (S6) received high ratings, reflecting their central role in supporting regenerative urban tourism in North Jakarta. Prior research findings demonstrate that the level of friendliness exhibited by community has a substantial impact on a traveler's inclination to revisit a tourist site (Liew, Hussin and Abdullah, 2021). In contrast, weaknesses related to waste management issues, poor drainage,

environmental pollution (W1), damaged and insufficient basic infrastructure (W4), also traffic congestion, limited parking, and lack of information (W5) has relatively high weights, emphasizing their strategic urgency. North Jakarta experiences high population pressure and intensive economic activity, which strain waste management systems and lead to environmental pollution. Inadequate drainage is closely linked to its low-lying coastal topography, making the area prone to flooding and water stagnation. At the same time, aging and unevenly distributed infrastructure reflects long-term underinvestment and fragmented urban planning.

Table 2. External Factor Evaluation (EFE) Matrix

Code	Description	Weight	Rating	Score
Strengths				
O1	Potential of urban parks and city forests	0.11	3.00	0.33
O2	Potential for educational tours and family-oriented activities	0.11	4.00	0.44
O3	Potential for heritage tours, workshops, and community studios	0.10	3.00	0.30
O4	Tourism-supporting technologies (QR systems, mobile applications, green transportation)	0.12	4.00	0.48
O5	Potential for learning-based tourism and environmentally friendly products	0.11	3.00	0.33
Sub-total		**0.55**		**1.88**
Weakness				
T1	Tidal flooding, seasonal inundation, and conversion of green spaces	0.10	4.00	0.40
T2	Dominance of external investors and low transparency	0.09	2.00	0.18
T3	Cultural commodification, loss of traditions, and community marginalization	0.09	3.00	0.27
T4	Local MSMEs losing competitiveness to large businesses and rising rental costs	0.09	3.00	0.27
T5	Intergenerational value conflicts and social exclusion	0.08	2.00	0.16
Sub-total		**0.45**		**1.28**
Total		**1.00**		**3.16**

Source: Research Data, 2025

As summarized in Table 2, the EFE matrix demonstrates that the external environment provides substantial opportunities and threat for tourism development. Major opportunities include potential for educational tours or family-oriented activities, and tourism-supporting technologies (O4), such as QR systems, mobile applications, or green transportation. Otherwise, North Jakarta is exposed to tidal flooding,

seasonal inundation, and conversion of green spaces (T1), cultural commodification, loss of traditions, and community marginalization (T3), and local MSMEs losing competitiveness to large businesses and rising rental costs (T4). Environmental protection challenges cannot be resolved by a single policy. Instead, leveraging existing opportunities and enhancing efficiency across social and economic sectors would contribute to addressing issues of resource management and distribution (Dogaru, 2013).

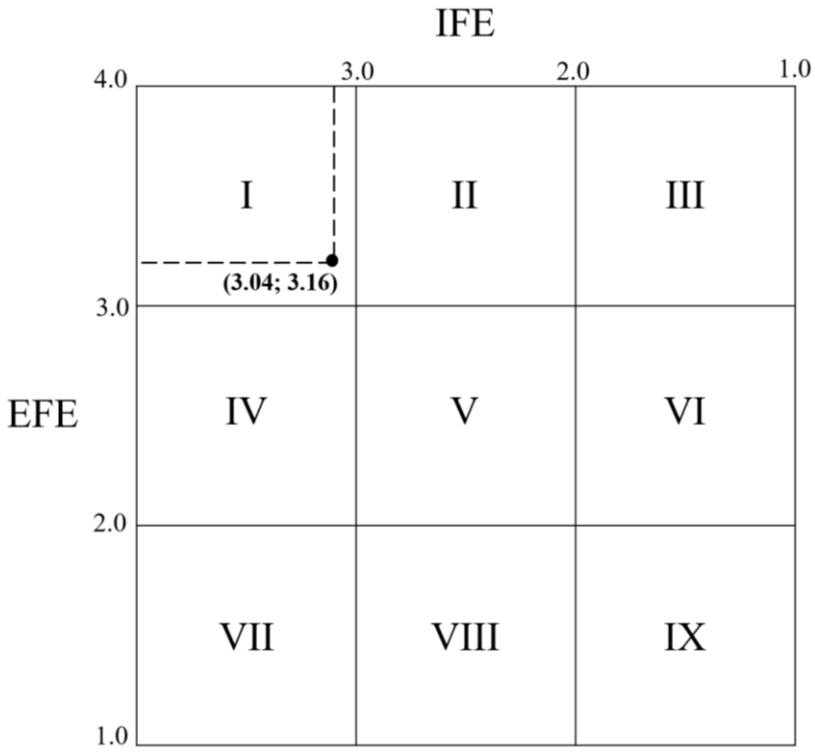

Figure 1. Internal–External (IE) Matrix (Source: Research Data, 2025)

The analysis indicates that the destination has a strong strategic position, with a total Internal Factor Evaluation (IFE) score of 3.04 and a total External Factor Evaluation (EFE) score of 3.16. These values place the destination in Cell I of the Internal–External (IE) Matrix, which corresponds to a "Grow and Build" strategic orientation. This position suggests that the destination possesses strong internal capabilities while operating in a highly favorable external environment (Ndubisi and Nair, 2023). This is reflected in the sustained growth of tourism attractions in North Jakarta, including Pelabuhan Sunda Kelapa, which represents a maritime heritage site that remains active as a traditional port with significant historical value, and Taman Wisata Alam (TWA) Mangrove Angke Kapuk, where local communities are actively involved in conservation efforts as part of ecotourism-based and sustainable tourism activities. Accordingly, development strategies should prioritize expansion, innovation, and proactive investment, including the strengthening of community-based initiatives, digital tourism development, green infrastructure, and the diversification of tourism products to enhance long-term sustainability and competitiveness.

Table 3. TOWS-Based Assessment

SW / OT	**Strengths (S)** F1 Friendliness of local residents and positive visitor experiences C1 Potential for festivals, local cuisine, and unique neighborhood identity D1 Potential for community cooperatives and resident-driven enterprises B1 Community-led greening initiatives and urban farming efforts E1 Availability of basic facilities and tourist-friendly transportation options A1 Multi-stakeholders collaboration and shared governance mechanisms	**Weaknesses (W)** B2 Waste management issues, poor drainage, and environmental pollution A2 Uneven community participation and social conflicts D3 Limited access to capital and low digital adoption among MSMEs E2 Damaged and insufficient basic infrastructure F2 Traffic congestion, limited parking, and lack of visitor information F4 Monotonous attractions and overcrowding E4 Deteriorated public facilities and displacement of residents from public spaces A3 Limited training opportunities and inadequate community centers
Opportunities (O) B3 Potential for urban parks and city forests F3 Potential for educational tours and family-oriented activities C3 Potential for heritage tours, cultural workshops, and community art studios E3 Growth of tourism-supporting technologies (QR systems, mobile applications, green transport) D2 Potential for learning-based tourism and environmentally friendly products	**SO Strategies** 1. Eco-tours and Urban Farming Development Utilize community greening initiatives (S: B1, D1, F1) to develop green educational tourism products such as eco-tours, urban farming experiences, and sustainability-based learning activities (O: B3, F3, D2). 2. Interactive Cultural Tourism Leverage local festivals, culinary heritage, and resident hospitality (S: F1, C1) to strengthen history-focused tour packages, hands-on workshops, and digital cultural content (O: C3, F3). 3. Community-Based Smart Tourism Draw on multi-stakeholder collaboration and cooperative-based community structures (S: A1, D1) to accelerate the adoption of digital applications, QR-based visitor systems, and green transportation solutions (O: E3).	**WO Strategies** 1. Address Waste and Flooding Through Green Tourism Initiatives Weaknesses related to waste management, drainage issues, and deteriorating facilities (W: B2, E2, E4) can be mitigated by leveraging opportunities in community parks, environmental monitoring technologies, and green tourism programs (O: B3, E3). 2. Digital Empowerment for Local MSMEs Challenges in capital access, marketing, and limited capacity-building (W: D3, A3) can be addressed through opportunities in e-commerce integration, eco-friendly product certification, and educational tourism centered on local products (O: D2, F3). 3. Improving Accessibility and Visitor Flow Weaknesses related to congestion, limited parking, and inadequate visitor information (W: F2, F4) can be reduced by adopting tourist-friendly transportation systems, enhancing digital signage, and utilizing tourism information applications (O: E3).
Threats (T) B4 Tidal flooding, seasonal inundation, and the conversion of green spaces A4 Dominance of external investors and low transparency in governance C2 Cultural commodification, loss of traditions, and marginalization of local communities D4 Local MSMEs displaced by larger businesses and rising rental costs C4 Intergenerational value conflicts and social exclusion among community groups	**ST Strategies** 1. Leveraging Local Culture to Prevent Gentrification Local strengths such as festivals, distinctive neighborhoods, and strong community hospitality (S: C1, F1) can be mobilized to counter threats of cultural homogenization, loss of traditions, and community displacement (T: C2, C4). 2. Strengthening Cooperatives and Community Collaboration Against External Dominance The presence of community cooperatives and multi-stakeholder collaboration (S: A1, D1) can be utilized to resist the growing influence of external investors, large businesses, and low-transparency operations (T: A4, D4). 3. Promoting Green Tourism to Mitigate Climate-Related Risks Existing strengths in greening initiatives and urban farming (S: B1) can be directed toward addressing the threats posed by tidal floods, environmental degradation, and the conversion of green open spaces (T: B4).	**WT Strategies** 1. Implementing Strict Spatial and Environmental Regulations Weaknesses related to waste management, poor drainage, and deteriorating infrastructure (W: B2, E2, E4) can be addressed through stricter zoning and environmental policies, which simultaneously help mitigate threats such as tidal flooding and land subsidence (T: B4). 2. Protecting MSMEs from Unfair Competition Vulnerabilities in access to capital and digital capabilities (W: D3, D4) can be reduced by introducing anti-monopoly safeguards, affordable rental schemes, and supportive business policies to counter threats from large external competitors and rising commercial rents (T: D4, A4). 3. Enhancing Transparency and Community Participation Weaknesses involving uneven participation, community conflict, and limited training opportunities (W: A2, A3) can be mitigated by strengthening legal mechanisms, promoting open decision-making, and ensuring active involvement of youth and marginalized groups to avoid exclusion and cultural erosion (T: A4, C2, C4).

The strategic directions for regenerative urban tourism development are derived from the TOWS matrix. After classifying all factors from the S, W, O, and T quadrants into categories and identifying their preferential relationships, the matrix is used to translate diagnostic findings into strategic options by systematically matching internal factors (strengths and weaknesses) with external conditions (opportunities and threats). Based on this process, several development approaches were formulated as the basis for scenario planning (Černý, Vaněk and Hubáček, 2018) to strengthen regenerative urban tourism in North Jakarta and enhance its global destination competitiveness.

SO Strategies

SO strategies focus on leveraging existing strengths, urban greening, local culinary traditions, cultural festivals, and community hospitality, to develop eco-tours, urban farming tourism, and interactive cultural experiences while accelerating community-based smart tourism. These strategies can be implemented by optimizing green areas such as Cilincing City Forest, Kendal River Park, and the Mangrove Ecotourism Area in Penjaringan as educational eco-tour destinations offering planting, harvesting, and organic waste management programs, similar to existing initiatives in Kampung Proklim Sunter Jaya and Sunter Agung. Edutourism has gained popularity in recent years as people seek more meaningful and enriching travel experiences beyond traditional sightseeing (Selvakumar *et al.*, 2024).

Cultural attractions such as Kampung Tugu can be curated into interactive cultural packages through community capability building including keroncong music workshops, traditional Tugu culinary demonstrations, and guided historical tours. Area with greater potential tend to be more viable for development as a tourist destination (Kartika, Djamhur and Ismayanti, 2024). All activities can be integrated into a digital tourism platform featuring eco-tour routes, festival schedules, and QR-based booking systems managed by cooperatives or community groups, ensuring digital innovation becomes a tool for local economic empowerment.

WO Strategies

WO strategies aim to address weaknesses by utilizing emerging opportunities. Waste, drainage, and infrastructure issues can be mitigated through green tourism principles and community-managed green spaces (Ismayanti and Rahmah, 2025). Successful models, such as environmental education programs at the Mangrove Ecotourism Area in Angke Kapuk, demonstrate how conservation activities and ecological restoration can enhance visitor experience while improving ecological resilience. Empowering MSMEs through digitalization, online marketplaces, and environmentally certified products can replicate the success achieved by culinary businesses across PIK and Ancol, which have effectively expanded their market reach using digital platforms. To improve accessibility, the development of tourist-friendly transportation, such as electric TransJakarta buses to Ancol, and integrated digital information systems can enhance mobility and reduce congestion. Collectively, these efforts support North Jakarta's competitiveness through technology-driven, community-centered solutions.

ST Strategies

ST strategies emphasize cultural preservation, cooperative strengthening, and green tourism as tools to mitigate environmental and socio-economic threats while generating net-positive urban effects. Historical and religious tourism packages in Kampung Tugu, Rumah Si Pitung, Museum Bahari, and the Old Fish Market Heritage Complex help safeguard keroncong traditions, culinary heritage, and colonial architecture against gentrification. Community cooperatives in Hexagon Market, Sunter Culinary Zone, and

Muara Angke Floating Restaurants can manage tours, culinary offerings, and souvenirs to ensure economic benefits remain within the community.

Meanwhile, mangrove conservation in Angke Kapuk Wildlife Sanctuary, Kendal River Park, and Kampung Proklim Sunter Jaya supports climate-change mitigation by providing natural flood barriers and offering immersive eco-learning experiences focused on water absorption, biodiversity, and coastal resilience. These days, the implementation of Nature-based Flood Defences (NBFD) by governments responsible for coastal risk management around the world remains relatively limited, despite the approach offering significant ecological benefits, particularly for coastal areas (Kok *et al.*, 2021).

WT Strategies

WT strategies prioritize stricter spatial and environmental regulations, MSME protection, and enhanced transparency and community participation to mitigate both weaknesses and threats. The city government should enforce strict land-use regulations in tourism areas such as Kampung Tugu, Museum Bahari, Pura Dalem Purnajati, Rumah Si Pitung, and Masjid Keramat Al Mukaromah to prevent land conversion and preserve historical identity. Tourist destinations could be designed, built, and packaged so that tourists can get a quality experience (Kartika, Ismayanti and Djamhur, 2024).

Affordable rental policies and tax incentives for small businesses in Pasar Heksagon, Muara Angke Floating Restaurants, Sunter Culinary Area, and Kelapa Gading can shield MSMEs from unfair competition with large enterprises. Transparent decision-making, through community forums, publication of licensing data, and active involvement of local groups in destination planning, ensures that tourism development remains inclusive, equitable, and aligned with the aspirations of local residents.

CONCLUSION

This study examines the strategic development of regenerative urban tourism in North Jakarta by integrating insights from a systematic literature review and stakeholder-based analysis using a SWOT–TOWS framework. The findings indicate that the area's development potential is shaped by the interaction between existing local assets—such as community-based initiatives, cultural resources, and emerging green practices—and ongoing structural challenges, including environmental pressures, infrastructure limitations, and uneven stakeholder participation. The study contributes by demonstrating how regenerative tourism principles can be translated into structured strategic options within a complex urban–coastal context.

However, several limitations should be acknowledged. The analysis relies on expert judgment and stakeholder perspectives obtained through FGDs, which may introduce subjectivity in factor identification and scoring. The findings are also context-specific to North Jakarta and may not be directly generalizable to other destinations. In addition, the study does not incorporate direct survey data from residents or visitors, limiting the ability to capture broader perceptions and behavioral responses.

Future research could strengthen empirical validity by incorporating quantitative approaches, such as resident and tourist surveys, and by applying comparative analysis across different urban–coastal destinations. Longitudinal studies may also help assess how regenerative strategies evolve over time and their actual impact on environmental, social, and economic outcomes.

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AI USE STATEMENT

Any artificial intelligence (AI) tools were used during the preparation of the paper, including for writing, editing, language improvement, data analysis, and any other relevant purpose. The AI used consist of Perplexity, SciSpace, Open Read, ChatGPT, and Grammarly.

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