

Planning and development of tourist destination in Batam as an industrial city

I Wayan Thariqy Kawakibi Pristiwasa*, Syailendra Reza Irwansyah Rezeki

Magister Terapan Perencanaan dan Pengembangan Pariwisata, Politeknik Pariwisata Batam

Jl. Gajah Mada, Tiban Lama, Kec. Sekupang, Kota Batam, Kepulauan Riau 29425, Indonesia

ARTICLE INFO

Keywords:

Batam, development, industry, natural resources, planning, tourism

Katakunci:

Batam, industry, pariwisata, pembangunan, perencanaan, sumber daya alam

DOI:

<https://doi.org/10.26905/jpp.v11i1.15913>

Received **July 22, 2025**

Review **August 21, 2025**

Accepted **June 28, 2026**

Corresponding Author:

I Wayan Thariqy Kawakibi Pristiwasa

awakibithariqy@gmail.com

HOW TO CITE ITEM

Pristiwasa, I. W. T. K., & Rezeki, S. R. I. (2026). Planning and development of tourist destination in Batam as an industrial city. *Jurnal Pariwisata Pesona*, 11(1), 106–113. <https://doi.org/10.26905/jpp.v11i1.15913>

ABSTRACT

Tourism plays an essential role in enhancing a city's attractiveness and economic value. However, in Indonesia including Batam City tourism development is often hindered by the dominance of the industrial sector and the lack of sustainable planning. Batam, known as a free-trade and industrial area, also possesses vast potential in marine, cultural, and culinary tourism that remains underutilized. This study aims to describe the planning and development of Batam's tourism destinations to enable coexistence with the industrial sector. The research applies a qualitative descriptive approach grounded in post-positivism, utilizing literature reviews, government documents, and previous studies analyzed through the SWOT framework. The results indicate that Batam's tourism strategy should focus on four key areas: strengthening local cultural identity, implementing professional destination management, optimizing digital promotion via social media, and fostering collaboration among government, communities, and industry players. The sustainability of Batam's tourism depends on balancing industrial growth and environmental preservation. This research contributes to the concept of a sustainable industry-based tourism city and provides policy recommendations for local governments and tourism stakeholders.

ABSTRAK

Pariwisata memainkan peran penting dalam meningkatkan daya tarik dan nilai ekonomi suatu kota. Namun, di Indonesia termasuk Kota Batam, pengembangan pariwisata seringkali terhambat oleh dominasi sektor industri dan kurangnya perencanaan berkelanjutan. Batam, yang dikenal sebagai kawasan perdagangan bebas dan industri, juga memiliki potensi besar dalam pariwisata bahari, budaya, dan kuliner yang masih kurang dimanfaatkan. Studi ini bertujuan untuk mendeskripsikan perencanaan dan pengembangan destinasi wisata Batam agar dapat hidup berdampingan dengan sektor industri. Penelitian ini menerapkan pendekatan deskriptif kualitatif yang berlandaskan post-positivisme, dengan memanfaatkan tinjauan pustaka, dokumen pemerintah, dan studi sebelumnya yang dianalisis melalui kerangka SWOT. Hasil penelitian menunjukkan bahwa strategi pariwisata Batam harus fokus pada empat bidang utama: memperkuat identitas budaya lokal, menerapkan manajemen destinasi profesional, mengoptimalkan promosi digital melalui media sosial, dan mendorong kolaborasi antara pemerintah, masyarakat, dan pelaku industri. Keberlanjutan pariwisata Batam bergantung pada keseimbangan antara pertumbuhan industri dan pelestarian lingkungan. Penelitian ini berkontribusi pada konsep kota pariwisata berbasis industri yang berkelanjutan dan memberikan rekomendasi kebijakan bagi pemerintah daerah dan pemangku kepentingan pariwisata.

INTRODUCTION

Tourism is one of the strategic sectors that plays an important role in highlighting the values and identity of a city. Kladou, et al. (2017) state that tourism sector has great potential to attract public attention while making a tangible contribution to regional economic development. In the context of Indonesia as a developing country, tourism development is one of the efforts to sustainably manage and optimize the potential of natural resources (NR) and human resources (HR). By utilizing tourism potential, a region can achieve economic self-reliance, which can ultimately reduce urbanization or population migration to major cities (Setyaningrum et al., 2022). The development of tourism in each region essentially aims to emphasize the character and uniqueness of the local area. Therefore, Santa & Tiatco (2019) suggest that tourism should not only be oriented toward economic gains but must also provide social and cultural benefits for indigenous communities, the government, the tourism industry, and other stakeholders. The principles of sustainable tourism development emphasize the welfare of local residents rather than benefiting only certain groups. Consequently, careful planning is essential to prevent social and economic disparities. In this regard, synergy among various parties—including the government, local communities, business actors, and social institutions—is the key to successfully developing highly competitive tourist destinations (Setyaningrum et al., 2022).

In addition to being a social and cultural sector, tourism is now recognized as one of the largest industrial commodities in the world. The modern tourism industry has grown rapidly alongside technological advancements and changes in people's lifestyles. The concept of modern tourism integrates innovation, design, and digitalization to create attractive travel experiences with high economic value. The presence of a leading tourist destination often stimulates the growth of supporting sectors such as transportation, hospitality, culinary businesses, and local small and medium-sized enterprises (SMEs). Therefore, tourism not only serves as a form of entertainment but also acts as a driver of the creative economy and a means of preserving local culture (Huljannah, 2024). In today's digital era, social media plays an important role in promoting tourist destinations. Many travelers decide to visit a place after seeing its attractions through digital platforms. This means that tourism also fulfills people's psychological needs to seek happiness, refreshment, and a change of atmosphere after carrying out their daily routines (Kozak, 2023; Huljannah, 2024).

One of the regions with great potential to be developed as a leading tourist destination is the City of Batam. As a city located along a strategic international trade route, Batam has a favorable geographical position for attracting international tourists. However, tourism development in Batam still faces various challenges. Transforming into a tourism city requires a long period of time, strong policy commitment, and practical solutions from the government to enhance its appeal to visitors (Lee, et al., 2020; Dioko, 2024). In addition, Batam continues to face several internal conflicts, such as labor issues, dual leadership in regional governance, and disparities between regions, all of which have the potential to hinder investment (Andini, 2020). Nevertheless, the government continues to improve infrastructure as part of its tourism development strategy. One concrete initiative is the construction of toll roads connecting various areas of Batam. This policy aims to make it easier for tourists to access major destinations. However, access to several tourist sites remains suboptimal, indicating the need for further development to improve the overall visitor experience (Andini, 2020).

Historically, Batam has been known as an industrial city because it serves as a center for manufacturing and international trade. This nickname is well justified, but it also has consequences for the city's image. The perception of Batam as an "industrial city" can overshadow its tourism potential and natural beauty. The industrial label is often associated with heat, pollution, and intense work activities, which may reduce tourists' interest. In fact, with proper planning and promotional strategies, Batam has a great opportunity to transform into a modern tourism city with global competitiveness (Kartini, 2021). To achieve this, well-directed tourism planning and development based on strategic analysis are required. One commonly used approach is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This analysis helps stakeholders identify existing strengths and opportunities while anticipating weaknesses and threats that may hinder tourism development. Through this method, the strategies implemented are expected to optimize the region's potential while enhancing the competitiveness of tourist destinations (Teovani, 2022). However, previous studies indicate that efforts to strengthen the capacity of the Department of Culture and Tourism in several regions, including Batam, have remained focused on internal organizational aspects rather than directly improving destination management (Bire, et al., 2026). In reality, the current dynamics of the tourism sector demand concrete action plans and active cross-sector collaboration. The tourism department should not only function as a regulator but also as a facilitator that encourages tourism managers, local communities, and the private sector to work together in implementing tourism development strategies (Teovani, 2022).

Based on these conditions, it can be identified that there is a gap between the potential and the actual realization of tourism development in Batam. Theoretically, Batam possesses significant geographical and economic advantages; however, in practice, these have not been matched by comprehensive policies and planning. This gap serves as the foundation of the present study. Therefore, the research questions are: (1) what is the form of destination development planning for tourism in Batam within the context of an industrial city; and (2) what implementation strategies can be undertaken to realize Batam as a competitive tourism city? This study aims to

describe realistic, practical, and applicable planning and strategies for tourism destination development in Batam that are aligned with its characteristics as an industrial city. Accordingly, the findings are expected to contribute theoretically to the development of the concept of urban tourism and serve as a practical reference for local governments in formulating sustainable tourism development policies.

METHOD

This study employs a qualitative descriptive approach grounded in the philosophy of postpositivism. This approach was chosen because the postpositivist perspective emphasizes that social reality is not entirely absolute and objective; rather, it can be understood through interpretation and critical reflection on data obtained from various sources. In this context, the researcher assumes that previous research findings on tourism development cannot be regarded as the sole truth, as there are still limitations in understanding the complexity of social, economic, and cultural conditions in the field (Teovani, 2022). The qualitative descriptive approach is used to systematically describe the actual conditions of tourism development in Batam City as an industrial city. The research focuses on the planning and implementation processes, as well as the factors influencing the development of tourist destinations in Batam. This study emphasizes an in-depth analysis of secondary data to obtain a contextual understanding of the phenomenon under investigation.

The data used in this study are secondary data obtained from various scientific literature sources, including journal articles, academic books, research reports, and local government policy documents relevant to the topic of tourism in Batam. The data sources were selected based on several criteria: (1) data recency, with priority given to publications from the past 5–10 years; (2) direct relevance to the themes of tourism planning and development; and (3) source credibility, meaning they originate from reputable institutions or academic authors. The data collection technique was carried out through documentation studies and an in-depth literature review. The collected data were then classified according to analytical categories, such as government policy, community participation, the role of the tourism industry, and infrastructure conditions. The data collection process was conducted systematically to ensure consistency across information sources and to avoid data duplication.

The data analysis procedure followed these steps: (1) data reduction, namely selecting and filtering relevant information from various literature sources; (2) data presentation in the form of narrative and thematic descriptions to facilitate interpretation; and (3) drawing conclusions by identifying patterns in the relationships among policies, implementation, and tourism development outcomes. The analysis was conducted iteratively, with the researcher continuously comparing findings across sources to build consistent and valid arguments. To ensure data validity, this study applied the source triangulation method by comparing various literature discussing similar issues to verify the accuracy of the information. In addition, the researcher cross-checked data from official government reports against findings from academic research to ensure that the conclusions drawn were not biased. The justification for using a postpositivist approach in this study is that this approach enables researchers to acknowledge the limitations of knowledge and subjectivity in the analysis process, while still striving to achieve objectivity through verification, reflection, and logical consistency. Thus, the findings of this study are expected to provide a comprehensive, transparent, and replicable description for future research in the context of tourism development in industrial cities such as Batam.

RESULT AND DISCUSSION

Batam City is the largest city in the Riau Islands Province, consisting of several major islands such as Batam Island, Rempang Island, and Galang Island, as well as numerous smaller surrounding islands. Geographically, Batam is located between the Singapore Strait and the Strait of Malacca, two international shipping lanes that serve as vital arteries of global trade. This strategic location has made Batam a free trade zone, an international port, and a rapidly growing industrial city. An industrial city, in this context, refers to a manufacturing center whose local economy is dominated by production and distribution activities, supported by adequate infrastructure and management facilities. However, Batam cannot be viewed solely as an industrial city. Its natural beauty, rich cultural heritage, and the presence of small islands with exotic seascapes provide significant potential for the development of the tourism sector. From the perspective of regional economic analysis, Batam possesses a comparative advantage because it is capable of combining the industrial and tourism sectors synergistically. The tourism sector not only complements the economy but also serves to diversify regional sources of income and stimulate a community-based creative economy.

Batam has various leading tourist destinations such as Barelang Bridge, which has become the city's icon and a symbol of the integration of its main islands; the Mega Wisata Ocarina area, which offers modern family recreation attractions; as well as Sekupang Deer Park and Marina Agrotourism, which showcase the beauty of the tropical landscape. In addition, the Welcome to Batam area, seafood culinary tourism, and international golf courses are also distinctive attractions for both domestic and international tourists. Batam's marine tourism and resort potential are its defining characteristics because the city is surrounded by beautiful waters and is easily accessible by both sea and air. In the context of this study, Batam's tourism potential is viewed not only in terms of its physical attractions but also from the socio-economic aspects that influence its development. Based on the

findings of the literature analysis, there is a tendency for Batam's tourism to develop according to a business tourism pattern, namely tourism that is integrated with business and investment activities. This can be seen from the increasing number of meeting facilities, star-rated hotels, and resorts that offer tourism packages along with conference and business meeting spaces. Thus, Batam demonstrates a dual character: as both an industrial city and a tourist city that mutually support one another.

Based on the analysis results, Batam's main strengths lie in its accessibility and well-developed infrastructure. The availability of an international airport, modern seaports, and a well-connected road network are key factors that reinforce Batam's position as an easily accessible tourist destination. In addition, Batam's proximity to Singapore provides a strategic advantage, as the flow of international tourists can be directed to Batam with efficient travel costs and time. However, the study also identified several challenges in tourism development in Batam. These challenges include dependence on the industrial sector, the underutilization of tourism promotion based on local culture, and the lack of differentiation in tourism products. Many destinations are still focused on marine tourism, while the potential for historical, cultural, and ecotourism has not been fully developed. From a policy perspective, more integrated planning is needed between the tourism office and the industrial sector so that tourism becomes not merely a complementary sector, but an integral part of Batam's development identity.

Batam Tourist Destination Planning

The tourism potential in the Batam area will be developed and mapped through appropriate planning. According to Priatmoko (2019), there are four guidelines that can be used to prepare a development program, or in other words, development planning. The planning parameters used in planning the development of Batam City are as follows:

1. Marketing

The concept of marketing in tourism refers to introducing tourism products in a particular area through value exchange with products. Marketing for tourism in Batam must be carried out to disseminate the value and products it possesses. Tourism in Batam serves business travelers, international tourists, and local communities. What is marketed includes tourism products with all their attractions and their prices. Prices also need to be introduced because the transaction must be completed before tourists enjoy the attractions. Furthermore, marketing should be conducted openly through promotional media, which come in many forms, ranging from social media and print media to collaborations and others (Krisnadi & Dewantara, 2018).

2. Sustainability

The concept of sustainable tourism is intended to preserve and maintain tourist attractions so they can continue to be enjoyed over a long period. From an economic perspective, sustainable tourism is expected to promote equitable financial circulation, create decent employment opportunities, alleviate poverty, and minimize environmental degradation. Sustainable tourism adopts environmentally friendly development practices to avoid damaging existing ecosystems. In addition to environmentally friendly development, it also emphasizes education and cultural introduction to ensure the next generation continues the development of Batam's distinctive tourism. Tourists should take home meaningful values and experiences, not merely relief from stress through the enjoyment of natural beauty. Silitonga et al. (2021) stated that several tourist attractions in Batam have the potential to become sustainable tourism destinations, including arts, traditions, and culinary tourism. The sustainability principles applied in tourism development include environmental conservation, waste management, continuous tourist visits, the development of related business actors, and ensuring adequate carrying capacity for tourism.

3. Participation

Tourism planning in Batam should also be connected with grassroots activities and involve the broader community. This participation is intended to ensure that tourism provides educational value and benefits that support young people who wish to learn. Participation can take the form of analyzing tourism or incorporating tourism into every agenda organized by communities or the government. Important considerations in fostering participation include utilizing local resources, taking responsibility for local interests, and respecting regional diversity. These three aspects form the foundation for building good relationships with the community and relevant stakeholders, as well as for establishing business activities. Such positive relationships will contribute to the sustainability of tourism and the expansion of networks, ensuring that tourism remains a topic of public discussion.

4. Disaster Mitigation

Disaster mitigation refers to a series of efforts to reduce disaster risks through both physical development and raising public awareness. Mitigation aims to prevent potential events in a particular

area in order to reduce their severity, damage, hazards, and losses. Examples include both natural and non-natural disasters. Natural disasters that may occur in Batam City include floods, tsunamis, and others. Non-natural disasters may include economic crises, inefficiency, or business policies that do not support tourism development. Therefore, every tourism activity should have its own preventive measures. For example, beaches should have preparedness measures in place in case of accidents or natural disasters. The same principle applies to other tourism areas as well.

Development of Batam Tourist Destinations

The development of Batam as a tourism destination can be carried out through various strategic approaches that take into account economic, social, cultural, and environmental aspects. Based on the analysis results, four main concepts in tourism planning can be translated into development programs that strengthen Batam's integrity and competitiveness as a modern tourism city. Several strategies that can be implemented include fostering a distinctive city image, optimizing the use of digital technology and social media, strengthening tourism management, and preserving local cultural values through collaboration among stakeholders (Sani & Anam, 2022). This approach is consistent with the principles of sustainable tourism development, as proposed by Sianturi (2021), who states that a city's image is a visual and emotional representation capable of influencing tourists' perceptions of a destination. In the context of Batam, the city's image remains diverse, as it is known by various titles such as an industrial city, a trading city, the Civilized World City (Bandar Dunia Madani), and a tourism city. This variation in image indicates the absence of a strong, unified identity, resulting in a development focus that tends to be fragmented. Based on the theories of cognitive image and affective image, a strong city image can be built by integrating local cultural values with modernity, enabling Batam to be recognized not only for its industrial activities but also for its unique character and cultural identity (Sianturi, 2021).

Empirical findings indicate that infrastructure development and tourism promotion play an important role in strengthening a destination's image. Istiqah et al. (2023) emphasize that improving the quality of supporting facilities, such as roads, ports, and tourism security systems, is a key factor in building long-term competitiveness. Based on observations of local government reports and previous studies, accessibility to Batam's main tourist destinations remains uneven. Some beach areas, for example, are managed with limited access by certain groups, highlighting the need for policies that redistribute public access to ensure tourism is inclusive. The local government is expected to strengthen its regulatory role by ensuring the principle of equitable access in the management of every tourist destination. The role of social media as a digital promotional tool is one of the key variables in this analysis. Arisandi and Pradana (2019) explain that social media-based promotion can reduce marketing costs while simultaneously expanding audience reach. In the context of Batam, digital promotion can increase international tourists' awareness of the region's marine tourism potential and local cultural attractions. Empirical data indicate that increased online promotional activities were directly proportional to the rise in tourist arrivals in 2023, as reported by the Batam City Government. Therefore, tourism communication strategies that are adaptive to the digital era need to be continuously strengthened through collaboration among the Tourism Office, Tourism Awareness Groups (Pokdarwis), and local business actors.

The tourism information system is also an important indicator for improving tourism services. Based on interviews with local managers (in a secondary study cited by Teovani, 2022), the level of tourist satisfaction is strongly influenced by the speed and accuracy of information. Therefore, the provision of digital-based information systems, such as interactive tourism maps, online services, and tourism contact guides, has become an urgent necessity to enhance the competitiveness of destinations. Pokdarwis plays an important role in this aspect because it serves as a communication bridge between local communities and tourists while also educating the community to become more tourism-aware.

The SWOT analysis used in this study is based on a review of regional government documents, reports from the Central Statistics Agency (BPS), and previous studies such as Ramadhan (2023). The assessment process was carried out by identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) based on the frequency of indicator occurrence in the literature and official reports. Each factor was then assigned a qualitative weight, where Batam's greatest strengths are its strategic location and growing infrastructure, while its main weaknesses lie in its dependence on the industrial sector and social inequality. The most prominent opportunities include tourism development and investment, whereas the primary threats are regional competition from neighboring countries such as Singapore and Malaysia.

The results of this analysis indicate that Batam's strategic position can be leveraged to develop an integrated industrial-tourism city model, namely the integration of the industrial and tourism sectors in a mutually supportive manner. This model is supported by the destination competitiveness theory proposed by Crouch & Ritchie (1999), which states that a destination's competitiveness is determined by a combination of resources, government policies, and the quality of the tourist experience. Therefore, Batam's development policy needs to emphasize policy alignment across sectors so that tourism is not merely a complement to industry, but also a driver of the region's creative economy. In addition to economic aspects, local culture is also an important pillar in the development of tourism in Batam. Clinton and Vanomy (2023) highlight the importance of preserving

Rumah Limas Potong as an iconic cultural heritage site that can be developed as an educational tourism attraction. Efforts to preserve culture through education and the promotion of historical tourism serve a dual purpose: maintaining regional identity while also raising the awareness of future generations.

Tabel 1. SWOT Analysis

Strengths	Weaknesses
1. Free Trade Zone	1. Economic Dependence
2. Strategic Location	2. Social Inequality
3. Growing Infrastructure	3. Environmental Issues
4. Education and Healthcare	4. Human Resources and Spatial Planning
5. Maritime and Cultural Potential	
Opportunities	Threats
1. Tourism development	1. Competition in tourism with neighboring countries
2. Fisheries and creative industries	2. Changes in economic policy
3. Improving connectivity	3. Environmental issues and conflicts
4. Investment	4. Foreign cultures
5. Regional development	5. Instability in public perception

The analysis provides an overview of what can be enhanced and what can be improved in the development process of Batam City (Ramadhan, 2023). Furthermore, tourism management requires financial management, promotion and event management, as well as maintenance management.

With tourism having developed rapidly, one sector that must not be neglected is local culture and traditions. As citizens who cherish the Indonesian archipelago, it is essential to preserve existing local cultures. These include arts and crafts, the traditions and customs of indigenous communities that tourists should respect, as well as local MSMEs (Micro, Small, and Medium Enterprises) in the culinary sector. One piece of history that both domestic and international visitors to Batam should know is the Rumah Limas Potong, the traditional house of the Riau Islands. Clinton and Vanomy (2023) stated that one aspect of tourism development in Batam is the use of traditional houses as educational tourism attractions, as education is crucial for future generations. Moreover, technology and social media have increasingly displaced traditional customs from children's awareness. In addition to traditional houses, tourism is closely linked to MSMEs, as both works together to build Batam's image as a city rich in destinations and culinary offerings. Development efforts for the MSME sector can include product packaging, product marketing, skills training for MSME owners, and broader collaboration. Essentially, tourism provides two types of experiences: tangible and intangible. Intangible experiences refer to tourists' level of satisfaction with services, destinations, or other aspects, while tangible experiences are the physical souvenirs that tourists can take home. These are important because they are closely related to the livelihoods of local business actors who depend on tourism (Fajrah & Zetli, 2020), as well as fostering appreciation among younger generations for local values.

Based on the analysis, it can be concluded that the relationship between theory and empirical data demonstrates positive synergy: city branding theory, digital marketing theory, and the concept of sustainable development have all proven relevant in the context of Batam's tourism development. From a policy perspective, the local government needs to establish a long-term strategy that integrates the industrial, cultural, and tourism sectors through a collaborative cross-sector approach. With effective management, strengthened human resources, and greater awareness among the local community, Batam has significant potential to become a leading industrial-tourism city in Southeast Asia.

The discussion above outlines several plans and strategies for tourism development on Batam Island. The social impact of tourism has been strongly felt by the surrounding community. The availability of employment opportunities and business ventures has enabled local residents to participate in the development of Batam's tourism sector. Tourism in Batam has contributed to the city's self-reliance in terms of local economic growth. According to information released by the Batam government, there were at least 102,000 tourist visits to the Riau Islands in 2023 alone. If combined with visits to Batam City and other cities, the total number would certainly be much higher. This opportunity has also encouraged major initiatives to attract investors for the development of an Eco City in Batam (Fahlevi et al., 2024). As both an industrial and tourism city, Batam faces unique opportunities and challenges in its development. Therefore, consistent commitment from all stakeholders is needed to continuously protect, maintain, and enhance Batam's tourism sector.

CONCLUSION

This study concludes that Batam City not only serves as an industrial and commercial hub but also possesses significant potential as a leading tourism destination in the Riau Islands region. Its strategic location along international shipping routes gives Batam a comparative advantage in integrating the industrial and tourism sectors. The analysis indicates that the development of tourism in Batam can help balance its intensive industrial activities while creating harmony between economic growth and environmental conservation. Empirically, the

findings confirm that the success of Batam's tourism development depends on four key factors: (1) strengthening the city's image based on local culture so that Batam has a clear and sustainable tourism identity; (2) implementing professional destination management through SWOT analysis to optimize internal strengths and external opportunities; (3) utilizing digital technology and social media as effective promotional strategies in the global era; and (4) fostering collaboration among the government, local communities, and the private sector to build an inclusive and competitive tourism ecosystem.

From a theoretical perspective, this study contributes to strengthening the concept of an industrial-based tourism city, namely the integration of industrial and tourism functions that mutually support one another within the framework of sustainable development. These findings enrich the literature on tourism planning in industrial regions, particularly in the context of developing cities such as Batam.

From a practical perspective, the study recommends that the Batam local government strengthen cross-sectoral policies that emphasize sustainability, community participation, and cultural preservation. Tourism managers are encouraged to adopt marketing strategies that are adaptive to technological advancements while enhancing human resource capacity through training and the empowerment of local communities. Therefore, the planning and development of tourism in Batam should be directed toward achieving a balance between industrial progress and the preservation of natural and cultural resources. This approach is expected to position Batam not only as a modern industrial city but also as a globally competitive tourism city with harmonious economic, social, and environmental value.

REFERENCES

- Andini, C., & Akbar, D. (2020). Tantangan pariwisata pada wilayah perbatasan dalam era disrupsi teknologi: Studi kasus regulasi transportasi online di Kota Batam, Kepulauan Riau. *Indonesian Journal of Tourism and Leisure*, 1(2), 73–81. <https://doi.org/10.36256/ijtl.v1i2.102>
- Arisandi, D., & Pradana, M. N. R. (2019). Pengaruh penggunaan media sosial terhadap brand awareness pada objek wisata di Kota Batam. *JMD: Jurnal Riset Manajemen Bisnis Dewantara*, 2(1), 109–116. <https://doi.org/10.26533/jmd.v1i2.263>
- Bire, R. B., Zhou, Q. S., & Pepper, M. (2026). The role of destination management organization in sustainability-driven tourism supply chain integration: a systems thinking approach. *Current Issues in Tourism*, 1-31.
- Clinton, Y. A., & Vanomy, A. E. (2023). Pengembangan UMKM kuliner di Kota Batam melalui transformasi ke platform digital di era Revolusi Industri 4.0. *Fortunate Business Review*, 3(1), 25–55. Retrieved from <http://journal.uvers2.ac.id/index.php/fbr/article/view/149>
- Dioko, L. D. A. (2024). The content and structure of tourism and public policies: A temporal analysis of stability and change. *Cornell Hospitality Quarterly*, 65(1), 7-33.
- Fahlevi, R., Djunaid, I. S., Sinambela, F. A., Djati, S. P., & Rahmanita, M. (2024). Dampak sosial dan ekonomi pariwisata dari konflik Rempang. *JiIP: Jurnal Ilmiah Ilmu Pendidikan*, 7(3), 3312–3316. <https://doi.org/10.54371/jiip.v7i3.3947>
- Fajrah, N., & Zetli, S. (2020). Evaluasi pentingnya lokasi sentra oleh-oleh untuk pariwisata Kota Batam. *Snistek*, 3(25), 120–125. Retrieved from <https://ejournal.upbatam.ac.id/index.php/prosiding/article/view/3625>
- Huljannah, A., & Andriyus. (2024). Peranan Dinas Pariwisata dan Kebudayaan dalam pengembangan objek wisata Pantai Terih di Kelurahan Sambau Kecamatan Nongsa Kota Batam. *Jurnal Mahasiswa Pemerintah*, 1(1), 19–27. Retrieved from <https://journal.uir.ac.id/index.php/jmp/article/view/17098>
- Istiq, S., Putra, R., Sidabutar, Y. F. D., & Raymond. (2023). Pengembangan kearifan lokal dan infrastruktur untuk meningkatkan kualitas wisata Kampung Tua Batu Besar Kota Batam. *Jurnal Potensi*, 3(2). <https://doi.org/10.37776/jpot.v3i2.1217>
- Kartini, R. A. (2021). Analisis SWOT terhadap Storynomics tourism sebagai strategi promosi pariwisata (studi kasus kawasan wisata Kali Cisadane, Kota Tangerang, Banten, Indonesia). *Dynamic Management Journal*, 5(2), 58. <https://doi.org/10.31000/dmj.v5i2.5639>
- Kladou, S., Kavartzis, M., Rigopoulou, I., & Salonika, E. (2017). The role of brand elements in destination branding. *Journal of Destination Marketing & Management*, 6(4), 426-435.
- Kozak, M. (2023). Moving from positive psychology to positive tourism: A conceptual approach. *Tourism as a Pathway to Hope and Happiness*, 1-15.

- Krisnadi, A. R., & Dewantara, Y. F. (2018). Analisis strategi pengembangan pariwisata di MICE Kota Batam. *FAME: Journal of Food, Beverage, Product & Service, Accommodation & Entertainment Services*, 1(1), 1–10. <https://doi.org/10.30813/fame.v1i1.1325>
- Lee, P., Hunter, W. C., & Chung, N. (2020). Smart tourism city: Developments and transformations. *Sustainability*, 12(10), 3958.
- Lodan, T. (2022). Penguatan organisasi dalam pengembangan kapasitas di Dinas Kebudayaan dan Pariwisata Kota Batam. *Kebijakan: Jurnal Ilmu Administrasi*, 13(1), 1–6. <https://doi.org/10.23969/kebijakan.v13i1.4182>
- Priatmoko, S. (2019). Perencanaan pengembangan destinasi wisata menggunakan analisis MSP + DM. *Khasanah Ilmu: Jurnal Pariwisata dan Budaya*, 10(1), 33–41. <https://doi.org/10.31294/khi.v10i1.5624>
- Ramadhan, I. (2023). Strategi pengembangan desa wisata Hutanagodang dengan pendekatan analisis SWOT komponen 3A pariwisata. *Jurnal Ilmiah Hospitality Management*, 13(2), 81–88. <https://doi.org/10.22334/jihm.v13i2.247>
- Sani, F. E. A., & Anam, M. M. (2022). Collaborative management: a sustainable natural tourism development model. *Jurnal Pariwisata Pesona*, 7(2), 205–212. <https://doi.org/10.26905/jpp.v7i2.8354>
- Santa, E. D., & Tiatco, A. (2019). Tourism, heritage and cultural performance: Developing a modality of heritage tourism. *Tourism Management Perspectives*, 31, 301–309.
- Setyaningrum, L. Z., Rahmanto, A. N., & Suparno, B. A. (2022). Komunikasi pariwisata dalam pengembangan destinasi wisata di “Nepal Van Java” Dusun Butuh, Kabupaten Magelang. *Seminar Nasional Pariwisata dan Kewirausahaan*, 1, 94–103. <https://doi.org/10.36441/snpk.vol1.2022.21>
- Sianturi, G. H. D., & Purwanti, A. (2021). Citra Kota Batam sebagai kota pariwisata menurut wisatawan yang berkunjung ke Kota Batam. *Science Journal*, 3(3).
- Silitonga, F., Wibowo, A. E., Siska Amelia Maldin, Baktivillo Sianipar, & Nasution, M. N. A. (2023). Pengembangan objek wisata sebagai investasi masyarakat di Pulau Lance Batam. *Jurnal Kekinian Pariwisata*, 1(1), 1–11. <https://doi.org/10.59193/jkw.v1i1.93>