



## Original Article

### Development Strategy for the Ciburuy Site as a Historical and Cultural Tourism Destination Bayongbong District, Garut Regency

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#### Abstract:

This study aims to formulate a development strategy for the Kabuyutan Ciburuy Site as a sustainable historical and cultural tourism destination. The site is a Sundanese cultural heritage that holds significant historical, spiritual, and ecological value, yet faces various challenges in terms of preservation and management. The research employs a descriptive qualitative approach with data collection methods including observation, in-depth interviews, and literature studies. SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats that influence the site's development. The findings indicate that the Kabuyutan Ciburuy Site has great potential as an educational and spiritual tourism attraction, supported by ancient manuscripts, traditional buildings, and living local traditions. However, the deteriorating physical condition of some structures, limited basic facilities, and lack of government support present major challenges. The recommended strategies include cross-sector collaboration, the use of digital technology, strengthening the capacity of local managers, and safeguarding the site's sacred values. With integrated and participatory development, the site has the potential to become an icon of local cultural preservation as well as a driver of a local wisdom-based economy in Garut.

**Keywords:** cultural heritage site, tourism development, SWOT analysis

#### Introduction

Tourism is one of the main pillars and top priorities of regional development. With the presence of the tourism industry, local governments and tourist destinations generate income from the revenues produced by each respective attraction (Laming et al., 2023). The dynamics within the tourism sector have also become a trend in global evolution, making it one of the fields considered to have an impact on Indonesia's progress (Harofah & Mutaqin, 2023).

Tourism development must always take into account the preservation of environmental functions; failure to do so may result in negative impacts that could harm the tourist area and ultimately lead to a decline in visitor numbers (Laming et al., 2023). The development of the tourism sector must always be carried out while preserving its cultural and social aspects. Therefore, effective regulations are needed to formulate



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development strategies that can increase national revenue and continuously revitalize tourism in Indonesia. Thus, tourism development requires significant contributions from the government to support its success, as well as supervision to ensure that its progress stays on the right track (Rustandi & Wibisono, 2020).

The Kabuyutan Ciburuy Site is one of 73 Sundanese cultural heritage sites with an educational background in Indonesia. It is located in Pamalayan Village, Bayongbong District, Garut Regency, and is a historical relic from the era of King Prabu Siliwangi, which was later continued by his son, Prabu Kiansantang. At that time, the site functioned as an educational center equivalent to a modern-day school (Rohaendi & Salamah, 2023).

According to historical records, some parts of this sacred site may have been deliberately constructed, while others were simply utilized by humans from what was naturally available in the area. The place or area now referred to by the Sundanese people as kabuyutan generally denotes what was once a palace, a mandala, a center of knowledge, a burial ground for high-ranking officials, and a center for spiritual activities (Ahmad Darsa & Nani Sumarlina, 2022).

The historical remains at the site consist of a settlement made up of three distinctive traditional buildings named *Bumi Patamon*, *Leuit*, and *Bumi Padaleuman*, along with several other elements such as *Saung Lisung*, the *Forbidden Forest (Hutan Larangan)*, *Batu Pangsolatan*, and *Pangalihan* (Rohaendi & Salamah, 2023). The Kabuyutan Ciburuy Site also preserves a collection of ancient manuscripts made from lontar and nipah leaves, which are estimated to have been written in the 14th and 15th centuries (Saputra Adiguna & Risa Mustafa, 2023).

Based on the interview with Nana Suryana, the site manager, the Kabuyutan Ciburuy Site has the potential to become an educational tourism destination, especially since the values it contains are not only historical but also convey important life lessons—such as loving and protecting nature, preserving culture as part of the nation's heritage, and doing good to fellow living beings. The site also offers beautiful natural scenery. The *Forbidden Forest (Hutan Larangan)*, filled with bamboo trees, has a unique appeal, offering a cool and eerie atmosphere that provides a different kind of experience, especially for nature, history, and mysticism enthusiasts. In addition to learning about history, the site also hosts traditional ceremonies known as the *Seba Ceremony*. The *Seba Ceremony* is a customary ritual symbolizing purification and is regularly held during the month of Muharram.

The biggest challenge faced by the site's management to this day is the lack of attention from the local government. The expected support—both in terms of funding and technical assistance—is still very minimal. Yet, the site holds significant historical and cultural value. The impact is considerable: the management struggles with routine maintenance, such as cleaning the site area and preserving the traditional buildings to keep them intact. Additionally, for renewal or revitalization efforts, such as repairing parts of buildings that have deteriorated, they must rely on community self-help initiatives or external aid, which tends to be inconsistent. This situation undoubtedly limits comprehensive preservation efforts.

A development strategy is a step aimed at improving an organization's efficiency by aligning individual ambitions for growth with the achievement of organizational goals. This process specifically involves planned efforts to carry out transformations that encompass the entire system over a defined period of time, with the changes being closely related to the organization's objectives. Thus, strategy focuses more on enhancing organizational effectiveness by involving various stakeholders and gaining support from the community, in line with the organization's mission itself (I Wayan Agus Arif Budi Astina et al., 2021).

SWOT analysis is a strategic planning method that helps organizations identify internal strengths and weaknesses, along with external opportunities and threats. It

offers a structured approach to assess a company's position in the market and to determine future steps. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats (Zainuri & Budi Setiadi, 2023).

The objectives of this study include: analyzing the actual conditions (both physical and non-physical) related to tourism development at the Kabuyutan Ciburuy Site; analyzing the internal and external factors that influence the site's development; and understanding the strategies that need to be implemented for developing the Kabuyutan Ciburuy Site as a tourism destination and a cultural-historical heritage.

## Methods

This research is a qualitative study using a descriptive approach, as the researcher aims to portray actual processes and events. Qualitative research is a type of study that focuses on the description and analysis of various phenomena, events, social activities, attitudes, beliefs, perspectives, and ways of thinking of individuals or groups (Adiatma et al., 2023).

All data collected for this study must be gathered using appropriate methods that match the characteristics of the data to be explored. Therefore, the data includes details about field activities, and the most effective data collection method is considered to be observation. The researcher conducted observations at the research site to examine phenomena related to the data being used. b) Interview: To obtain information relevant to the research, the researcher conducted in-depth interviews with key informants. c) Literature: This study is supported by literature to reinforce the research findings.

SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is the data analysis technique used in this study. It is carried out by identifying various environments, both internal (the strengths and weaknesses of the Ciburuy Site in competition) and external (the opportunities and threats).

| Matriks SWOT Kearns  |                              |                       |
|----------------------|------------------------------|-----------------------|
| INTERNAL \ EKSTERNAL | OPPORTUNITY                  | TREATHS               |
|                      | STRENGTH                     | WEAKNESS              |
| STRENGTH             | <i>Comparative Advantage</i> | <i>Mobilization</i>   |
| WEAKNESS             | <i>Divestment/Investment</i> | <i>Damage Control</i> |

Figure 1. Components of the Data Analysis Model Kearns SWOT Matrix

## Results

### Sub 1 Physical Condition of the Kabuyutan Ciburuy Site

The Kabuyutan Ciburuy Site covers an area of approximately 2 hectares and contains three important buildings in the style of ancient Sundanese traditional architecture. Each traditional house has its own specific function, including: a) Bumi Padaleman, a traditional house that serves as a storage space for ancient manuscripts written on lontar and nipah leaves. b) Bumi Patamon, a traditional house used to store ancient weapons such as keris, kujang, and trident, as well as traditional musical instruments like the gong renteng. c) Leuit, a traditional building used to store food reserves, particularly rice. Other structures include Saung Lisung, a place for pounding rice; the Forbidden Forest (Hutan Larangan), which forms the foundation of the site area and was also used as a training ground for kings and historical figures of the Sundanese

kingdom; Batu Pangsolatan, a place for fostering harmony and unity between religions and cultures; and Pangalihan, a space for worship and spiritual activities.

In general, the physical condition of Bumi Patamon is currently quite good and well-maintained. Its main structural components such as pillars, beams, and roof framework remain sturdy and show no signs of serious damage. The roof is intact, does not leak, and still adequately protects the interior from rain and direct sunlight. The floor, made of bamboo or wooden slats, appears clean and level, with no signs of damage or rot. The walls, made of woven bamboo, are also still intact, strong, and have not deteriorated. Overall, the building's condition reflects consistent maintenance efforts and a strong sense of preservation among the local community. However, the physical condition of Saung Leuit is currently in a concerning state. This traditional building, which once served as a storage place for harvests, has suffered significant damage, particularly to its main structural supports. The foundation pillars are leaning and unstable, with some nearly collapsing. This damage has caused the entire building to appear tilted and no longer safe for use or visitation. The wooden materials used in its construction have also begun to rot due to age and weather, further increasing the risk of collapse.

### Sub 2 Non-Physical Condition of the Kabuyutan Ciburuy Site

The function of the Kabuyutan Ciburuy Site has been very well preserved. Cultural, spiritual, and local wisdom values remain alive and are passed down from generation to generation by the local indigenous community. Ancestral traditions such as customary rituals, the reading of ancient manuscripts, and reverence for nature continue to be practiced consistently, reflecting a strong collective awareness of the importance of preserving cultural heritage. The relationship between the community and the site is also very close, marked by a strong sense of moral and spiritual responsibility for the continuity of the kabuyutan. Moreover, the roles of caretakers and traditional leaders as guardians of cultural values remain very strong, making non-physical aspects a vital foundation in maintaining the site's identity and sustainability amidst the tide of modernization.

Visitors to the Kabuyutan Ciburuy Site can enjoy a variety of activities with educational, spiritual, and cultural themes. They can join cultural tours guided by caretakers or traditional leaders to learn about the site's history, the symbolic meanings of its structures, and the stories preserved in ancient Sundanese script manuscripts. Additionally, visitors can observe or even participate in traditional rituals and spiritual activities that are still regularly held by the local community, such as the *Seba Ceremony*. The serene and lush natural surroundings also make it an ideal setting for reflective activities such as meditation, writing, or simply enjoying the tranquility of the mountain environment.

### Sub 3: Analysis of Internal and External Factors

The internal factors of the Kabuyutan Ciburuy Site reflect the cultural and historical richness that serves as the destination's main strength. The site preserves invaluable cultural heritage, including traditions, ancient manuscripts, and traditional buildings, making it both exclusive and authentic. Its location in a mountainous area also provides a sacred and tranquil atmosphere, strongly supporting its potential for educational and spiritual tourism. However, the site also faces several internal

weaknesses, such as the deteriorating physical condition of its buildings, limited basic facilities like toilets and information boards, and inadequate road access. Additionally, the absence of professional management and the lack of support from the local government further exacerbate the challenges in managing and preserving the site.

Meanwhile, external factors present both great opportunities and challenges that must be strategically anticipated. On one hand, the growing trend of cultural and spiritual tourism, encouragement from the provincial government to appreciate local culture, and the increasing interest of younger generations in ancestral heritage offer significant development potential. Opportunities for collaboration with academics, cultural communities, and the use of digital technology also represent highly promising prospects. However, the site also faces threats from extreme weather that could damage its structures, the risk of uncontrolled commercialization that may erode its sacred values, and the lack of regeneration of site custodians, which could endanger the preservation of cultural values. Therefore, future development strategies must address internal weaknesses by leveraging external opportunities, while preserving existing strengths against external threats.

The strategic environmental analysis reveals the internal and external factors within the SWOT framework, along with the evaluation of development strategies, presented in the form of a matrix system. This matrix is known as the SWOT matrix.

**Table 1. Kearns SWOT Matrix Table**

|                 | <b>Opportunities (O)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Treat (T)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>EXTERNAL</b> | <ol style="list-style-type: none"> <li>1. The trend of cultural and spiritual tourism is increasing.</li> <li>2. Encouragement from the provincial government to recognize and appreciate local Sundanese culture.</li> <li>3. Potential for collaboration with academics and communities such as universities, researchers, and cultural practitioners.</li> <li>4. Growing interest among the younger generation in local culture.</li> <li>5. Technological advancements can be used as tools for preservation and promotion, enabling the site to be introduced to a global audience without relying solely on physical visits.</li> </ol> | <ol style="list-style-type: none"> <li>1. Buildings made from natural materials are highly vulnerable to damage from weather and aging if not maintained regularly.</li> <li>2. Excessive commercialization without proper control can harm the sacred value and cultural balance of the local community.</li> <li>3. Sites located in mountainous areas are prone to natural disasters.</li> <li>4. Lack of awareness among tourists who do not understand cultural values can damage the atmosphere and even the physical condition of the site.</li> <li>5. The lack of</li> </ol> |

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| <p><b>INTERNAL</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>regeneration of site custodians or traditional leaders could threaten the sustainability of cultural values.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Strength (S)</b></p> <ol style="list-style-type: none"> <li>1. The site holds invaluable cultural heritage related to the history and traditions of the Sundanese people.</li> <li>2. The traditions, buildings, and ancient manuscripts make this destination exclusive and authentic.</li> <li>3. Its geographic location in a mountainous area provides a sacred and calming atmosphere.</li> <li>4. Strong appeal for cultural and spiritual educational tourism.</li> <li>5. Legends and local values enrich the destination's narrative and create an emotional connection.</li> </ol> | <p><b>Strategi SO (Comparative Advantage)</b></p> <ol style="list-style-type: none"> <li>1. Develop educational cultural and spiritual tourism packages based on historical wealth and local legends to attract the growing interest of cultural tourists.</li> <li>2. Utilize digital technology (AR/VR, social media, websites) to promote the historical site and ancient manuscripts to a global audience.</li> <li>3. Collaborate with academics and cultural communities for documentation and the organization of cultural events at the site.</li> <li>4. Integrate local narratives and the site's authenticity into school curricula or university programs to strengthen the interest of younger generations.</li> <li>5. Take advantage of provincial government support to develop community-based preservation programs with funding assistance.</li> </ol> | <p><b>Analisis Strategi ST (Mobilization)</b></p> <ol style="list-style-type: none"> <li>1. Develop visitor behavior guidelines based on local cultural values to prevent damage caused by tourists who do not understand the site's sacredness.</li> <li>2. Designate limited sacred zones to maintain a balance between commercialization and the preservation of cultural values.</li> <li>3. Conduct regular conservation of buildings made from natural materials to reduce the risk of damage due to weather and aging.</li> <li>4. Educate visitors with compelling narratives about the site's significance to encourage greater respect for the environment and local traditions.</li> <li>5. Collaborate with media and cultural communities to highlight the importance of regenerating site custodians and</li> </ol> |

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| <b>Weakness (W)</b> <ol style="list-style-type: none"> <li>1. The physical condition of several buildings is damaged, posing safety risks and reducing visual appeal.</li> <li>2. Basic facilities such as toilets, seating areas, and information boards are still very limited.</li> <li>3. Road accessibility to the site may be inadequate for general tourists or group visits.</li> <li>4. The absence of professional management—currently managed in a traditional manner without standardized tourism governance.</li> <li>5. Minimal attention from the district government, including lack of monitoring, technical guidance, and funding, leads to suboptimal management and maintenance.</li> </ol> | <b>Strategi WO (Divestment/Investment)</b> <ol style="list-style-type: none"> <li>1. Submit proposals to the provincial government for the improvement of basic infrastructure (road access, toilets, information boards) to support the promotion of local culture.</li> <li>2. Involve academics and university communities in the physical revitalization of the site as part of community service programs.</li> <li>3. Develop cultural-based destination management training for local managers with support from communities and universities.</li> <li>4. Utilize technology to provide digital information for visitors (e.g., QR codes about the site's history) as a solution to the lack of physical information boards.</li> <li>5. Build partnerships with cultural experts and creative industry players to create cultural interpretation programs that appeal to younger generations.</li> </ol> | <b>Strategi WT (Damage Control)</b> <ol style="list-style-type: none"> <li>1. Conduct regular audits and renovations of buildings to prevent accidents and structural damage.</li> <li>2. Develop an emergency response plan for natural disasters in collaboration with the local Disaster Management Agency (BPBD).</li> <li>3. Establish governance standards based on local wisdom to preserve cultural values while maintaining professional management.</li> <li>4. Create intergenerational forums to ensure the regeneration of cultural preservers by involving the younger generation.</li> <li>5. Design visitor education programs to help them understand cultural values and avoid damaging the atmosphere or physical structure of the site.</li> </ol> |

Based on the results of the analysis table above, the internal factors of the Kabuyutan Ciburuy Site reflect the cultural and historical richness that serves as the

main strength of this destination. The site holds invaluable cultural heritage, including traditions, ancient manuscripts, and traditional buildings that make it both exclusive and authentic. Its location in a mountainous area also creates a sacred and calming atmosphere, which strongly supports its potential for educational and spiritual tourism. However, the site also faces several internal weaknesses, such as the deteriorating condition of its buildings, limited basic facilities like toilets and information boards, and inadequate road access. In addition, the absence of professional management and the lack of support from the local government further intensify the challenges in managing and preserving the site.

Meanwhile, external factors present significant opportunities as well as challenges that must be strategically anticipated. On one hand, the growing trend of cultural and spiritual tourism, encouragement from the provincial government to appreciate local culture, and the increasing interest of the younger generation in ancestral heritage open up substantial opportunities for development. The potential for collaboration with academics, cultural communities, and the use of digital technology also represents highly promising prospects. However, the site also faces threats such as extreme weather that can damage buildings, the risk of uncontrolled commercialization that may erode its sacred values, and the lack of regeneration of site custodians, which could jeopardize the sustainability of cultural values. Therefore, future development strategies must address internal weaknesses by taking advantage of external opportunities, while preserving the existing strengths so they are not undermined by external threats.

## Conclusion

This study shows that the Kabuyutan Ciburuy Site has great potential as a historical and cultural tourism destination. The presence of traditional buildings, ancient manuscripts written in Old Sundanese script, and traditional ceremonies such as the *Seba Ceremony* serve as key strengths in the development of educational and spiritual tourism. The pristine natural environment, along with the active involvement of the indigenous community in preserving ancestral values, further enhances its appeal.

The results of the SWOT strategy analysis produced several priority approaches. The Strength–Opportunity (SO) strategy encourages the development of educational tourism packages based on local history, collaboration with academics and cultural communities, and the use of digital technology for global promotion of the site. The Weakness–Opportunity (WO) strategy emphasizes the importance of proposing infrastructure support to the provincial government, involving universities in building revitalization, and providing cultural-based destination management training. The Strength–Threat (ST) strategy focuses on the establishment of sacred zones, visitor behavior guidelines, and regular conservation of vulnerable buildings. Meanwhile, the Weakness–Threat (WT) strategy highlights the need for routine audits, disaster emergency response planning, and regeneration of site custodians through youth involvement. By implementing these strategies in an integrated manner, the development of the Kabuyutan Ciburuy Site is expected not only to enhance its tourism appeal but also to preserve the continuity of cultural values passed down through generations.

## Suggestion

Based on the research findings, it is recommended that the development of the Kabuyutan Ciburuy Site be carried out through an integrated approach involving local government, academic institutions, and cultural communities. The local government is expected to provide more optimal support, including budget allocation, improvement of basic infrastructure, and continuous technical assistance. Cultural preservation efforts need to be synergized with educational programs, digitization of site information, and training in culture-based destination management for local stakeholders. All development efforts must maintain a balance between preserving the site's sacred values and utilizing it as a sustainable cultural tourism destination.

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