

An Inventory of Community-Based Resorts in Catmon, Cebu

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Abstract

Tourism remains a central driver of community development, particularly in rural destinations where locally operated resorts serve as platforms for economic participation and sustainable growth. This study investigated the features of services and the corresponding strengths, weaknesses, opportunities, and threats (SWOT) of community-based resorts in Catmon, Cebu, with the goal of formulating a tourism enhancement and development program. Using a descriptive-correlational quantitative design, the study examined the relationship between the operational features of community-based resorts and their strategic performance conditions. Data were obtained from selected barangay officials and resort employees through a validated researcher-made questionnaire. Descriptive statistics were used to summarize the features of services, while inferential tests were conducted to determine significant relationships between service features and the identified SWOT dimensions. The results revealed that community-based resorts in Catmon generally provide essential yet functional services focused on accommodation, food and beverage, housekeeping, and front office operations. These resorts highlight the community's commitment to affordability, environmental care, and local empowerment. The results of the correlation analysis indicated a **significant** relationship between the resorts' service features and their SWOT dimensions, suggesting that the quality and availability of core services directly influence the strengths and weaknesses perceived by stakeholders. The strongest attributes were environmental sustainability and economic contribution to the local community, while weaknesses were associated with limited standardization and marketing reach. Opportunities for product diversification and partnerships were evident, though competition and natural hazards posed moderate threats. The study concludes that the development of community-based resorts in Catmon is at a progressive stage and can be further enhanced through service standardization, staff training, and digital marketing initiatives. Strengthened local government support and collaborative management are recommended to ensure that community-based tourism continues to foster inclusive and sustainable development in the municipality.

Keywords: Community-Based Tourism, Resort Management, Swot Analysis, Sustainable Tourism, Correlational Study, Tourism Development, Catmon Cebu

1. Introduction

Tourism plays a vital role in regional and national development by creating employment, stimulating entrepreneurship, and promoting local investment. In the Philippines, community-based resorts have emerged as a dynamic segment within the hospitality and tourism sector, blending economic benefits with social inclusion and environmental stewardship. These locally operated resorts provide opportunities for community members to participate directly in tourism activities, from management and operations to service provision, thereby contributing to sustainable livelihoods and community empowerment (Calanog, Reyes, & Eugenio, 2023). The municipality of Catmon in Cebu exemplifies this trend, where several community-based resorts have developed

along its coastline, catering to both domestic and international visitors. These establishments are small to medium in scale but are vital in sustaining local tourism, providing employment, and preserving the cultural and environmental identity of the area.

Community-based resorts are central to the broader concept of community-based tourism (CBT), which emphasizes local participation, equitable benefit distribution, and sustainable management of natural and cultural resources. CBT initiatives are recognized globally as tools for achieving the United Nations Sustainable Development Goals (UNWTO, 2021). In the Philippine context, such tourism models align with the Department of Tourism's (DOT) push for inclusive and sustainable tourism development through its *Tourism Roadmap 2023–2028*, which encourages local governments and entrepreneurs to foster environmentally responsible destinations (Department of Tourism, 2023). Catmon, a fourth-class municipality located in northern Cebu, has experienced growing tourism activity due to its coastal attractions, accessibility from Cebu City, and expanding resort infrastructure. However, this growth has not been systematically assessed in terms of facilities, services, and sustainability practices, warranting an inventory and evaluation.

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The rationale of this study lies in the need to assess the features of services and operational characteristics of community-based resorts in Catmon, Cebu, to inform tourism planning and development. Many of these resorts operate independently, often without standardized service systems or strategic management plans. As a result, inconsistencies in service quality, marketing reach, and facility provision may hinder their competitiveness. Conducting a structured inventory provides a foundation for local government units and stakeholders to identify strengths, weaknesses, opportunities, and threats (SWOT), thereby guiding interventions that enhance sustainability and economic performance (Benzaghta, Elwalda, Mousa, Erkan, & Rahman, 2021). Furthermore, this study supports the implementation of the Tourism Area Life Cycle (TALC) framework proposed by Butler (1980), which emphasizes that tourism destinations evolve through stages of exploration, development, and rejuvenation, requiring periodic assessment to maintain sustainability.

Catmon's community-based resorts demonstrate a range of operational features—from accommodation and front office management to food, beverage, and housekeeping services—yet lack systematic documentation and comparative evaluation. This study thus contributes to tourism management literature by analyzing their service profiles and performing a SWOT analysis to determine development priorities. The findings are expected to assist policymakers, resort owners, and the hospitality sector in creating evidence-based programs that strengthen the role of community-based resorts in sustainable tourism in Cebu Province.

Aim and Research Questions

Aim of the Study

The study aimed to assess and document the features of services offered by community-based resorts in Catmon, Cebu, and to determine their strengths, weaknesses, opportunities, and threats (SWOT) as a basis for developing a sustainable tourism enhancement program.

Research Questions

The study sought to answer the following questions:

1. What are the features of services offered by community-based resorts in Catmon, Cebu in terms of:
 - a. Room accommodation
 - b. Front office
 - c. Food and beverage
 - d. Housekeeping
 - e. Other services
2. What are the strengths, weaknesses, opportunities, and threats (SWOT) of the community-based resorts as assessed by the respondents?
3. Is there a significant relationship between the features of services and the identified strengths, weaknesses, opportunities, and threats of community-based resorts?
4. What tourism enhancement program can be proposed based on the findings of the study?

Null Hypothesis

The study tested the relationship between the features of services offered by community-based resorts and their corresponding strengths, weaknesses, opportunities, and threats (SWOT) dimensions. To determine the presence or absence of a significant relationship, the following null hypothesis was formulated and tested at a 0.05 level of significance:

H₀: There is no significant relationship between the features of services of community-based resorts and their identified strengths, weaknesses, opportunities, and threats (SWOT).

Theoretical Framework

This study was anchored on Butler's (1980) Tourism Area Life Cycle (TALC) Theory, which explains the evolutionary stages of tourist destinations—from exploration to possible rejuvenation—and highlights the need for sustainable management to ensure long-term viability. Supporting this framework, Cohen's (1974) Tourist Typology Theory classifies tourists based on their search for novelty or familiarity, helping community-based resorts align services with visitor motivations and preferences. Complementing these, Humphrey's (2005) SWOT Analysis Theory serves as a strategic tool to evaluate internal strengths and weaknesses alongside external opportunities and threats that affect resort operations. Together, these theories provide a comprehensive foundation for analyzing the developmental stage, market behavior, and strategic positioning of community-based resorts in Catmon, Cebu. The integration of TALC, Tourist Typology, and SWOT frameworks allows for a multidimensional understanding of how these resorts evolve, attract diverse tourists, and respond to environmental and managerial challenges to achieve sustainable tourism growth (Benzaghta et al., 2021; Oborin et al., 2014).

Conceptual Framework

This study was guided by the relationship between the features of services of community-based resorts and their corresponding strengths, weaknesses, opportunities, and threats (SWOT). The independent variable represents the *features of services*, which include room accommodation, front office, food and beverage, housekeeping, and other services. These elements define the operational quality and customer experience provided by the resorts. The dependent variable consists of the *SWOT dimensions*, which reflect the internal and external conditions influencing the sustainability and competitiveness of community-based resorts in Catmon, Cebu. The study assumed that the nature and quality of service features affect the perceived strengths and weaknesses within the

resorts, while external opportunities and threats are shaped by environmental, economic, and market factors. Through quantitative analysis, the study determined whether significant relationships exist between these service features and SWOT factors, providing empirical evidence for strategic planning and tourism enhancement programs. This framework aligns with Butler's (1980) Tourism Area Life Cycle model, which emphasizes continuous evaluation of resort development stages, and Humphrey's (2005) SWOT framework, which guides strategic responses to operational and environmental challenges.

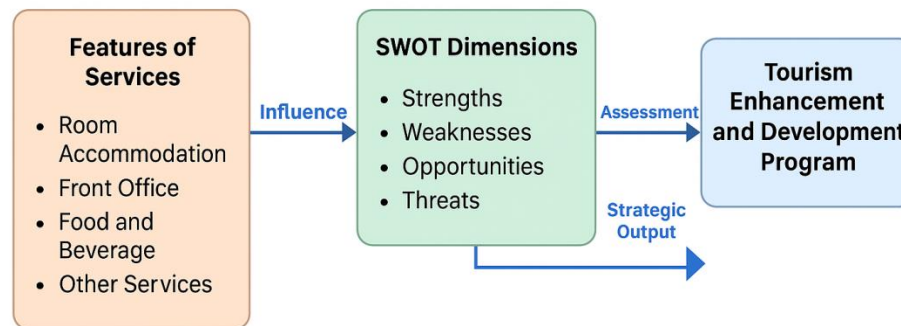


Figure 1. Diagram of Conceptual Framework

Figure 1 illustrates the conceptual framework showing the relationship between the features of services and the SWOT dimensions of community-based resorts in Catmon, Cebu, which together form the basis for a Tourism Enhancement and Development Program. The framework posits that the features of services—comprising room accommodation, front office, food and beverage, housekeeping, and other services—serve as the independent variables influencing the SWOT dimensions. These dimensions include strengths, weaknesses, opportunities, and threats, which represent both internal and external factors affecting the performance and sustainability of the resorts. The interaction between these variables is analyzed to determine areas of improvement and strategic interventions. The final output of this relationship is the formulation of a tourism enhancement and development program that aims to improve the service quality, operational efficiency, and sustainability of community-based resorts. Thus, the framework encapsulates how operational features influence strategic assessments that lead to evidence-based development initiatives.

2. Review of Related Literature

Community-based resorts represent a vital component of sustainable tourism development, emphasizing local participation and equitable benefit sharing. Globally, community-based tourism (CBT) initiatives have been recognized as mechanisms for achieving both economic and environmental goals by empowering local communities while protecting natural and cultural assets (Giampiccoli & Saayman, 2018). Such resorts are typically small-scale enterprises managed by local stakeholders who integrate traditional hospitality practices with environmentally responsible management. Studies in Southeast Asia have shown that community-based resorts encourage inclusive growth, strengthen community cohesion, and enhance local entrepreneurship (Afenyo & Amuquandoh, 2021). These establishments also promote socio-cultural exchange between hosts and guests, contributing to mutual learning and cultural preservation (Goodwin, 2020). However, despite their potential, many CBT-based resorts face operational challenges such as limited infrastructure, weak marketing strategies, and the lack of standardized service models, which hinder their global competitiveness (Su & Wall, 2019).

The evaluation of resort operations often utilizes analytical tools such as the SWOT framework to identify internal and external factors influencing performance. Research indicates that strengths in community-based resorts usually stem from authentic experiences, natural attractions, and strong community support, while weaknesses are linked to inadequate facilities, insufficient training, and lack of promotion (Benzaghta et al., 2021). External opportunities include the growth of eco-tourism markets, while threats often involve environmental degradation and intense competition from commercial tourism establishments. In Indonesia, for instance, the application of SWOT analysis in resort management revealed that developing eco-friendly amenities and strengthening marketing networks enhanced competitiveness and environmental stewardship (Utama, Ningsih, & Simbolon, 2022). Similarly, in Europe, Lewicki and Niekurzak (2024) demonstrated that integrating renewable energy systems into resort operations can reduce environmental impact while improving profitability, suggesting that strategic sustainability practices can serve as a long-term advantage in resort management.

In the Philippine context, the tourism industry remains one of the country's key drivers of economic growth, accounting for 12.9% of total employment before the COVID-19 pandemic (Philippine Statistics Authority, 2023). Community-based resorts, in particular, have become central to regional tourism strategies promoting inclusivity and local engagement. Studies have shown that these establishments serve as important platforms for cultural preservation and environmental advocacy (Calanog, Reyes, & Eugenio, 2023). However, gaps in policy enforcement and inconsistent quality standards continue to impede their development. Research conducted in Laguna Province emphasized the need for regulatory mechanisms to manage water use and ecological impact among small-scale resorts (Jago-on et al., 2017), while similar findings in Batangas highlighted the importance of strengthening destination competitiveness through infrastructure improvement and service professionalization (Marasigan & Borbon, 2021). These studies underscore that sustainability in community-based tourism depends not only on environmental awareness but also on strategic planning, government support, and stakeholder collaboration.

Locally, the municipality of Catmon, Cebu offers a compelling case for community-based resort development due to its growing number of coastal accommodations and its potential for sustainable tourism. However, many of these resorts operate independently without standardized service systems or comprehensive development plans. The absence of coordinated inventory and evaluation limits the capacity of local stakeholders to identify performance gaps and strategic opportunities. Similar to findings in Calamba, Laguna, where resort proliferation prompted the use of geographic information systems (GIS) to manage land use and water resources (Dida et al., 2024), there is a need in Catmon for systematic assessment to ensure sustainability. The integration of SWOT analysis and the Tourism Area Life Cycle (TALC) model offers a structured approach to understanding how these resorts evolve, respond to competition, and contribute to the local economy. Thus, this study fills a critical research gap by documenting the service features and operational dynamics of community-based resorts in Catmon, Cebu, ultimately providing a foundation for evidence-based tourism enhancement programs.

3. Methodology

Research Design

This study adopted a descriptive-correlational quantitative research design to determine the relationship between the features of services of community-based resorts and their corresponding strengths, weaknesses, opportunities, and threats (SWOT). The descriptive component was used to characterize the operational features of the resorts, while the correlational aspect examined statistical associations between service quality dimensions and the SWOT

indicators. This design was appropriate for identifying existing patterns and relationships without manipulating variables, thus ensuring objectivity and empirical validity. Quantitative analysis provided a factual basis for recommending a tourism enhancement and development program aimed at improving the sustainability and competitiveness of community-based resorts in Catmon, Cebu.

Research Locale

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The study was conducted in **Catmon**, a fourth-class municipality located in the northern part of Cebu Province, Philippines. Known for its pristine beaches and emerging local resorts, Catmon has become a developing tourism destination. Out of its 21 barangays, **five barangays**—Binonkalan, Panalipan, Macaas, Catmondaan, and Corazon—were purposively selected based on the presence and accessibility of operational community-based resorts. These locations were ideal for assessing small- and medium-sized tourism enterprises that embody the principles of local participation and sustainable tourism development. The selection allowed for a representative evaluation of resort features and community-based tourism practices across the municipality.

Research Respondents

A total of **25 respondents** participated in the study, representing barangay officials and resort employees across the five selected barangays, with five participants from each area. The respondents were purposively chosen for their direct involvement in tourism management, resort operations, and community tourism activities. Their knowledge and experience in resort operations were critical in assessing service features and identifying the strengths, weaknesses, opportunities, and threats of community-based resorts in Catmon. This sampling approach ensured that the responses reflected informed perspectives on both operational and strategic aspects of local resort management.

Research Instrument

The study utilized a researcher-made questionnaire composed of two sections. The first section identified the features of services offered by community-based resorts, specifically focusing on five major components: room accommodation, front office, food and beverage, housekeeping, and other services. Respondents indicated the availability of each feature using dichotomous responses (*Yes/No*). The second section measured the SWOT dimensions of each resort using a four-point Likert scale: for strengths and opportunities (*1 = None to 4 = Very High*), and for weaknesses and threats (*1 = Very Weak/High Threat to 4 = Not Weak/Not a Threat*). The questionnaire underwent content validation by three experts in tourism and hospitality management to ensure clarity and relevance. A pilot test was conducted with 20 respondents from Compostela, Cebu, and the reliability test using Cronbach's Alpha indicated satisfactory internal consistency, confirming the instrument's suitability for the main data collection.

Data Gathering Procedure

Prior to conducting the study, formal approval was secured from the University of Cebu Academic Research Ethics Committee (UCAREC) and from the Office of the Municipal Mayor of Catmon. The researcher coordinated with barangay officials and resort managers to explain the study's objectives and procedures. The data collection process involved the personal distribution and retrieval of questionnaires to ensure completeness and minimize nonresponse bias. Respondents were provided adequate time to answer and were assured of confidentiality. The

collected data were organized, encoded, and analyzed statistically to identify key relationships and patterns relevant to the study objectives.

Data Analysis

Collected data were analyzed using descriptive and inferential statistics. Frequency and percentage were used to summarize the features of services offered by the community-based resorts. Weighted mean was employed to determine the overall levels of strengths, weaknesses, opportunities, and threats. To test the hypothesis and examine relationships between service features and SWOT dimensions, the Chi-square test of association was utilized at a 0.05 level of significance. The results were interpreted to identify how service characteristics influenced strategic conditions and to inform the formulation of a tourism enhancement and development program that supports sustainable resort management.

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Ethical Considerations

Ethical principles were observed throughout all phases of the research. Participants were provided with a **transmittal letter** outlining the study's objectives, procedures, and their rights as respondents. **Informed consent** was obtained prior to participation, ensuring that involvement was voluntary and that participants could withdraw at any stage without consequence. All collected data were treated with **strict confidentiality** and used solely for academic purposes. The anonymity of respondents and the identity of participating resorts were preserved in all reports and publications. The study adhered to the ethical guidelines of the **University of Cebu Academic Research Ethics Committee (UCAREC)**, ensuring compliance with research integrity, data protection, and respect for human participants.

4. Results and Discussion

Features of Services of Community-Based Resorts

Table 1 presents the distribution of the service features offered by community-based resorts in Catmon, Cebu. The analysis covers five main components: room accommodation, front office, food and beverage, housekeeping, and other services.

Table 1. Features of Services of Community-Based Resorts in Catmon, Cebu

Service Category	Features	Frequency (n)	Percentage (%)
Room Accommodation	Single Room	23	24.0
	Double Room	23	24.0
	Family Room	23	24.0
	Queen Room	16	16.7
	Deluxe Room	11	11.5
Front Office	Front Desk	21	22.8
	Concierge	14	15.2
	Lobby	19	20.7
	Security	13	14.1

Service Category	Features	Frequency (n)	Percentage (%)
Food and Beverage	Guest Reservation	25	27.2
	Waiter/Server	13	19.1
	Bar	10	14.7
	Room Service	13	19.1
	Restaurant	16	23.5
	Menu for Food & Beverage	16	23.5
Housekeeping	Free Amenities	15	21.1
	24-Hour Cleaning Service	13	18.3
	Laundry	7	9.9
	Lost and Found	14	19.7
Other Services	Provision of Linens	22	31.0
	Concierge	19	27.9
	Wi-Fi	19	27.9
	Parking Area	21	30.9
	Massage	4	5.9
	Banquet	5	7.4

Source: Field Survey, 2024

As shown in Table 1, the most common accommodation types in community-based resorts were single, double, and family rooms (each 24%), suggesting a focus on affordability and accessibility for families and small groups. Deluxe rooms were the least available (11.5%), indicating cost sensitivity among local owners. For front office services, guest reservations (27.2%) ranked highest, showing that most resorts accommodate both walk-in and pre-booked guests through various channels such as mobile and email. The limited number of security staff (14.1%) suggests cost constraints and a reliance on multi-tasking employees. In food and beverage operations, restaurants and food menus (23.5%) were the most prevalent, reflecting basic dining options suited for short-term stays. In housekeeping, provision of linens (31%) was the most consistent service, while laundry (9.9%) was least common, likely due to short guest stays. Among other services, parking facilities (30.9%) and Wi-Fi access (27.9%) were essential amenities, while massage and banquet services were rare. These findings reveal that community-based resorts primarily cater to mid-range tourists, offering essential amenities rather than luxury experiences.

Strengths of Community-Based Resorts

Table 2. Level of Strengths of Community-Based Resorts

Indicator	Mean	Description
Economic benefits for local communities	3.48	Very Strong
Environmental sustainability	3.88	Very Strong
Cultural preservation	3.36	Very Strong
Authentic experiences	3.36	Very Strong
Protecting the environment	3.84	Very Strong
Aggregate Mean	3.58	Very Strong

Legend: 1.00–1.75 = No Strength; 1.76–2.50 = Less Strong; 2.51–3.25 = Moderately Strong; 3.26–4.00 = Very Strong.

Results in Table 2 indicate that respondents perceived environmental sustainability ($M = 3.88$) and environmental protection ($M = 3.84$) as the strongest assets of community-based resorts. This finding suggests growing awareness and implementation of eco-friendly practices, such as waste management and energy conservation. Economic benefits for local communities ($M = 3.48$) ranked third, showing the importance of tourism in creating local employment and stimulating small enterprises. Cultural preservation and authentic experiences ($M = 3.36$ each) were also regarded as strong indicators, though slightly lower, implying that while culture contributes to the resort identity, it may not yet be fully integrated into their marketing and programming. Overall, the resorts demonstrate strong alignment with sustainability principles, consistent with the goals of community-based tourism (Giampiccoli & Saayman, 2018).

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Weaknesses of Community-Based Resorts

Table 3. Level of Weaknesses of Community-Based Resorts

Indicator	Mean	Description
Limited amenities and facilities	3.28	Not Weak
Lack of standardization	2.88	Less Weak
Limited marketing reach	2.72	Less Weak
Limited training and expertise	2.56	Less Weak
Internal conflicts	2.56	Less Weak
Aggregate Mean	2.80	Less Weak

Legend: 1.00–1.75 = Very Weak; 1.76–2.50 = Moderately Weak; 2.51–3.25 = Less Weak; 3.26–4.00 = Not Weak.

Table 3 shows that limited amenities and facilities ($M = 3.28$) were not considered a critical weakness, suggesting that most resorts provide acceptable service levels given their size and resources. However, weaknesses such as lack of standardization ($M = 2.88$) and limited marketing reach ($M = 2.72$) indicate inconsistencies in service quality and visibility. Moreover, limited training and internal conflicts ($M = 2.56$) reflect managerial challenges common in small, family-run enterprises. These weaknesses align with prior studies noting that inadequate professionalization and marketing limit the competitiveness of community-based resorts (Su & Wall, 2019).

Opportunities for Community-Based Resorts

Table 4. Level of Opportunities of Community-Based Resorts

Indicator	Mean	Description
Marketing and promotion	3.32	High Opportunity
Partnerships and collaborations	3.20	Moderate Opportunity
Tourist attractions	3.64	High Opportunity
Product diversification	3.12	Moderate Opportunity
Community capacity building	3.24	Moderate Opportunity
Aggregate Mean	3.30	High Opportunity

Legend: 1.00–1.75 = No Opportunity; 1.76–2.50 = Less Opportunity; 2.51–3.25 = Moderate Opportunity; 3.26–4.00 = High Opportunity.

As reflected in Table 4, the highest-rated opportunity was the development of tourist attractions ($M = 3.64$), indicating potential for eco-tourism and cultural tourism expansion. Marketing and promotion ($M = 3.32$) were also rated high, underscoring the importance of visibility and branding in attracting more visitors. Partnerships and community capacity building were seen as moderate opportunities, suggesting room for improved collaboration among local stakeholders. These findings are consistent with Utama et al. (2022), who emphasized that cooperative networks and targeted promotions significantly enhance the sustainability of small-scale tourism enterprises.

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Threats to Community-Based Resorts

Table 5. Level of Threats of Community-Based Resorts

Indicator	Mean	Description
Occurrence of natural phenomena	3.36	Great Threat
Increased competition	3.48	Great Threat
Loss of cultural authenticity	2.64	Moderate Threat
Environmental damage or degradation	2.00	Less Threat
Price inflation	2.52	Moderate Threat
Aggregate Mean	2.80	Moderate Threat

Legend: 1.00–1.75 = Not a Threat; 1.76–2.50 = Less Threat; 2.51–3.25 = Moderate Threat; 3.26–4.00 = Great Threat.

According to Table 5, increased competition ($M = 3.48$) and natural disasters ($M = 3.36$) were identified as the most serious threats. As Cebu's tourism expands, the rise of private and commercial resorts intensifies market rivalry, which can pressure community-based establishments to upgrade their standards. Natural hazards such as typhoons also pose substantial risks to infrastructure and visitor safety. Other threats such as cultural loss ($M = 2.64$) and price inflation ($M = 2.52$) were moderate, indicating manageable external pressures. These results support findings of Rajendra (2020), which emphasize the vulnerability of coastal tourism to both environmental and competitive pressures.

Summary of SWOT Assessment

Table 6. Summary of SWOT Assessment of Community-Based Resorts

SWOT Category	Mean	Description
Strengths	3.58	Very Strong
Weaknesses	2.80	Moderately Weak
Opportunities	3.30	High Opportunity
Threats	2.80	Moderate Threat
Grand Mean	3.12	Moderate Level

Table 6 indicates that the overall SWOT profile of the community-based resorts is moderately favorable, with

strong environmental and economic strengths and high opportunities for expansion. However, the presence of moderate weaknesses and threats implies the need for strategic intervention. The results highlight the importance of improving standardization, professional training, and marketing while adopting proactive risk management strategies. These findings align with Butler's (1980) Tourism Area Life Cycle model, suggesting that Catmon's resorts are in the *development* stage and would benefit from targeted rejuvenation and planning efforts to achieve sustainable growth.

Summary of Results

The study assessed the features of services and the corresponding strengths, weaknesses, opportunities, and threats (SWOT) of community-based resorts in Catmon, Cebu. The analysis revealed that these locally operated resorts provide fundamental hospitality services that cater primarily to domestic and budget-conscious tourists. The most common room types offered were single, double, and family accommodations, which constituted the core of the available lodging options. Essential front office services, such as guest reservations, front desk operations, and basic security, were consistently present across most establishments. In terms of food and beverage operations, small-scale restaurants and menu-based dining were standard features, while additional services like bars and room service were less common. Housekeeping services were relatively adequate, focusing on cleanliness and linen provision, though specialized services such as laundry and 24-hour cleaning were limited. Among supplementary amenities, parking and Wi-Fi access were widely available, reflecting an emphasis on convenience and connectivity. These findings suggest that the resorts prioritize essential services rather than luxury facilities, consistent with their community-based and locally owned nature.

Regarding the resorts' internal strengths, the study found that respondents perceived environmental sustainability, protection of natural resources, and the generation of economic benefits for local communities as their strongest assets. The high mean ratings in these areas demonstrate a shared commitment among operators to uphold environmentally responsible practices while supporting local employment and livelihoods. Cultural preservation and authentic experiences were also regarded as notable strengths, indicating that the resorts contribute to maintaining community identity and traditions. These strengths align with the global principles of community-based tourism, where local participation and sustainability serve as the foundation of destination development. The results affirm that community-based resorts in Catmon embody socially and environmentally conscious management practices, which are crucial to long-term tourism resilience.

The findings also revealed several operational weaknesses that could affect competitiveness. Although the presence of essential amenities mitigated some challenges, respondents identified limited marketing reach, lack of standardization, and insufficient staff training as areas requiring improvement. The relatively low means associated with these factors indicate that resort operators face constraints in professional development and promotional activities. In addition, the occurrence of internal conflicts and limited expertise in hospitality management highlight the need for capacity-building programs. These findings are consistent with prior literature suggesting that small-scale, community-managed tourism enterprises often face challenges in maintaining consistent service standards and in accessing broader markets. Addressing these weaknesses would enable the resorts to compete more effectively with larger, privately owned tourism establishments across Cebu Province.

In terms of external factors, the study found that community-based resorts in Catmon have substantial opportunities for growth. Respondents perceived marketing and promotion, community capacity building, and

partnerships as key opportunities that could enhance their visibility and competitiveness. The development of new tourist attractions and diversification of tourism products also emerged as high-opportunity areas, suggesting that Catmon possesses untapped potential for expanding its eco-tourism and cultural offerings. These opportunities indicate that through strategic planning and collaboration among stakeholders, the resorts could enhance their contribution to the local tourism economy. However, the findings also underscored the presence of significant threats, particularly natural hazards and increasing competition from commercial resorts. While environmental degradation and cultural dilution were considered moderate threats, the results suggest that Catmon's community-based resorts remain vulnerable to both climatic and market pressures.

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Overall, the combined results of the SWOT analysis revealed that community-based resorts in Catmon, Cebu, possess **very strong internal strengths** and **high external opportunities**, but also face **moderate weaknesses and threats**. The grand mean of 3.12 reflects a moderately favorable standing, indicating that while the resorts perform well in environmental stewardship and community engagement, there is a pressing need to improve management systems, marketing approaches, and disaster preparedness. These findings position Catmon's resorts within the *development* stage of Butler's Tourism Area Life Cycle (TALC), suggesting that timely strategic interventions could prevent stagnation and foster sustainable growth. Strengthening training programs, standardizing services, and enhancing marketing strategies would allow these resorts to maximize their potential as key drivers of inclusive and sustainable tourism in northern Cebu.

5. Conclusion and Recommendations

The study concluded that the community-based resorts in Catmon, Cebu have become vital contributors to local tourism and community development. They provide essential accommodation, food, and recreational services that promote inclusive economic opportunities while preserving the municipality's environmental and cultural assets. The findings revealed that these resorts primarily cater to local and domestic visitors, offering affordable and accessible facilities rather than high-end or luxury amenities. Their operations emphasize functionality, community participation, and the utilization of local resources, which align with the principles of sustainable and community-based tourism. The results further indicated that the strongest attributes of these resorts lie in their adherence to environmentally responsible practices, their role in creating employment opportunities, and their capacity to generate direct economic benefits for residents. These attributes collectively strengthen the identity of Catmon as an emerging destination that embraces sustainability and inclusivity as its guiding principles.

Despite these advantages, the study also recognized the challenges that constrain the full development of these resorts. Among the identified weaknesses were the absence of standardized service systems, limited marketing visibility, and inadequate staff training. The lack of uniform operational procedures leads to inconsistencies in service delivery, which may hinder competitiveness. Furthermore, most operators have minimal experience in digital promotion and customer engagement, making it difficult for them to attract broader markets. The findings also revealed that limited professional expertise and occasional internal management conflicts contribute to inefficiencies in operations. External factors such as increased competition from commercial resorts and exposure to natural disasters further threaten their sustainability. These conditions highlight the need for proactive planning and strategic collaboration to strengthen management systems, improve human capital, and protect natural resources.

Given these findings, the study concludes that Catmon's community-based resorts are positioned within the development stage of Butler's Tourism Area Life Cycle model, which signifies potential growth tempered by

operational limitations. The resorts have already established their presence in the tourism landscape through environmental stewardship and local engagement, but their long-term viability depends on the extent to which they can enhance quality standards and respond to changing market dynamics. The moderate weaknesses and threats identified in the SWOT analysis suggest that without structured capacity-building initiatives and marketing innovations, growth could stagnate. Conversely, with appropriate support from local government units, academic institutions, and the private sector, these resorts can transition toward a rejuvenation phase characterized by improved service quality, stronger competitiveness, and sustained environmental protection. The study underscores that sustainability must remain central to any future tourism strategy in Catmon, ensuring that economic development does not compromise the ecological and cultural integrity of the community.

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In light of these conclusions, several recommendations are advanced to reinforce the operational and strategic capacities of community-based resorts in Catmon. The adoption of service quality standards consistent with the Department of Tourism's accreditation framework is necessary to ensure consistency and professionalism across all resorts. The implementation of structured capacity-building programs is equally essential; training should focus on hospitality management, customer service, food and beverage operations, and basic accounting to develop a skilled and competent workforce. Marketing strategies should also evolve through the establishment of a digital presence that leverages social media and online booking platforms to enhance visibility. Forming a local consortium—such as a *Catmon Community Resort Network*—could help consolidate marketing efforts, share resources, and coordinate seasonal promotions. Improvements in infrastructure, including sanitation facilities, signage, and emergency systems, would also enhance visitor safety and satisfaction while maintaining environmental integrity.

Furthermore, the study recommends the integration of disaster preparedness and environmental management plans in resort operations to mitigate the risks associated with natural hazards. Regular environmental audits, solid waste management systems, and eco-friendly construction should be institutionalized to protect Catmon's coastal and terrestrial ecosystems. Collaboration among local government units, resort owners, and academic institutions should be strengthened to facilitate research-driven policymaking, capacity development, and shared tourism initiatives. Finally, the establishment of a *Local Tourism Monitoring and Evaluation Committee* is suggested to ensure consistent policy implementation, assess resort performance, and measure compliance with sustainability standards. These collaborative and policy-driven actions will ensure that community-based resorts in Catmon continue to flourish as models of inclusive, resilient, and sustainable tourism enterprises that benefit both local residents and the broader regional economy.

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