

Research Paper

Optimization of Village Tourism Development Strategy in Tulungagung: SWOT Approach

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Abstract.

Tulungagung Regency is an area in which each village has tourism potential. Mbalong Kawuk, for example, was created as a tourist attraction and family leisure by Village-Owned Enterprises (BUMDes) Sumbermulyo, in collaboration with the administration of Sumberejo Kulon Village. Due to the high level of competition for tourist attractions and family recreation in Tulungagung, the management and village government must be able to devise strategies and innovations in the development of tourist attractions in order to compete for new market spaces where other attractions do not exist. The purpose of this research is to uncover internal and external elements in Mbalong Kawuk and to build tourist development plans in the face of commercial rivalry. The SWOT data analysis approach was applied in the case study. According to the findings of this study, Mbalong Kawuk is in quadrant I, indicating that the market has both strength and potential.

Keywords: tourism development strategy, BUMDes, SWOT analysis

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1. Introduction

Tourism has now become a communal needs. Some people participate in tourist activities simply to unwind and have fun. Furthermore, individuals participate in tourist activities to get away from their everyday tasks and regular commitments and to experience delight and pleasure [1]. Tourism is one example of a new business that has the potential to accelerate economic growth, create jobs, raise income and living standards, and boost other productive sectors [2, 3]. Tourism may boost the tourist industry's growth while also having an influence on other industries such as agriculture, folk crafts in the tourism region, and other items that support tourism activities [4, 5].

Sustainable tourism is defined as tourism that takes current and future economic, social, and environmental impacts into account, meets the needs of visitors, industry, the environment, and local communities, and can be applied to all types of tourism

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activities in all types of tourist destinations, including mass tourism and various other types of tourist activities [6, 7, 8, 9]. As defined by the United Nation World Tourism Organization (UNWTO) and the United Nations Environment Programme (UNEP) sustainable tourism is a type of tourism that prioritizes economic, socio-cultural, and environmental consequences both now and in the future [10, 11, 12]. The UNWTO and UNEP have developed 12 targets for sustainable tourism. The purpose of sustainable tourism in general is to increase tourists' quality of life and experiences while also supporting the environmental resources on which the tourism industry is built. The purpose of applying the evaluation indicators, according to previous statement, is to determine the potential of tourism attractions by emphasizing economic, social, and environmental elements with assessments based on national and worldwide tourist destinations.

Tulungagung Regency is a tourist-friendly area. One of these is Mbalong Kawuk, which was created as a tourist attraction and family leisure by BUMDes Sumbermulyo in collaboration with the authorities of Sumberejo Kulon Village. Mbalong Kawuk is a Sumberejo Kulon Village family recreation excursion. Mbalong Kawuk began formally operating in March 2020 and was developed such that it became renowned and visited by many local visitors. Mbalong Kawuk has the potential to grow as an ecotourism destination due to its natural environment, huge land area, and strong supporting from the village government and the surrounding community. However, there are still issues with developing a development strategy design. Furthermore, with so many similar tourist attractions in the Tulungagung Regency area, the management and village government must be creative in developing tourist attractions strategies and innovations in order to create unique and innovative new market spaces where other competitors do not have them.

Competing attractions require a tool to determine a strong business plan that is acceptable for tourist object managers. SWOT Analysis is one of numerous methodologies used in strategy creation. SWOT analysis is a technique for determining the internal and external potential of tourism attractions. Based on the foregoing, this study aims to identify internal potential (strengths, weaknesses) and external potential (opportunities, threats) in Mbalong Kawuk using the SWOT Analysis method and assessment indicators of 12 sustainable tourism destinations as defined by UNWTO and UNEP. Thus, this study may estimate Mbalong Kawuk's existing potential to be used by management in devising strategies to compete with comparable tourism and generate new market space in bringing visitors.

2. Method

This study included both qualitative and quantitative research methods. These two methodologies are combined through observation and interviews to provide qualitative data, particularly internal and external elements of tourist attractions. Meanwhile, quantitative data will be collected through the distribution of questionnaires, the processing of data with weighting and ratings, and the processing of data identifying visitor happiness.

SWOT Analysis was utilized to analyze the data. Several steps in completing a SWOT analysis are 1) Identifying the variables that become the object of analysis's strengths, weaknesses, opportunities, and threats; 2) Determining the variables that contribute to quality improvement's strengths, weaknesses, opportunities, and threats; 3) giving weight to the components ranging from 1.0 (extremely important) to 0.0 (not important). These variables are likely to have an influence on strategic variables; 4) Calculating the rating score for each element on a scale ranging from 4 (outstanding) to 1 (poor) based on the impact of these factors on the company's condition. The rating score for strength or opportunity components is positive (higher strength and chance receive a score of 4, whereas tiny strength or chance receive a rating of 1). The opposite of rating a weakness or threat score. A rating score of 1 is assigned if the value of the weakness or threat is extremely high. If the weakness/threat is significantly exaggerated, a score of 4 is assigned; and 5) Multiplying the weights and rating scores for each of the strength, weakness, opportunity, and threat categories to get the overall score. SWOT analysis diagrams are used to identify several aspects in order to assess the status of the Mbalong Kawuk tourist destination in quadrants I, II, III, or IV [13, 14]. The SWOT analysis diagram is depicted in the Figure 1.

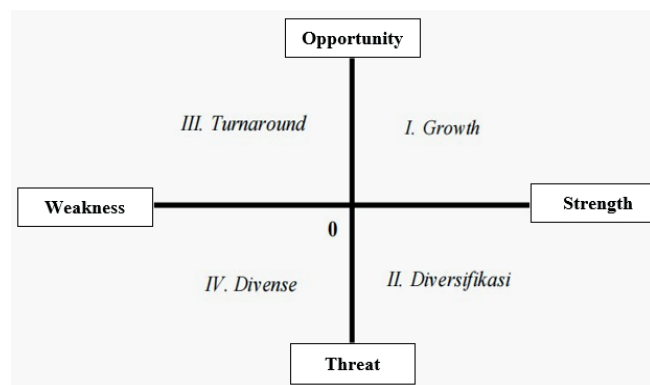


Figure 1: SWOT Analysis Diagram.

Figure 1 indicates that Quadrant I is a highly ideal scenario for the site to have opportunities and strengths so that it may capitalize on current prospects. In this

situation, the approach that must be used is to promote an aggressive growth policy (Growth Oriented approach). Quadrant II is a condition in which the organization faces a variety of threats; nonetheless, the organization's internal strategy remains strong. The approach that must be used is to leverage strength to capitalize on long-term possibilities through diversity (product/market). Quadrant III: This is a circumstance in which there is a significant market opportunity but there are some internal limits or flaws. Business circumstances in quadrant III are analogous to the question mark in the BCG matrix. This business strategy focuses on minimizing the business's internal difficulties so that it may capitalize on improved market prospects (Turn Around Strategy). Quadrant IV is a terrible circumstance. The firm is vulnerable to a wide range of internal threats and weaknesses. It must promptly devise a defense plan.

3. Result and Discussion

3.1. Attraction Overview

Mbalong Kawuk is a tourist attraction located in Sumberejo Kulon Village, Polanharjo District, Tulungagung Regency. Mbalong Kawuk is a family recreation park that officially started operating in March 2020 developed by BUMDes Sumbermulyo with the government of Sumberejo Kulon Village. Mbalong Kawuk has advantages compared to similar family attractions and recreation including a beautiful and natural environment, there are natural rice fields and rivers in the tourist attraction area, large areas of land for development, and supporting facilities including, a prayer room, motorbike and car parking, culinary arena, bathroom, gazebo, table and chair. Mbalong Kawuk can accommodate 300-400 visitors. Mbalong Kawuk receives 50-200 people during the week, but on weekends and holidays, it might receive 300-700 tourists. The data on the number of visitors and income of Mbalong Kawuk are shown in table 1.

According to Mbalong Kawuk administrative figures, the number of visitors to Mbalong Kawuk in 2021-2022 has risen and fallen. This is because to the Covid-19 outbreak, which caused social restrictions on out-of-town travel, resulting in deserted tourist spots. According to the conclusions of management interviews, the fall in visitors was partially caused by weather concerns, notably in November and February when heavy rains made people afraid to visit tourist locations.

TABLE 1: Number of Visitors and Revenue of Mbalong Kawuk in 2021-2022.

Month	Number of Visitors	Total Revenue (IDR)
July	1635	IDR 8.174.000
August	6000	IDR 12.000.000
September	8968	IDR 14.840.000
October	14093	IDR 16.465.000
November	9234	IDR 15.170.000
December	6252	IDR 14.260.000
January	2984	IDR 11.920.000
February	2714	IDR 10.570.000
March	5389	IDR 13.945.000
April	3251	IDR 12.255.000
May	3866	IDR 15.330.000

3.2. SWOT Analysis

The methodical identification of numerous aspects to build a company's strategy is known as SWOT analysis. SWOT analysis entails identifying internal elements (IFAS), such as strengths and weaknesses, as well as external factors (EFAS), such as opportunities and threats. Then, for each of these variables, a weight and grade are assigned to assess the condition of the Mbalong Kawuk tourist attraction in quadrants I, II, III, or IV. Filling in internal and external aspects is collected through diverse publications, observations, and determined conversations with associated parties. The technique of identifying internal and external elements employs the assessment indicators of the UNWTO's 12 sustainable tourism goals, which have been simplified and tailored to the real-world circumstances included in Mbalong Kawuk.

3.2.1. Internal Factors

Internal aspects include anything on the site that has to do with strengths and weaknesses. The major scenario or condition that is advantageous to the environment of the Mbalong Kawuk tourist attraction region is the strength analysis. The key scenario or condition that is adverse to the Mbalong Kawuk tourist attraction is identified in the weakness analysis. The following are the findings from the identification of internal factors, as shown in Table 2.

TABLE 2: Identification of Internal Factors of Mbalong Kawuk.

UNWTO Indicators	Internal Factors
Economic Viability	Varied Culinary Menu with affordable prices
Local Capabilities	Free entrance fee
	There are no typical souvenirs of Mbalong Kawuk
Quality of Work	Labor policy in managing tourism
Social Requirements	Less strategic tourist locations
	Limited cost of developing the attraction
Visitor Introduction	Visitor rules and policies
	Promotion through websites and social media
Local Control	Community empowerment through
Community Welfare	-
Cultural Culture	Lack of introduction to local culture
Physical Integrity	Land use policy in tourist areas
	Limitations of water rides
	Lack of maintenance and utilization of facilities
Biodiversity	The existence of an environmental conservation movement
	Environmental conditions that are still beautiful and natural
Source Efficiency	Limitations of pennant water discharge
Environmental personality	Clear and soothing spring water
	Management and treatment (solid/liquid waste)

3.2.2. External Factors

External factors include anything in the site that is connected to opportunities and threats. The fundamental setting or condition that is advantageous for Mbalong Kawuk tourism attractions is opportunity analysis. The key issue or condition that is adverse to the Mbalong Kawuk tourist attraction is the threat analysis. The following are the outcomes of the identification of external influences, as shown in Table 3.

3.2.3. Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS)

Data processing is used in IFAS and EFAS computations by assigning weights and ratings to each component. By sorting priorities, weight data is derived from the weight of each item depending on its level of relevance. ranking data is acquired by ranking each factor with a value ranging from 4 (excellent) to 1 (poor). The strength and opportunity elements are positive, thus they have a biggest value of 4 and a smallest value of 1, whereas the weakness and threat aspects are the opposite/negative, with a

TABLE 3: Identification of External Factor of Mbalong Kawuk.

UNWTO Indicators	External factors
Economic Viability	There are inns around the attraction Economic growth and development of the era Digitization
Local Capabilities	Cooperation with travel agencies and other tours In Tour Package Offers The existence of aquaculture and agriculture
Quality of Work	Limited human resources in Managing attractions
Social Requirements	The development of similar tourism increases competition The influence of the coronavirus outbreak makes visitors Quiet tours
Visitor Introduction	Road access to the attraction
Local Control	Involvement of private parties as investors Renewed innovation in tourism development Government policy in tourism development
Community Welfare	Community welfare gaps Opening jobs for the community about
Cultural Culture	-
Physical Integrity	There is a risk of natural disasters The availability of land is still large for the building
Biodiversity	Unspoiled environment Community Concern in preserving milieu
Source Efficiency	-
Environmental personality	Potential environmental pollution

largest value of 1 and a smallest value of 4. Tables 4 and 5 show the IFAS and EFAS computations.

Based on the findings of the foregoing computation of the score value of internal and external factors, the score values of each factor are as follows:

1. Strength Factor : 1.845
2. Weakness Factor : 0.947
3. Opportunity Factor : 1.820
4. Threat Factor : 0.817

According to the calculations above, the strength component received a score of 1.845 and the weakness factor received a score of 0.947. While the opportunity factor had a score of 1.820 and the threat factor obtained a score of 0.817. Figure ?? depicts the results of calculating the internal and external factor ratings using a SWOT diagram.

Based on the results of the sustainability processing of Mbalong Kawuk Tourism in Tulungagung Regency, East Java Province in all dimensions ranging from ecology,

TABLE 4: IFAS Score.

IFAS					
No.	Code	Strength	Weight	Rating	Score
1	S1	The varied culinary menu at affordable prices	0.044	3.8	0.169
2	S2	Cheap entrance fee	0.036	3.6	0.128
3	S3	Visitor rules and policies	0.040	3.4	0.136
4	S4	Promotion through websites and social media	0.069	3.8	0.262
5	S5	Community empowerment through	0.080	3.6	0.288
6	S6	The existence of an environmental conservation movement	0.071	3.8	0.270
7	S7	Land use policy in tourist areas	0.062	3.4	0.212
8	S8	Environmental conditions that are still beautiful and natural	0.044	4	0.178
9	S9	Clear and soothing spring water	0.053	3.8	0.203
Sub Total			0.500		1.845
No.	Code	Weakness	Weight	Rating	Score
1	W1	There are no typical souvenirs of Mbalong Kawuk	0.049	1.6	0.078
2	W2	Labor policy in managing tourism	0.053	2.4	0.128
3	W3	Limited cost of developing the attraction	0.080	1	0.080
4	W4	Less strategic tourist locations	0.044	2.2	0.098
5	W5	Lack of introduction to local culture	0.076	1.8	0.136
6	W6	Limitations of pennant water discharge	0.058	2.2	0.127
7	W7	Limitations of water rides	0.062	2	0.124
8	W8	Lack of maintenance and utilization of facilities	0.033	2.6	0.087
9	W9	Waste management and treatment (solid/liquid)	0.044	2	0.089
Sub Total			0.500		0.947
Total			1.000		0.90

economy, and human resources along with all their attributes, the overall results were obtained that the condition of Mbalong Kawuk Tourism was quite sustainable with a sustainability index value of 59.76% (see Table 4). Then all dimensions have also met the requirements of the stress value, which is below 0.25 and the R² value is close to 1 (see Table 4) and already reflects the Goodness of fit which indicates that the results of this analysis are considered accurate enough and can be justified scientifically. In addition, the results of Monte Carlo which is an evaluation of random error on all dimensions indicate that the difference with the results of sustainability or the delta is not more than 1, which means that the results of processing tourism data are in accordance with real conditions. The results of data processing are also depicted with a kite diagram as shown in Figure 2.

TABLE 5: EFAS Score.

EFAS					
No.	Code	Opportunity	Weight	Rating	Score
1	O1	There are inns around the attraction	0.053	3.4	0.181
2	O2	The existence of aquaculture and agriculture	0.051	3.6	0.184
3	O3	Opening job opportunities for the surrounding community	0.056	4	0.222
4	O4	Involvement of private parties as investors	0.033	2.6	0.087
5	O5	Government policy in tourism development	0.051	3.4	0.174
6	O6	The availability of land is still large for building	0.056	3.6	0.200
7	O7	Unspoiled environment	0.071	3.8	0.270
8	O8	Cooperation with other travel and tourism agencies in Tour Package Offers	0.071	3.8	0.270
9	O9	Economic growth and development of the era Digitization	0.058	4	0.231
Sub Total			0.500		1.820
No.	Code	THREAT	Weight	Rating	Score
1	T1	The development of similar tourism that increases competition	0.082	1.2	0.099
2	T2	Limited human resources in managing Attractions	0.049	1.8	0.088
3	T3	Road access to the attraction	0.073	1.6	0.117
4	T4	Community welfare gaps	0.031	2.6	0.081
5	T5	Renewed innovation in tourism development	0.049	1.2	0.059
6	T6	Community concern in preserving the environment	0.044	2	0.089
7	T7	There is a risk of natural disasters	0.049	1.8	0.088
8	T8	Potential environmental pollution	0.031	2.8	0.087
9	T9	The influence of the coronavirus outbreak makes visitors Quiet tours	0.091	1.2	0.109
Sub Total			0.500		0.817
Total			1.000		1.00

According to Figure 2, the SWOT Diagram results demonstrate that the Mbalong Kawuk tourist attraction is in quadrant 1, indicating that the scenario is extremely profitable since Mbalong Kawuk has the strength to capitalize on market possibilities. In this position, the approach that must be used is to encourage aggressive expansion (growth-oriented strategy). Although Mbalong Kawuk has limitations and dangers, it may use existing assets and chances to help it survive and develop.

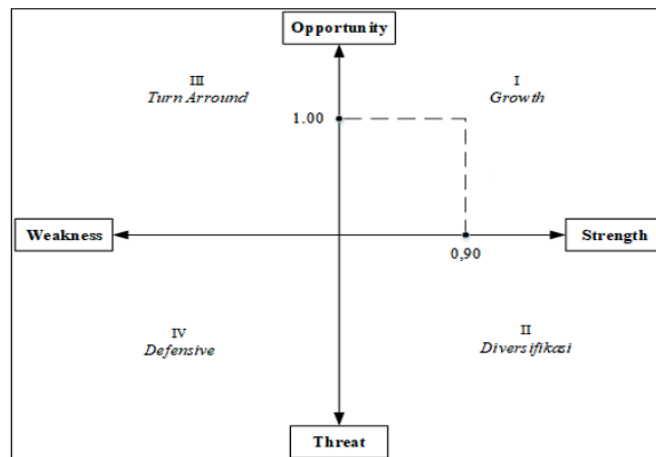


Figure 2: SWOT Diagram Results.

4. Conclusions

According to the findings of the IFAS and EFAS calculations, the difference between the value of the strength factor (strength) and the weakness factor (weakness) is 0.90, and the difference between the value of the opportunity factor (opportunities) and the threat factor is 1.00. Mbalong Kawuk's position is in quadrant I, which indicates that the circumstances is highly good since Mbalong Kawuk has strengths and opportunities, and it can capitalize on them. In this situation, the approach that must be executed is to promote an aggressive growth policy (Growth Oriented approach). We also find that Mbalong Kawuk and its competitors compete on the following variables: admission ticket pricing, facilities, rides, services, security, comfort, promotions, convenience of access, culinary menus, and environmental sustainability. It is envisaged that in the future, Mbalong Kawuk would collaborate with similar tourism in Tulungagung in bringing visitors through tour package packages that can reach all Sumberejo Kulon Village attractions. On the other hand, in order to attract tourists and compete with comparable tourism, Mbalong Kawuk management is also advised to continually update innovations in the creation of tourist attractions every year.

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