

Tourism Village Strategic Marketing Plan Model in Bondowoso

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Abstract

This study aims to explore the condition of tourist villages in Bondowoso Regency, explore government policies related to the management and development of tourist villages in Bondowoso Regency and formulate a strategic marketing plan model for tourist villages in Bondowoso Regency. This research is a qualitative descriptive study with a case study approach by exploring a condition, namely a tourist village in the Bondowoso Regency area in detail, accompanied by extracting data from informants who understand the situation. The data analysis method in this study consisted of data collection (data collection), data reduction (data reduction), data presentation (data display) and conclusions (conclusions).

Keywords

Management; development and tourism village marketing; tourism village strategy.



I. Introduction

The tourism sector is the largest industry in the world and continues to make a major contribution to the development of the world economy. The existence of tourism since the beginning has been dominated by the economic aspect because in the tourism process it has contributed to the national economy which includes GDP (Gross Domestic Product), taxes and creates jobs. This is the reason why the Indonesian government prioritizes tourism as a tool for economic development. In 2020 there is an adjustment to the RPJMN target (National Medium-Term Development Plan) for the tourism GDP contribution indicator that adjusts to the Covid-19 pandemic from 4.8% to 4% previously.

One of the forms of the focus of the development of the tourism sector is to build a tourist village. Destiana, et al. (2022) in his journal stated that village tourism is one form of alternative tourism development to develop rural areas by applying the principles of sustainable development based on local wisdom, nature and culture. Based on this statement, it is hoped that the development of tourist villages can provide equal opportunity for business for the whole community. The typical characteristics of a tourist village as a rural tourism product that focuses on local wisdom are expected to be able to encourage a village to become more independent and be able to revitalize the community's economy without forgetting the preservation of nature and its culture. Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

This statement is in line with the research journal Putri and Wahyuningsih (2021) which explains that building a tourist village is one alternative that can provide benefits to local and state governments in the form of foreign exchange, and can realize equitable development to remote villages which can be directly enjoyed to improve the quality of life. welfare and prosperity of the people. Therefore, this tourist village has become a

strategic plan for the Bondowoso Regency Government (PEMKAB) policy which is regulated in Regional Regulation No. 3 of 2019 concerning the Bondowoso Regency Tourism Development Master Plan for 2019 – 2034.

Based on an interview with KASI Human Resources of the Tourism and Culture Office of Bondowoso Regency, of the many village tours whose status has risen to become a tourist village and has been given a Regent's Decree on Tourism Villages of Bondowoso Regency, only three villages, including; 1) Tirta Agung Sukosari Kidul Tourism Village, Sumber Wringin District; 2) Kalianyar Tourism Village, Ijen District; 3) Lombok Kulon Organic Tourism Village.

Tourist villages in Bondowoso Regency have a variety of unique, distinctive and attract tourists to visit. However, to attract tourists to enjoy all the uniqueness that tourist villages have, of course, a clear and precise marketing strategy planning concept is needed. Marketing is one of the important factors in supporting the success of tourist village destinations in selling their tourism products and increasing tourist visits.

This statement is corroborated by the research of Vu et al. (2020) which shows that there are four groups of factors that significantly affect the development of sustainable tourism, namely; community, environment, tourism products and services and technical facilities.

This opinion is in line with the research conducted by Susilo et al. (2016), as well as Paddison and Biggins (2017) who argue that the involvement of various stakeholders in decision making must involve a wider variety of interests, because successful destination planning is a high or dominant level of stakeholder involvement.

The second component is to see the interest and readiness of the community towards the development of local tourist destinations. Tourist villages will be very developed if managed by the village itself (community based tourism), the need for an organization that specifically takes care of tourist villages is needed to be sustainable and involve parties who determine the direction of tourist villages, this is in line with what was stated by Hausler (2000) and Rachman (2016), community based tourism is an alternative in empowering the community so that it takes part in developing tourism in the village, namely; (1) a form of tourism that provides opportunities for local communities to control and be involved in tourism management and development, (2) people who are not directly involved in tourism businesses also benefit,

The third component is the concept of a tourist village which must be unique, distinctive and attractive. With the concept or idea of a different tourist village, it will become a prominent selling point among tourist destinations in other areas, as stated by Putri and Manaf (2013), namely; The success factor for community-based tourism is the uniqueness of the location created by the surrounding community. Therefore, one of the accelerations carried out in the management and development of tourist villages in Bondowoso Regency is to form a strategic marketing plan and develop an ideal model for the sustainability of tourist villages in order to increase tourist visits.

Abdillah et al. (2001), C. McCamley and A. Gilmore (2016), show two models in order to achieve goals in sustainable tourism development including; (1) horizontal linkage (horizontal linkage), this approach implies that tourism is a facilitator of various programs and policies that will be implemented, (2) vertical linkage, this approach is to find a balance of combining important components of activities tourism and development. Therefore, a good and integrated planning strategy is needed by all stakeholders as policy makers and the community in its implementation.

David (2014) defines strategy as a means to achieve long-term goals. The strategy in the tourism village is a potential action that requires the decision of stakeholders as top

management and the community. In addition, the strategy affects the development of the short, medium and long term, therefore the strategy is oriented to the future. The strategy needs to consider external and internal factors faced by tourist villages. He continued; David (2014) explained how to formulate the main strategy by carrying out three stages (three stages) called the strategy formulation framework. The three stages of the framework use a matrix as an analytical model, namely; 1) input stage, 2) matching stage and 3) decision stage. This study uses a matrix including; EFE Matrix, IFE Matrix,

Based on the phenomenon in the background described above, it is important and interesting to conduct empirical research on the real condition of tourist villages in Bondowoso Regency, as well as formulate a marketing planning strategy (strategic marketing plan) for tourist villages as part of sustainable tourism. The results of this study will provide input on the marketing planning strategy model for tourism villages in Bondowoso Regency, where this has not been done in previous studies. The strategy model can be used to develop the potential of tourist villages in Bondowoso Regency so that it can increase Regional Original Income (PAD) from the tourism sector. All the strategies in the model are the embodiment of the Bondowoso District Government program.

II. Review of Literature

2.1 Marketing strategy

Marketing Strategy according to David, Fred R (2014), Carpenter, Mason Andrew and William Gerard Sanders (2013) and according to Rangkuti, Freddy (2018) is a tool used by companies or business entities to achieve goals in relation to long-term goals, follow-up programs and resource allocation priorities.

2.2 Marketing Plan

Kotler (2003:100) and Rangkuti, Freddy (2002:87) explained that the marketing plan is one of the most important outputs and the planning process, where the plan is made to respond to changing conditions. The statement is in line with what was disclosed.

2.3 Tourism Planning Concept

Gunn (1998) and Veal (1994) suggest that planning in tourism is highly dependent on values and each argues that the form of community values is very important. Therefore, policies in tourism planning must reflect the values of the stakeholders.

2.4 Tourism Village Development and Development Concept

The Center for Tourism Research and Development of the Ministry of Tourism and Creative Economy explains the indicators for the development and development of tourism villages, including; strength of village attractiveness, rural tourism planning process, local community involvement and the level of rural tourism development.

III. Research Method

This study uses qualitative research with a qualitative approach. In qualitative research, primary data sources are obtained from informants. The primary data of this study were obtained through observation and interviews with informants in the research object. The secondary data used are obtained indirectly or through other parties, namely:

archives, documents, print or electronic media that are relevant to the research topic being conducted. So that the research results obtained can be worthy of accountability.

Data collection activities were carried out to obtain information related to the problem in order to obtain answers and conclusions from the research activities carried out. Data collection methods used in this study include observation, interviews and documentation. The research location used in this study is located in Bondowoso Regency. The data analysis method in this study consisted of data collection (data collection), data reduction (data reduction), data presentation (data display) and conclusions (conclusions). In this study, a data validity test was used based on four criteria which included the degree of credibility, the degree of transferability, the degree of dependability, and the degree of confirmability. The informants of this study were 11 people involving the Regional Government, Village Government.

IV. Result and Discussion

4.1 Marketing Characteristics of Tourism Villages in Bondowoso Regency

Marketing of tourist villages is different from marketing of manufactured products, because marketing of tourist villages does not provide physical ownership for tourists. The process of production and consumption of products and services in tourist villages only takes place in tourist villages through the tour packages offered. Therefore, the tourism village marketing strategy requires a special strategy to run effectively and efficiently.

Based on the observations of researchers and interviews with research informants, the main limitation of tourist villages in Bondowoso Regency is the limited human resources owned by the tourism village manager (POKDARWIS) and the surrounding community in managing, developing and marketing tourist villages. At least there are people who have competence in tourism villages, and not all members of the tourism awareness group (POKDARWIS) have optimal competence in terms of marketing tourism villages. So far, the Bondowoso Regency Government, in this case the Bondowoso Regency Tourism and Culture Office, needs to improve the quality and competence of the tourism village manager and the community around the tourist village.

Based on the explanation above, the researcher can conclude that the marketing characteristics of tourist villages in Bondowoso Regency are Concentrated Tourism Marketing. This marketing characteristic is centered on segments of tourist village tourists who are considered potential. One alternative form of marketing development is to provide training or other approaches to the management of the tourist village and the community around the tourist village who have an active role in the tourism village, trainings are also devoted to people who have other forms of business so that they can be used as packages. tourism in tourist villages, especially in providing services to visitors by carrying out marketing strategies for these potential segments.

4.2 Multi-stakeholder Management as a Form of Solution Offer

Seeing the potential of nature, culture and local wisdom in the community around the tourist village who has the authority in the management, development and marketing of tourist villages with policy makers (stakeholders). So the management of a collaborative tourism village is an alternative solution, because one of the goals of achieving a tourist village is to improve the quality of life and the economy of the surrounding community, so they are the ones who will benefit the most if the tourist village is developed. Therefore, efforts to actively involve the community are very much needed in tourism villages.

At the monitoring and evaluation stage, it is carried out by carrying out programmatic routine coordination (monthly or quarterly) from the Regional Government for tourism village managers and the surrounding community. As well as receiving benefits, it can be done by involving the efforts of the community around MSMEs as well as community service businesses to be used as a form of tour package.

However, as far as this research was conducted, based on the results of interviews with research informants, the active involvement of the community around the tourist village seems to be only a discourse if in practice the Regional Government and the tourism village manager are not grounded, meaning that the Regional Government and the tourism village manager have their own policies. -alone. One of them is because of the complexity of managing the resources of the surrounding community. Therefore, internally within POKDARWIS must be strong first because the main task and function of POKDARWIS is to build community resources around the importance of the existence of tourist villages. Likewise, the Regional Government is required to always intervene in the community, review and assess what needs to be done to the surrounding community. If this is not done,

The concept offered by this researcher is expected to continue (continuously), the formation of coordination between all parties (penta helix) furthermore to always make a road map of activities, because it will be a "dream" to involve the community around the tourist village in a management, development and marketing cooperation. , and it looks like it will still take a very long time to get it right.

4.3 Increasing Empowerment Through Strengthening Identity

Based on this explanation, of course, in building good management, development and marketing of tourist villages, the most important thing is to facilitate community and community involvement in the management process and maximize the acceptance of benefits from tourism village activities. In addition, according to the researcher, the position of the community around the tourist village has the same position as the tourism village manager (POKDARWIS), in addition to the government and the private sector. As explained above, the community is the component that directly feels the impact of the tourist village.

Therefore, based on the results of research observations, the concept of community empowerment in the management, development and marketing of tourist villages should be directed as follows; a) Community capacity building, in which community capacity building is more oriented towards individual (personal) capacity building. Because each community has a variety of forms of participation in tourism villages; b) Facilitating the development of facilities and infrastructure needed by the community around the tourist village; c) Organizing forms of training that are participatory, non-cooperative and dialogical to strengthen the relationship between local governments and managers and the surrounding community; d) Document the forms of community expectations, complaints and challenges;

On the other hand, in the management, development and marketing of tourist villages, it must be integrated between attractions, facilities and infrastructure and accessibility of tourist villages, so that tour packages have an impact on improving the economy for the community. Therefore, as the researchers describe below;

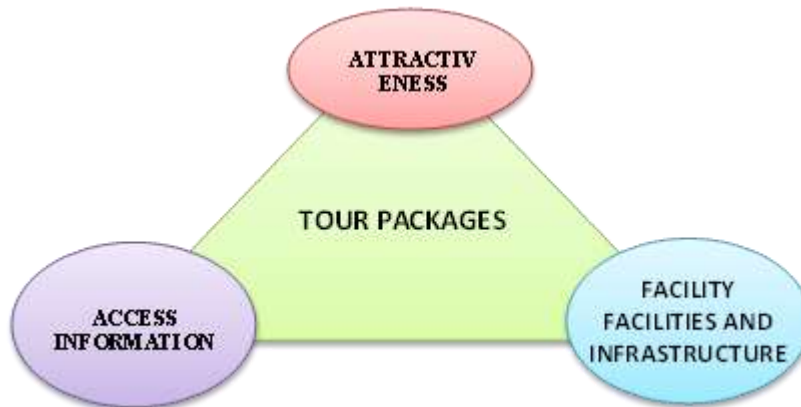


Figure 1. Pattern of Integration of Management, Development and Marketing of Tourism Villages

Based on Figure 1 above, the form of the pattern of integration in the management, development and marketing of tourist villages is that this pattern is an integral and inseparable form.

4.4 SWOT Matrix Management, Development and Marketing of Tourism Villages in Bondowoso Regency

Based on the results of the weighting carried out by research informants on internal factors and external factors regarding tourist villages in Bondowoso Regency through Microsoft Excel 2010 software, it shows the condition of tourist villages and policies for managing, developing and marketing tourist villages in Bondowoso Regency are at **Quadrant I** as Figure 2 below:

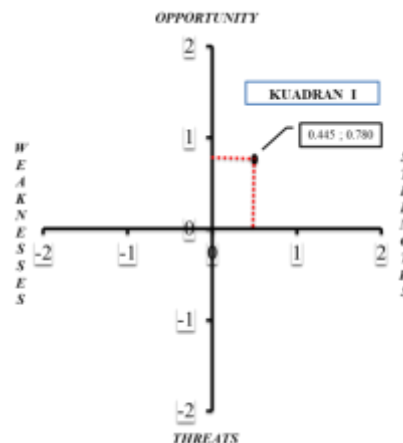


Figure 2. SWOT Quadrant Matrix for Tourism Villages in Bondowoso

The results of these calculations show that the management, development and marketing of tourist villages in Bondowoso Regency carry out a strategy **progressive**; namely by utilizing all strengths (strengths) to take advantage of various opportunities that exist (opportunity). The strength factors and opportunities are listed in Table 4.11 below;

Table 1. Strengths and Opportunity Factors for Tourism Villages in Bondowoso Regency

Category	No	Factor	Weight Score
<i>Strengths</i>	1	The potential of each tourist village is unique, distinctive, interesting and diverse; the potential of nature, culture, traditions and local wisdom varies between tourist villages;	0.185
	2	Training has been held for the community around the tourist village;	0.168
	3	Tourism village management institutions are protected by Village Regulations (Decree Head Decree for POKDARWIS);	0.159
	4	The responsibility of the tourism village manager is very high;	0.159
	5	Each tourist village has a homestay;	0.159
	6	There are regulations that have been issued by the government (both Central and Regional Governments) regarding tourist villages, namely; UU no. 10 of 2009 concerning Tourism, PP No. 50 of 2011 concerning the National Tourism Development Master Plan 2010-2025, and Regional Regulation no. 3 of 2019 concerning the Bondowoso Regency Tourism Development Master Plan for 2019 – 2034;	0.151
	7	Local Government and Village Government are very supportive;	0.151
	8	Each tourism village has been managed by the Tourism Awareness Group (POKDARWIS);	0.151
	9	The positive impact of the existence of a tourist village in Bondowoso Regency helps to absorb labor;	0.143
	10	BumDes management in the tourism sector is good;	0.127
	11	The cooperative relationship that has taken place between the tourism village manager and the community is relatively good	0.127
	12	The solidarity of the youth of the tourism village is very compact.	0.120
<i>Opportunity</i>	1	Interest in visiting through the many digital tourism promotion channels (traveloka, pegipegi, Hoteldotcom, etc.) as well as collaborating with hotels and restaurants;	0.423
	2	Won various awards from the Central Government as a form of promotion so that tourist villages in Bondowoso Regency are better known.	0.401
	3	Increased MICE (Meeting, Incentive, Convention, Exhibition) business;	0.401
	4	Based on Regional Regulation No. 3 of 2019 concerning the Bondowoso Regency Tourism Development Master Plan for 2019 – 2034 each tourist village in Bondowoso Regency is included in the Regency Tourism Strategic Area. As a Tourism Strategic Area of Bondowoso Regency, tourist villages certainly have potential in economic, social and cultural growth as well as empowerment of natural resources;	0.341
	5	Investment opportunities for investors for tourism businesses.	0.341

Source: Data Processing Results, 2022

Based on the calculation results of IE (Internal-External) factors as presented in Appendix I, the resulting alternative strategies are **build and growth** or **grow and develop**, as in the following Table 4.12;

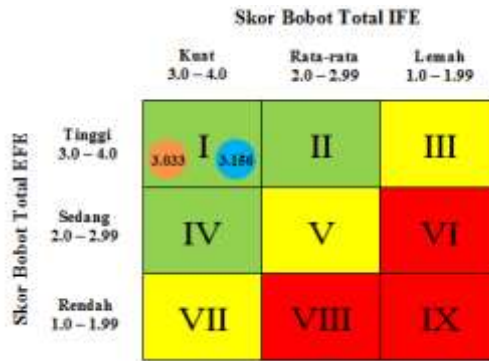


Figure 3. Internal-External Factors of Tourism Villages in Bondowoso Regency

The recommended strategy that the researcher gives is a strategy **progressive**, This means that the Bondowoso Regency Government, Village Government, Tourism Awareness Groups (POKDARWIS) as well as the form of coordination and commitment between each agency or across OPD must be in harmony, along with operational cooperation in optimizing tourism villages in Bondowoso Regency and always in prime condition so that policies in The management, development and marketing of tourist villages in Bondowoso Regency continues to increase and can increase PAD (Regional Original Income) and increase the economy of the surrounding community.

4.5 Quantitative Strategic Planning Matrix (QSPM) Management, Development and Marketing of Tourism Villages in Bondowoso Regency

Tabel 2. The order of priority strategies through the QSPM method is as follows;

No.	Priority Strategy	Total Alternative Score (TAS)
1	Maximizing promotional programs through digital based by involving tourism business applications;	6,954
2	Conducting sister tourism villages to other developed regional tourism villages;	6.661
3	Reviewing the segmenting, targeting, positioning of each tour package offered;	6.226
4	Offers MICE (Meeting, Incentive, Convention, Exhibition) packages;	6.053
5	Offering investment or other cooperation with the private sector in the development of tourist villages.	5.627
6	Conducting comparative studies or exchanging information with other tourist villages that have succeeded in increasing insight into the management, development and marketing of tourist villages;	5.440

Source: Data Processing Results, 2022

V. Conclusion

Based on the results of interviews with research informants, observations and research discussions, it can be concluded as follows;

1. The results of observations of researchers in the field as well as interviews with research informants of tourist villages in Bondowoso Regency in the management, development and marketing of the Regional Government and the Village Government in collaboration with BumDes (Village Owned Enterprises) appointed the Tourism Awareness Group (POKDARWIS), which is in charge of managing and developing the village tourism in Bondowoso Regency. Furthermore, in the management, development and marketing of each tourist village, there are various obstacles, both from accessibility, facilities and infrastructure, funds and budgeting, promotional programs to forms of community participation around the tourist village. For this reason, it is necessary to form coordination and commitment between each party to be in harmony, along with optimizing the potential of tourist villages.
2. Based on the results of field research, interviews with informants and literature studies that researchers read, it was found that current policies have principles, including: 1) community-based tourism village management and development policies and partnerships; 2) education-based tourism village management and development policies; 3) economy based on the principle of community participation; 4) tourism village management and development policies have the principle of empowering tourism village managers through human resource training.
3. The formulation of a strategic marketing plan model regarding tourist villages in Bondowoso Regency, based on the results of SWOT analysis and the selection of priority strategies using the Quantitative Strategic Planning Matrix (QSPM) method, obtained recommendations for alternative strategic priorities, namely by maximizing promotional programs through digital based by involving tourism business applications.

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