

**MARKETING STRATEGY OF BASED TOURISM AND MSME'S BASED SWOT ANALYSIS  
(EMPIRICAL STUDY OF TOURISM IN ARENAN KALIKESSEK, LIMBANGAN  
VILLAGE)**

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Received: November, 14, 2022

Revised: Desember, 20, 2022

Accepted: Februari, 5, 2023

**Abstract.** In this study an analysis of the condition of the tourist village was carried out in which there were MSMEs in Arenan Kalikese, Sriwulan Village. The tourism village itself is a form of integration between attractions, accommodation, and supporting facilities presented in the structure of people's lives that are integrated with the prevailing procedures and traditions, while the condition of MSME's themselves, business actors do not yet know what marketing strategy to do to overcome various problems that arise. Emerge as resources, business competition, purchasing power, and are dominated by the limitations of technological innovation and the ability to use that technology. This study uses data processing methods in the form of SWOT with qualitative methods and how to obtain data by interviews and observations in the form of recording and studying existing data.

**Keywords:** Tourism Village, MSME's, Marketing Strategy, Kalikese Village

## **INTRODUCTION**

The Kendal Regency area, Limbangan sub-district, is famous for its beautiful natural scenery, the village there is also still thick with its culture. In accordance with the vision and mission of Kendal Regency which is the center of industry and tourism so that it fosters the enthusiasm of the local government or residents to develop their villages into tourist villages and utilize existing natural resources. The development of a tourist village itself has an influence on the surrounding community. Especially on the economic and socio-cultural aspects. The economic aspects of the local community itself can make it possible to increase income by selling food and souvenirs or becoming tourism activists at tourist sites. Socio-cultural aspects, this refers to changes in attitudes and mindsets of villagers.

Tourism villages if managed properly and correctly can provide many benefits, as the author said earlier, apart from economic and socio-cultural aspects, there are also development or infrastructure aspects. With the existence of this tourism village program, the village government must also compensate by repairing roads and facilities that support tourism villages. That way the tourism in the tourist village is crowded with visitors. With this tourist village, local residents have a place to sell without having to go far from home and the goods they sell are natural products of the village, such as Sriwulann village, Kalikese hamlet has a tourism village program with the name Kalikese Village, where there are several MSMEs selling their natural products, such as palm sugar. kolang kaling or other traditional food. By forming a group of MSME activists in Kalikese Village, they are able to innovate in the processing of natural products and in terms of marketing their products.

The important role and strategy of Small and Medium Enterprises for the country's economic growth, both developing and developed countries, is no longer in doubt. According

to (Purwantini, 2018) in (Retnani Latifah, 2018) MSMEs have a strategic role as a source of community income, meeting the needs of domestic goods and services, creating jobs, and increasing added value.

The marketing strategy used by MSME activists will greatly assist them in developing their business, which is why it is necessary to choose which strategy to use according to the current potential and challenges. The products offered are expected to be obtained easily, cheaply and quickly by consumers. However, in reality, there are still many business actors who do not understand the type of marketing strategy that suits their business conditions. For this reason, an effort is needed to determine the type of marketing strategy that can show the position of MSME business actors so that they can improve their marketing.

With the existence of this tourism village program and building the KalikeseK village it is very helpful for village development in the economic aspect, namely the development of MSMEs and tourism. The government also facilitates tourism workers by conducting training so they know what a tourist village is and how to welcome tourists in a polite language so that it is easy to attract tourists.

Likewise with MSMEs and tourism in Arenan KalikeseK Dusun Sriwulan which is the focus of this research analysis. Business actors do not yet know what marketing strategies should be implemented to overcome the various problems that arise. The problems faced include resources, business competition, purchasing power and are dominated by limitations in technological innovation and the ability to use technology to obtain a broad market.

### **Formulation of the problem**

Based on the background above, the main problems in this study can be formulated as follows:

1. What are the challenges, obstacles and natural potentials that can be explored in the development of a tourism village and what is the marketing strategy for Arenan KalikeseK tourism in Sriwulan Village, Limbangan District, Kendal Regency?
2. How is the marketing strategy implemented in the Arenan KalikeseK tourism UMKM in Sriwulan Village, Limbangan District, Kendal Regency?

## **LITERATURE REVIEW**

### **1. Definition of Village**

The village has the potential to become a community-based tourist destination and is based on the local cultural wisdom of its people and can also be a trigger for economic development based on mutual cooperation and sustainable principles.

This is in accordance with the concept of building from the periphery or from the village for the welfare of Indonesian society by exploring local potential and empowering its people which was proclaimed by the Government as a priority program of Law Number 6 of 2014 concerning Villages which explains that villages have the right of origin and traditional rights to regulate and taking care of the interests of the local community and playing a role in realizing the ideals of independence based on the 1945 Constitution of the Republic of Indonesia. The village level government has its own autonomy to manage resources and the direction of its development.

The tourist village is a regional development concept that makes the village a tourist destination. Proper management of all tourist attractions is expected to empower the village community itself.

A village that can be called a tourism village is a village that has tourism potential that can be developed, a tradition, and a culture that has its own characteristics, accessibility and infrastructure that supports the tourism village program, guaranteed security, maintaining order and cleanliness.

### **1. MSME's**

**Business Entities** The definition of MSMEs according to law number 20 of 2008 is micro-enterprises are productive businesses owned by individuals or individual business entities that have the characteristics of micro-enterprises as stipulated in the law. Medium-sized business is a productive economic enterprise created by an individual or business entity that does not have the status of a subsidiary or branch of a company that is owned either directly or indirectly in accordance with the criteria as a medium-sized business based on law with total assets or annual net sales regulated by law. -law.

- 1) Micro business is a type of business with maximum assets of IDR 50 million excluding land and buildings where the business is located, with sales proceeds for 1 (one) year a maximum of IDR 300 million.
- 2) Small business is a type of business with assets between IDR 50 million – IDR 500 million excluding land and business buildings with sales proceeds for 1 (one) year of more than IDR 300 million up to a maximum of IDR 2.5 billion.
- 3) Medium business is a type of business with assets of more than IDR 500 million to IDR 10 billion with sales proceeds for 1 (one) year of more than IDR 2.5 billion up to a maximum of IDR 50 billion.

### **2. Marketing Strategy**

Strategy according to David (2016) is a way to achieve long-term goals. Business strategies can include geographic expansion, diversification, acquisitions, product development, market penetration, employee rationalization, divestiture, liquidation and joint ventures. So, strategy is an effort made to achieve goals. Marketing strategy is a planned step to achieve company goals by developing a sustainable competitive advantage through the markets entered and marketing programs used to serve the target market. According to (Priansa, 2017: 30) says that: Marketing (marketing) comes from the word market (market). In simple terms, the market can be understood as a place where a group of sellers and buyers meet to carry out transaction activities of exchanging goods. The market is a place where consumers with their needs and wants are available and able to engage in exchange to satisfy those needs and wants. According to Kotler and Armstrong in (Science, 2018: 4) "marketing as a process by which companies create value for customers and build strong customer relationships to capture value from consumers in return".

### **3. SWOT Analysis**

To develop a strategy, analysis is required first. The analysis carried out certainly has various variations. In this study, will use a SWOT analysis. According to Rangkuti (2017: 10) SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a business speculation. These four factors form the acronym SWOT (strengths, weaknesses, opportunities, and threats). This analysis is based on the assumption that an effective strategy is derived from a good "fit" between the company's internal resources (strengths and weaknesses) and its external situation (opportunities and

threats). A good fit will maximize the strengths and opportunities of the company and minimize the weaknesses and threats. When applied accurately, this simple assumption has profound and powerful implications for successful design and strategy.

a. Strength

Strength is a resource/capability controlled by a company that makes it relatively superior compared to its competitors in meeting the needs of the customers it serves. Strength arises from the resources and competencies available to the company.

b. Weakness

Weaknesses are limitations/deficiencies in one or more resources/capabilities of a company relative to its competitors, which become obstacles in meeting customer needs effectively

c. Opportunity

Opportunity is a major profitable situation in a company's environment. Key trends are a source of opportunity, identification of previously overlooked market segments, changes in competitive/regulatory conditions, technological changes, and improved relationships with buyers/suppliers can be opportunities for companies.

d. Threat

Threat is an unfavorable situation in a company's environment. Threats are the main obstacle for companies in achieving their current or desired position. The entry of new competitors, slow market growth, increased bargaining power of major buyers/suppliers, technological changes, and reservation or regulatory changes, can all be barriers to a company's success.

#### 4. SWOT Matriks

According to David (2011: 327) defining the SWOT matrix is an important matching tool to assist managers in developing four types of Strengths-Opportunities (SO) strategies, Weaknesses-Opportunities (WO) strategies, Strengths-Threats (ST) strategies or Weaknesses-Threats (WT) strategies. Threats (WT) adapted to the company's circumstances. SWOT analysis is a systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies. Thus, strategic planners must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This is called a situation analysis. The most popular model for situation analysis is the SWOT analysis. The external threats faced by a company can be adjusted to the strengths and weaknesses it has.

a. SO Strategy

This strategy is made based on the company's mindset, namely by utilizing all strengths to seize and take advantage of as many opportunities as possible.

b. ST Strategy

This is a strategy in using the strengths of the company to overcome threats.

c. WO Strategy

This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses.

d. WT Strategy

This strategy is based on defensive activities and tries to minimize existing weaknesses and avoid them.

## METHOD

### 1. Types of research

This study uses a qualitative research approach. According to Moleong (2008: 06) qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivations, actions holistically and by means of descriptions in the form of words and language, in a special context. natural and by utilizing various scientific methods.

### 2. Research Place

The location of this research is Arenan Kalikeseck Tourism Site, Sriwulan Village, Limbangan District.

### 3. Research Data Sources

According to Lofland and Lofland in Moleong (2008: 157) that the main data sources in qualitative research are words and actions, the rest are additional data such as documents and others. So in this study the data collected consisted of primary data and secondary data.

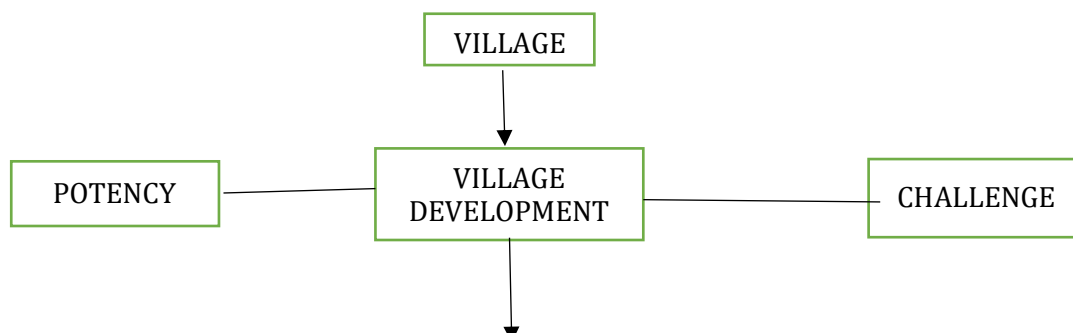
### 4. Data Collection Techniques and Validity

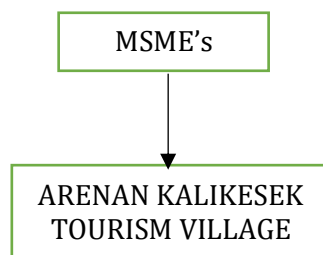
According to Sugiyono (2012: 241) in data collection techniques, triangulation is defined as a data collection technique that combines various data collection techniques and existing data sources. If the researcher collects data by triangulation, the panelist actually collects data which simultaneously tests the credibility of the data, namely checking the credibility of the data using various data collection techniques and various data sources. Researchers used observation, in-depth interviews, and documentation for the same data source simultaneously. According to Moleong (2008: 326-332) so that research results can be accounted for, it is necessary to check the data whether the data presented is valid or not, then a data validity/validity technique is needed. To check the validity of this research data, researchers used a triangulation technique. According to Sugiyono (2013: 330) triangulation is defined as a data collection technique that combines data from various existing data collection techniques and data sources. In this study, researchers used source triangulation. According to Sugiyono (2013: 330) source triangulation means to obtain data from different sources using the same technique.

### 5. Data Analysis Techniques

Sugiyono (2013: 337) that the activities in qualitative data analysis are carried out interactively and take place continuously until complete so that the data is saturated. Activities include data reduction (data reduction), data presentation (data display) and drawing conclusions (verification).

### 6. Frame Of Mind





## RESULTS AND DISCUSSION

### Sriwulan Tourism Village Profile

Sriwulan Village is located in Limbangan District, Kendal Regency, Central Java, which has an area of 11.4 km<sup>2</sup>. The population of Sriwulan Village is 720 people from various age groups and there are (114) heads of households. Sriwulan Village is divided into (2) hamlets consisting of 6 RTs and 2 RWs. With the majority of the population depending on their livelihood as farmers or gardeners, this condition is one of the reasons that Sriwulan Village has not been able to maximize its economy and the infrastructure conditions are not yet optimal. One of the solutions offered to improve the economy and quality of life for the people of Sriwulan Village is to take advantage of tourism activities.

What characterizes this village custom is palm sugar and kolang kaling. This palm sugar is made from fresh badeg or sap directly tapped and processed on the same day, so there is often a shortage of palm sugar. For the marketing of palm sugar and kolang kaling, they leave it in the tourist area of Arenan KalikeseK or the nearest stalls and souvenir shops.

### SWOT Analysis in the Development of Sriwulan Tourism Village

Tourism is the result of the processing and preservation of natural resources carried out by several community groups, such as the village of Sriwulan. The origins of the KalikeseK tourism village began with the natural disaster of the flash flood in 2004 which harmed several parties so PAD funds were needed to finance compensation when the disaster occurred. Mr. Abidin, with the help of local villagers, cleared land which is currently a tourist village to support village income and created jobs for local villagers, who at that time mostly worked as farmers.

This tour is located in Sriwulan Village, Limbangan District, Kendal Regency. It was just opened 2 years ago. Many visitors come, especially during certain holidays on holidays and weekends. Of course, this is an addition to the village's original income.

Armed with the belief and enthusiasm to rise from the downturn caused by the disaster and other village needs, the people of Sriwulan Village took concrete steps to turn KalikeseK Hamlet into a tourist village. The initial steps taken were mutual cooperation to build fish therapy and build roads.

Armed with enthusiasm and efforts to learn from the experiences of other tourist villages in managing tourist villages or bringing in resource persons who are considered to have the ability to provide input and suggestions in developing local potential to become a tourist attraction.

### Internal Factor Matrix

Aspect	Strenght	Weakness
Economic	<ol style="list-style-type: none"> <li>1. Producer of palm sugar and kolang kaling commodities</li> <li>2. Has a fairly large number of young workforce</li> <li>3. Has the potential to be developed into a developing tourism village in many areas</li> </ol>	<ol style="list-style-type: none"> <li>4. There is no innovation in processing kolang kaling and sap other than palm sugar</li> <li>5. Some people work as farmers with relatively low incomes</li> <li>6. The younger generation tends to choose to work outside the hamlet</li> </ol>
Natural Environment	<ol style="list-style-type: none"> <li>1. Beautiful and cool hamlet atmosphere</li> <li>2. Having abundant water sources</li> </ol>	<ol style="list-style-type: none"> <li>3. Several roads leading to the hamlet are damaged and have potholes</li> </ol>
Socio-Cultural	<ol style="list-style-type: none"> <li>1. Having a strong goyong royang tradition</li> <li>2. Having a strong religious tradition among parents and youth</li> </ol>	<ol style="list-style-type: none"> <li>3. There is still limited public awareness with tourism awareness knowledge</li> </ol>
Community Government Support	& <ol style="list-style-type: none"> <li>1. The community has a desire to develop village tourism</li> <li>2. Village government supports village development</li> </ol>	<ol style="list-style-type: none"> <li>3. Coordination between various parties is not optimal</li> </ol>

Tabel 4.1 Internal Factor Matrix

#### External Factor Matrix

Aspect	Opportunity	Threat
Economic	<ol style="list-style-type: none"> <li>1. The growing trend of tourism to tourist villages with the natural beauty of the countryside that is still scientific</li> <li>2. The trend of interest in traveling is increasing</li> <li>3. Public interest in tourism villages that offer different attractions from other tourism.</li> <li>4. Rapidly developing information technology</li> </ol>	<ol style="list-style-type: none"> <li>1. There are many existing tourist villages that are currently in the pilot phase which have relatively the same advantages of attractiveness</li> </ol>

	that can be used as a means of promotion	
Natural Environment	1. Having a natural environment that can be developed into a tourist attraction if managed properly	2. The proximity to the hill is feared for landslides and high water discharge is feared for flash floods
Socio-Cultural	1. There is a strong push from the community to develop tourist destinations	2. Access to urban areas which are relatively close has the potential to cause changes in socio-cultural ties in rural communities
Community Government Support	& 1. There is support from the village government for the development of tourist villages	2. Lack of knowledge about tourism 3. There is still a lack of assistance from the government in developing tourism villages

Tabel 4.2 External Factor Matrix

### Strategy and Program Analysis for Sriwulan Tourism Village Development

The strategy for developing the Sriwulan Tourism Village can be taken based on the SWOT Analysis matrix as previously described.

**A. Competitive Strategies (SO)** is a competitive strategy by taking advantage of existing opportunities with the strengths they have.

1. Identify and select local potentials that have high attractiveness. Sriwulan Village has several potentials that can be developed into a tourist attraction including a beautiful and cool village atmosphere, abundant palm trees and abundant sources of water flow. Researchers see local potential in the form of clear and shallow springs and streams that can be developed into outbound locations for water games or river cruising.
2. There are additional religious events that make tourists join in with other villagers
3. Carry out innovation and development of tourist villages Visits that continue to increase on weekends continue to increase, making tourism village managers innovate so that the place is not boring for tourists.
4. Developing tourist villages and building additional facilities at tourist attractions. By making tour packages for non-formal school activities, you can increase income

### B. Diversification Strategies (ST)

1. Develop a distinctive tourism icon that is different from other tourist villages. Since the beginning, the Sriwulan tourism village or Arenan KalikeseK has tended to choose a typical village tourism icon with a beautiful natural atmosphere plus water outbound and fish therapy as the main attraction. This tourism development is also supported by active promotions carried out on several social media as well as introductions to guests visiting the KalikeseK Tourism Village.



2. Continue to cultivate hospitality, the spirit of togetherness, and mutual cooperation  
Friendliness, spirit of togetherness, and mutual cooperation are very important values  
and even that is a plus value in one of the elements of a tourist village.
3. Increasing the capacity of tourism village managers and communities involved in tourism  
village services. Along with developments in the world of tourism and demands for  
dynamic tourism services, it is necessary to continue to increase the ability of tourism  
village managers and the people involved in tourism services in Sriwulan Tourism Village.  
Efforts are being taken within the government by bringing in resource persons and  
training.

### C. Overview Strategies (WO)

This strategy aims to minimize existing weaknesses by exploiting opportunities

1. Conduct training for the MSME community  
Conduct training on making taste innovations and product packaging for village MSME  
activists.
2. Increasing access to tourism villages
3. Tourist attraction is closely related to safe, comfortable and enjoyable tourism  
infrastructure and services.
4. Building communication between the village government and village communities and  
tourism workers

With good communication between the village government, village communities and  
tourism workers will build enthusiasm and motive in developing tourist villages.

### D. Defensive Strateies

Aims to reduce existing weaknesses by avoiding threats

1. Prepare evacuation routes that are safe and not far from tourist attractions in the event  
of a natural disaster. There is a need for an evacuation route because looking at the history  
of Sriwulan village where flash floods have occurred and the water discharge that has  
fallen across several villages is classified as heavy.
2. Promote MSME results in several market places so that consumers can also get to know  
tourism villages through the packaging of food products.

### Marketing Strategy Implemented in MSME's

MSME's SWOT Matrix

Internal Factor	Strength (S)	Weekness (W)
	<ol style="list-style-type: none"> <li>1. Product quality is good</li> <li>2. Affordable price</li> <li>3. Good relationship with consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. The use of digital marketing is not maximized</li> <li>2. In general, old MSME owners have difficulty understanding digital marketing</li> <li>3. Consumers are still limited</li> <li>4. Limited capital for marketing</li> </ol>
Exsternal Factor		

		5. Limited human resources to manage digital marketing
<b>Opportunity (O)</b>	<b>SO</b>	<b>WO</b>
1. Advances in technology	1. Maintain product quality to maintain customer loyalty	1. Optimizing the use of technology in marketing such as social media, website use, and sales at online motorcycle taxis
2. The development of online purchase transactions	2. Adjust product characteristics to consumer tastes by using digital marketing and dividing consumers into several target segments so that they are optimal in promotion	2. Provision of facilities and training on the use of digital marketing for marketing from the village government.
3. Support from the village government and related parties	3. Active promotions via the internet/social media and focus on regional specialty products	
4. Products with regional characteristics are of interest to tourists	4. Give characteristics and uniqueness to the product so that it is easy for consumers to remember	
<b>Threat (T)</b>	<b>ST</b>	<b>WT</b>
1. Intense competition with similar businesses	1. Maintain product quality and low prices to be able to compete with marketing based on digital marketing	1. Maximizing the use of technology by empowering existing human resources, providing training and compensation in accordance with the responsibilities and performance of each
2. Increase in the price of raw materials and complementary materials	2. Maintain good relations with consumers, overcome new competitors	2. Providing facilities for marketing based on digital marketing and saving marketing costs
3. Potential entry of new competitors	3. Add product and service attributes to anticipate increases in raw materials, by increasing prices	
4. Unstable economic conditions that affect people's purchasing power		

Tabel 4.3 Matriks SWOT UMKM

Based on the results of this study, MSMEs in Arenan KalikeseK are moving businesses in the culinary field, using the Marketing Mix marketing strategy, namely a combination strategy including:

Business actors certainly want the business to continue to progress and develop properly so as to be able to maintain the sustainability or viability of the industry. To realize this desire, the UMKM industry in Arenan KalikeseK continues to strive to maximize the products they produce so that they can be accepted by all consumers from various walks of life and can be sold so that the turnover generated continues to grow and develop properly.

Promotion is also an important part of marketing that creates a business, the better a promotion is implemented, the better the business will run. Marketing is very important to support the progress of a business. Marketing that is carried out only through direct word of mouth and via Whatsapp alone, greatly affects the turnover received.

Submission of direct marketing by word of mouth that caused a rush of consumers in Arenan Kalikese. The 4 things that underlie researchers conducting this research are:

The marketing strategy carried out by MSMEs at Arenan Kalikese is to use quality materials so that consumers feel satisfied.

a) *Product*

UMKM in Arenan Kalikese are engaged in the culinary field. The products sold are Nasi Rames, Nasi Soto Ayam, Gendar Pecel, Getuk Goreng, Bakaran, Kalikese specialties (Kolang Kaling sweets, various kinds of processed coffee) because these food products are easy and simple to process and market and can be consumed by all groups. from small children to old people.

b) *Place*

This UMKM location is very profitable for the owner because the location has a lot of visitors and there are many other shops that are in one scope. The shop provided by BUMDES has a comfortable, neat, clean atmosphere and beautiful views so that consumers feel comfortable when in the shop provided.

c) *Price*

The costs or prices for the products offered are affordable with good quality. The average product price starts at IDR 2,000 to IDR 15,000.

d) *Promotion*

Methods of promotion include word of mouth or word of mouth, as well as social media such as Instagram and Whatsapp. In a promotional strategy that is very influential for consumer buying interest is word of mouth because the person's opinion directly gives confidence to other people to buy a product.

It can be concluded that SMEs in Arenan Kalikese in implementing a marketing strategy for consumer buying interest is to use a Marketing Mix Marketing Strategy where this strategy can be attractive.

In retaining customers, by providing good product quality, providing reasonable and affordable prices for everyone, providing a clean and comfortable place, as well as with good promotions so that customers will stick with the food products offered.

a) *Product*

Consumer satisfaction can be seen from how good the results of the products produced. By giving the best, it will definitely give satisfaction to consumers so that consumers can always stick to the products that are produced.

b) *Place*

Providing a place that is very easy to reach and visited by consumers. Providing a place that is neat, clean, comfortable and has a beautiful view is the key for consumers to remain happy and stick with the food products offered. With the convenience of this place, consumers will feel highly valued and loyal.

c) *Price*

Providing affordable prices with good quality. Prices start from IDR 2,000 to IDR 15,000.

d) *Promotion*

By word of mouth or word of mouth this is because giving opinions directly to people will greatly affect consumer buying interest and can influence consumers to buy the products offered. Do not forget to also promote through social media such as Instagram and Whatsapp.

## CONCLUDING

Based on the research that has been done to obtain a marketing strategy model for MSME products in Arenan Kalikese using the Marketing Mix Marketing Strategy which is also equipped with SWOT to find out the weaknesses and strengths of the products offered.

Then it can be concluded that the food industry MSME marketing strategy model can be explained that to increase competitiveness, the food industry must improve the marketing strategy of the Marketing Mix or Marketing Mix. MSMEs can also prepare human resources who are able to use it. This will create innovation and improve product quality. Meanwhile, in the tourism sector, the author uses the SWOT method to find out the potential and challenges in the location of the tourist village.

The development of the SWOT-based Sriwulan Tourism Village will provide the right strategic directions. Based on the SWOT matrix of Sriwulan Tourism Village which has been studied in depth, several strategies that can be pursued include Competitive Strategies (SO), Diversification Strategies (ST), Overview Strategies (WO) and Defensive Strategies (WT).

Several strategic programs from Competitive Strategies (SO) are (1) Identifying and selecting local potentials that have high attractiveness, (2) There are additional religious events that make tourists join with other villagers (3) Innovate and develop tourism villages (4 ) Carry out the development of tourist villages and build additional facilities at tourist attractions.

**Diversification Strategy (ST)** (1) Developing unique tourism icons that are different from other tourist villages (2) Fostering friendship, spirit of togetherness, and mutual cooperation (3) Increasing the capacity of tourism village managers and communities involved in tourism village services. **Strategy Description (WO)** (1) Conducting training for the MSME community (2) Improving village access facilities (2) Building communication between the village government and village communities and tourism workers. **Defensive Strategies (WT)** (1) prepare evacuation routes that are safe and not far from tourist attractions if natural disasters occur at any time, (2) promote MSME results in several market places so that consumers can also get to know tourist villages through food product packaging.

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