

## SWOT Analysis in the Development of Cultural Village-Based Tourism Villages

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### ABSTRACT

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*Strategy, development, tourism village, SWOT*

The purpose of this study is to determine the most suitable development strategy for a tourism village based on cultural villages in Nagari Jawi-jawi. This qualitative descriptive study uses SWOT analysis to collect data from informants. The author uses observations, interviews, and documentation with research informants, including the Tourism and Culture Office of Solok Regency, Wali Nagari Jawi-jawi, Nagari Jawi-jawi Tourism Awareness Group, and important figures. The results of this study state that the Nagari Jawi-jawi cultural village has a lot of natural, cultural and man-made potential that can be developed to improve the Nagari Jawi-jawi economy and increase people's income. One approach that can be used based on the SWOT analysis is to provide attractive and unique tour package solutions with the aim of being different from other similar tourist villages. However, in its development there are obstacles in the form of lack of public awareness, limited funds and also low competitiveness.

## 1. INTRODUCTION

Tourism has an impact on the local community because it interacts with and involves the community directly. The development of the tourism sector can generate many benefits for the community, the government, and the region. This is because the tourism sector can increase people's income, increase job opportunities, and increase business potential. According to Limanteto (2021),

According to Aliansyah (2019), tourism development has three components: economy (foreign exchange), cooperation between countries (friendship between countries), and culture (cultural introduction to foreign tourists). Tourism development must remain creative, sustainable, and enhanced to promote and optimize the utilization of resources and their potential to improve people's welfare. Therefore, tourism will have the ability to drive other economic sectors.

However, to achieve the goal of establishing a tourist location, the ability to plan, manage, and operate properly is required. Tourist attractions must be attractive to tourists, as this can affect the profits of tour operators. Therefore, to maintain the attractiveness of the tourist objects and products offered and to maintain the attractiveness of tourists, tourism development strategies and concepts are very important. (Mahendrayani, 2018)

Solok Regency, as one of the regions in West Sumatra, has a lot of tourism potential that can be exploited. Tourism is one of the development priorities of Solok Regency. This is shown by the third mission of the Solok Regency Regional Medium-Term Development Plan (RPJMD) for 2021–2026, entitled "Improving the community's economy through the agriculture, MSME, trade, and tourism sectors." The aim of this mission is to encourage the development of the tourism sector with the goal of increasing regional tourism

competitiveness. However, indicators for the development of the tourism sector have not shown significant achievements to date.

For this reason, the government of Solok Regency has formulated a policy direction for the development of the tourism sector that is focused on developing tourist villages. Village tourism is a form of special interest tourism that combines the potential of natural tourist destinations with the potential of the culture, customs, arts, and daily habits of the people. The tourism village program in Solok Regency is implemented through the concept of a cultural village, which is community-based tourism (CBT) development. This concept aims to increase community empowerment in Nagari.

One of the Nagari in Solok Regency that was designated as a cultural village by the Regional Government of Solok Regency is Nagari Jawi-jawi, Gunung Talang District. through Regent's Decree number 556-245-2018 on April 24, 2018, and also selected as 10 priority villages to become cultural villages for tourism development by the Ministry of Tourism of the Republic of Indonesia.

Geographically, Nagari Jawi-jawi is located in the highlands around the foot of Mount Talang; this makes Nagari Jawi-jawi have cool air, so the dominant people have livelihoods as farmers or farmers. Nagari Jawi-jawi has a very rich cultural diversity, including traditional arts and local wisdom that have been passed down from generation to generation. Cultural authenticity is the main attraction of the Cultural Village in Nagari Jawi-jawi.

However, in an effort to develop a cultural village in Nagari Jawi-jawi, the tourism potential has not been utilized optimally. This resulted in community involvement in the development of tourism in this area not being clearly visible. Not only that, but few people in Nagari Jawi-jawi are aware

of the tourism potential that can be packaged into a tourism product that has selling value and provides economic value.

Nagari Jawi-jawi cultural village can be an attractive tourist location for tourists who are looking for new experiences. The development of cultural village tourism in Nagari Jawi-jawi has the potential to increase tourist visits, encourage economic growth, and improve the welfare of the local community. Based on the description above, the purpose of this research is to determine the strategy for developing a cultural village-based tourism village in Nagari Jawi-jawi, Solok Regency, and to identify the constraints to developing a cultural village-based tourism village in Nagari Jawi-jawi, Solok Regency.

## **TOURISM VILLAGE**

A tourism village is a community or society consisting of people who live in a limited area who can interact directly under the supervision of each other and are committed to working together by adapting their respective skills. Tourism villages allow the community to participate directly in increasing our readiness and awareness of tourism potential or tourist attraction locations located in the area of each village. (admin, 2020)

Tourism villages are defined in Permenbudpar No. PM. 26/ UM. 001/ MKP/2010 as a form of integration between attractions, accommodation, and supporting facilities presented in a structure of community life that is integrated with customs and norms.

## **TOURISM DEVELOPMENT**

According to Giantari (2015), tourism development involves creating and improving tourist attractions so that they are better and attract tourists to visit them. According to Maryani (Fadjarajani, 2021), tourism development is increasing the tourism component with the aim of attracting more tourists, keeping them longer, spending more money, and fully meeting their needs while maintaining the destination environment. Buhalis in Chaerunissa, 2020, put forward a different theory that the components of tourism development consist of:

- a. Attraction: The thing that initially attracts tourists to a location is its attractiveness.
- b. Accessibilities (access), Access involves the infrastructure and services needed by visitors to reach tourist sites.
- c. Amenities (supporting facilities), according to Inskeep in Hadiwijoyo, 2012:59–60, additional services and facilities at tourist destinationsd.
- d. ancillary (support services): ancillary refers to the support provided by organizations, local governments, groups, or managers of tourist destinations to organize tourism activities.

## **2. METHODS**

This method uses qualitative methods, while the approach used is a descriptive one. The descriptive approach is data analysis carried out by collecting, managing, and then presenting observational data so that other parties can easily obtain an overview of the subject under study.

SWOT analysis is used to evaluate the internal conditions (strengths and weaknesses) and external conditions (opportunities and threats) of Kampung Budaya Nagari Jawi-jawi. Furthermore, the collected data is presented in a qualitative and descriptive manner. In this case, the data is presented objectively and in accordance with the findings.

## **3. RESULTS AND DISCUSSION**

### **SWOT analysis**

SWOT analysis is an instrument used to systematically identify various factors that form the basis for formulating strategy. This analytical approach focuses on strengths, opportunities, weaknesses, and threats. Simply put, SWOT analysis involves an analysis of the selection of factors that influence these four aspects.

The results of the SWOT analysis can be used as a basis for planning strategies. Based on the results of observations and interviews conducted by researchers in the Nagari Jawi-jawi Cultural Village, the strengths, weaknesses, opportunities, and threats faced by the Jawi-jawi Nagari Cultural Village can be identified as follows:

### **Strength**

1. Landscapes
2. Has cultural, natural, and man-made attractions
3. The existence of the Gadang House, which is maintained to become a homestay
4. There is a Tourist Information Center.

### **Weakness**

1. Human Resources.
2. Lack of promotion and mastery of information technology
3. Low innovation

### **Opportunity**

1. There is support from the government.
2. There is support from other related parties.

### **Threat**

1. Modernization
2. The existence of other similar tourist villages

### **Acquired strategies S-O strategy**

The S-O strategy is a strategy that utilizes all strengths to seize and take advantage of as many opportunities as possible. The S-O strategy for developing the Nagari Jawi-jawi Cultural Village is as follows:

- a. Offers attractive and unique tour packages

One of the factors that attracts tourists to visit the Nagari Jawi-jawi Cultural Village is an attractive tour package. Tour packages must be interesting and different from the others. A tourist village can complement the knowledge and experience of tourists and give them the opportunity to be directly involved in the life of the local community by offering unique experiences, such as participating in agricultural or plantation activities in a tourist village, learning to make traditional handicrafts, or understanding the daily life of the community. local.

b. Increase cooperation with various related parties

In order to increase cooperation with various parties involved in the development of the Nagrai Jawi-jawi Cultural Village, it is important to establish a close relationship with the local government. By working with the local government, we can get financial and technical support from the local government to promote and preserve culture in Nagrai Jawi-jawi Cultural Village. In addition, it is very important to maintain good relations with local community organizations. Community learning centers and educational institutions can collaborate with arts and culture groups to organize activities that focus on learning and exchanging knowledge about local culture. then plan collaborations with art and cultural communities outside the region. This collaboration will not only increase knowledge and skills but will also help expand the network and increase exposure of Nagari Jawi-jawi Cultural Village at the national level.

c. Perform maintenance on the attractiveness that is owned.

In an increasingly competitive tourism industry, the Nagari Jawi-jawi Cultural Village must continue to maintain its attractiveness. This maintenance is carried out to maintain its authenticity and give tourists a good experience.

By keeping the local traditions and culture that are the main attraction alive, maintaining a cultural village can also benefit the local community's economy. A cultural village that is well managed and remains attractive will attract more tourists, which can increase the number of visits and expenditures of tourists in the Jawi-jawi Nagari cultural village. In this way, the local community can benefit from maintaining the attractiveness of the cultural kampung. The cultural village community can improve their welfare and get new income through tourism revenue.

### **S-T Strategy**

The S-T strategy uses strength to avoid or reduce the impact of threats. The S-T strategy that can be used for the development of the Nagari Jawi-jawi Cultural Village is as follows:

a. Conduct training and coaching for the younger generation.

The younger generation plays a very important role in building a cultural village. They are heirs to culture and a source of fresh energy, which enables them to generate innovative ideas.

One of the objectives of the training and coaching is to give the younger generation an understanding of the importance of building a sustainable cultural village. It is important for the younger generation to understand that building a cultural village not only attracts tourists but also maintains local wisdom, nature, and culture.

The development of skills such as financial management, marketing and promotion, event planning, the manufacturing of tourism products, and the management of homestays or other accommodations are skills that must be learned by the younger generation. This type of training can be provided through workshops, field training, or even apprenticeship programs in successful tourist villages.

b. Offers tour packages in collaboration with similar tourist villages

In order to be able to offer tour packages in collaboration with similar tourism villages in the development of tourist villages, it is necessary to cooperate with these tourist villages to develop tour packages together.

Conduct discussions with similar tourism villages regarding collaboration that benefits both parties, such as promoting each other's tour packages or combining experiences from the two tourist villages into one attractive package.

By cooperating with similar tourist villages, you can create unique and attractive tour packages for tourists. Collaboration like this can provide benefits for both tourism villages in terms of local community economic development and cultural preservation.

### **W-O strategy**

The W-O strategy is to take advantage of opportunities to improve weaknesses. The W-O strategies that can be applied in the development of the Nagari Jawi-jawi Cultural Village are as follows:

a. Improving the quality of human resources with various forms of activities

The success of developing a cultural village is highly dependent on the quality of its human resources. Improving the quality of human resources for developing the Nagari Jawi-jawi cultural village can be achieved through training and education.

In the tourism sector, training can increase the knowledge and skills of local people. With adequate training, local people can maintain the authenticity of their culture and serve tourists better. Education is an important part of the formation of the Nagari Jawi-jawi Cultural Village. Education can increase people's awareness of the importance of maintaining their local culture and environment.

b. Utilizing information technology as a promotional medium

In the current digital era, information technology is the main key to promoting and developing the cultural village. The use of technology as a promotional medium enables

Kampung Budaya to reach a wider audience quickly, effectively, and efficiently.

Internet technology and social media have enabled Kampung Budaya Nagari Jawi-jawi to reach a wider audience. Through the website, people can get the latest information about cultural villages. In addition, Facebook, Instagram, and YouTube social media can be used to share photos, videos, and stories about the Nagari Jawi-jawi Cultural Village, which can attract internet users to visit and learn more about the Nagari Jawi-jawi Cultural Village.

#### c. Increase management innovation

To enhance the tourist experience, maintain local wisdom, and increase the social and economic impact of local communities, cultural village managers must develop and manage programs and events that are interesting and relevant to local culture and traditions. One example is holding a cultural festival that involves locals and tourists.

In addition, managers must continue to innovate by creating new products and services that follow trends. By introducing exciting new products and services, they can increase their competitiveness and attract more visitors to the Nagari Jawi-jawi Cultural Village.

### W-T Strategy

The W-T strategy is based on defensive actions (protection and survival efforts) and seeks to minimize existing weaknesses and avoid threats. The W-T strategy that can be applied to the development of the Nagari Jawi-jawi Cultural Village is as follows:

#### a. Improving the excellence of the quality of tourist destinations

To stay competitive in an increasingly competitive tourism industry, it is important to develop tourist destinations by maintaining and improving their quality. One important way to improve the quality of cultural village tourist destinations is to preserve and protect the uniqueness and authenticity of the village. Each village has its own charm, such as local wisdom, natural beauty, and traditions.

Kampung Budaya can attract visitors who are looking for unique experiences while maintaining their uniqueness. The government and the local community must work together to maintain the natural and cultural heritage of the cultural village and prevent development that damages or pollutes the environment. The quality of infrastructure is very important to improve the quality of tourist destinations.

#### b. Increasing the participation of all elements of society

Community participation has an important role in the development of the Cultural Village. Increasing the participation of all elements of society in cultural villages involves not only tourism business owners but also local residents, youth, women, community leaders, government agencies, and other relevant stakeholders.

One important step in increasing participation is to actively empower the community in decision-making. The local government needs to involve the community in the

process of planning, implementing, and evaluating tourism village development programs. In addition, education and training are also important efforts to increase the participation of all elements of society. Furthermore, it is also important to create job opportunities and economic empowerment for local communities. With business opportunities and sustainable sources of income in the tourism sector, people will be more motivated to actively participate in the development of tourist villages.

#### c. Create a new venture

Creating a business in Nagari Jawi-jawi is a strategic step to encourage the local community's economic growth and promote the existence of the Cultural Village. This business can be a forum that connects tourists with an authentic experience of the cultural life and traditions of the Nagari Jawi-jawi people. Nagari Jawi-Jawi is located on a plateau surrounded by natural beauty. One of the main attractions of this nagari is the stunning view of Mount Talang. By taking advantage of views that can spoil the eye and also by creating new businesses in the form of cafes or restaurants that offer views of the green hills.

### Obstacles in the Development of Nagari Jawi-Jawi Cultural Village

Tourism development efforts are not guaranteed to run smoothly in all respects, and obstacles will certainly be encountered throughout the process. Likewise with the development of the Nagari Jawi-jawi Cultural Village. There are several obstacles to the development of the Nagari Jawi-jawi Cultural Village, both internal and external. The obstacles encountered in developing the Nagari Jawi-jawi Cultural Village are as follows:

Lack of public awareness Nagari Jawi-jawi Cultural Village is located in the middle of a community settlement in the Budaya village itself. Because the Nagari Jawi-jawi Cultural Village is located in the midst of the community, public awareness is needed in the process of developing the Nagari Jawi-jawi Cultural Village. Public awareness is very influential on the future development of the Nagari Jawi-jawi Cultural Village. If only the government itself is passionate about developing the Nagari Jawi-jawi Cultural Village, it will be difficult to achieve tourism success without the cooperation and participation of the community. The obstacle in efforts to develop the Nagari Jawi-jawi Cultural Village is the lack of awareness among some people in the village. As explained by the Head of Pokdarwis Nagari Jawi-jawi, the people of Nagari Jawi-jawi Cultural Village do not yet have the awareness to take advantage of the current situation of Nagari Jawi-jawi Cultural Village. The community should be able to take advantage of Nagari Jawi-jawi Cultural Village as a source of economic income. The current state of Nagari Jawi-jawi Cultural Village allows the community to create something that generates money. However, the people of Nagari Jawi-jawi Cultural Village are currently not able to take advantage of these economic opportunities; they prefer to go to the fields and gardens, where they can enjoy the income they get directly rather than having to make crafts whose results cannot be produced. They feel it right away and have to wait for the results. Limited Funds for the Development of Cultural Villages The next obstacle to tourism development is limited funds. The limited funds

owned by the manager are still an obstacle to the development of the Nagari Jawi-jawi Cultural Village, even though some funds are supported or obtained from the Nagari government. Currently, the funds for the development of the Nagari Jawi-jawi Cultural Village are still sourced from the Nagari funds. The expected funds are still not sufficient. The funds provided for the development of the Nagari Jawi-jawi Cultural Village were taken from the Nagari funds, while the Nagari funds themselves did not focus on just one need.

Limited funds mean that the event as a promotion carried out by Pokdarwis cannot run optimally; so far, Pokdarwis has relied on cash and funds from the nagari. In addition to the lack of public awareness, limited funds are also an obstacle to the development of the Nagari Jawi-jawi Cultural Village.

#### Competitiveness

In the development of tourism villages, the factor of competitiveness plays an important role. Tourism villages must have the ability to compete with other destinations in order to attract tourists. The success and sustainability of the development of a tourist village in the long term are highly dependent on the level of competitiveness it has. This is an obstacle in the development of the Nagari Jawi-jawi Cultural Village, as explained by the Development Section of the Tourism and Culture Office of Solok Regency as follows:

"The current obstacle in the development of the Nagari Jawi-jawi Cultural Village is competitiveness. The tagline made by similar competitors is stronger; for example, we only have a few gadang houses, while Solok Selatan has a tagline of one thousand gadang houses. So tourists are more interested in a thousand gadang houses than what we have in the Nagari Jawi-jawi Cultural Village; our competitiveness is still weak" (interview with the Development Section of the Tourism Office, Mr. Andes, April 6, 2023).

#### CONCLUSION

Based on the results of the study, it can be concluded that the strategy for developing a tourism village based on a cultural village in Nagari Jawi-jawi, Solok Regency, is in the form of an S-O strategy by offering attractive and distinctive tour packages, increasing collaboration with various related parties, and carrying out maintenance of the attractiveness that is owned. Strategy (S-T) by holding training and coaching for the younger generation and offering tour packages in collaboration with similar tourist villages. Strategy (W-O): Improving the quality of human resources with various forms of activities and utilizing information technology as a promotional medium Increasing innovation.

And Strategy (W-T) by increasing the superiority of the quality of tourist destinations, increasing the participation of all elements of society, creating new businesses. The obstacles faced in the development of the Nagari Jawi-jawi Cultural Village are the lack of awareness of some people in the Nagari society, and Nagari Cultural Village, limited funds, and low competitiveness. still weak. The weakness of the Nagari Jawi-jawi cultural village is Human Resources (HR), there is still a lack of information technology staff to promote tourist destinations through social media. The lack of a high level of innovation occurred in the development of Nagari Jawi-jawi Cultural Village. The threat to the development of the Nagari Jawi-jawi Cultural Village is modernization (the influence of global culture such as mass media, films, music, and modern lifestyles often replace the traditional values of society) and the existence of other similar tourist villages.

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