

# Sustainable Tourism Development Strategy: The SWOT Analysis Method

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**Abstract**—This study aims to estimate the tourism development strategy in Mlese Village, a village that has not been widely explored in the tourism context, as well as identifying and utilizing the potential of Mlese Village as a tourist destination and formulating a sustainable tourism development strategy. The research used a qualitative descriptive method by analyzing the condition of tourism in the village through a SWOT approach, considering internal and external factors. Data were collected through observation, interviews, and literature study. The results showed that Mlese Village is rich in tourism potential that includes elements of cultural arts, agricultural and social educational tourism. For its development, the proposed strategy includes preserving and optimizing local potential as tourist attractions, with strategies that focus on improving attractions, accessibility, and amenities; human resource and community development; and marketing strategies involving branding, advertising, and selling. The suggestions conveyed in this research are support from the local government regarding promotions for the development of Mlese Village.

**Index Terms**—sustainable tourism, educational tourism, cultural arts, SWOT, marketing strategy.

## I. INTRODUCTION

Village tourism, as a growing sector, offers a unique and authentic experience for tourists (Potgieter, 2020). Rural areas can be developed into tourist villages that offer local cultural wisdom (Amr Saad, 2022; Lane & Kastenholz, 2018). The importance of villages as tourist visit points supports the development of sustainable tourism in Indonesia. Villages provide diversity in destination choices that are more dynamic and avoid tourism approaches that only focus on mass tourism. According to Fauker ((Mondal, 2017), mass tourism is a tourism development characterized by the number of tourists who buy a very diverse tour package where the tour covers all aspects in a wide range (Coroş et al., 2017).

Villages that are planned to become tourist villages offer great potential as attractive destinations for tourists. However, the development of a tourist village is highly dependent on the active participation of the local community as well as how to deal with challenges in its management (Pramono et al., 2022; Rofiah et al., 2022; Widnyana et al., 2020). (Streimikiene et al., 2021) defines a tourist village as a rural area that not only offers an authentic environment, but also reflects local socioeconomic and cultural distinctiveness through customs, daily

activities, unique structures, and interesting economic activities. The village also has the potential to be developed by adding various tourist facilities including attractions, lodging, culinary, and others (Gössling et al., 2016).

Village tourism is considered an effective strategy to improve the welfare of local communities (Bravo et al., 2020; Corina, 2018; Wijijayanti et al., 2020). The development of tourism villages not only aims to reduce migration from villages to cities but also to create new employment opportunities for residents (Kisi, 2019). The development of a tourism village involves the utilization of local products as part of the tourism offering that has a direct impact on the community (Kulshrestha and Lata, 2022). The concept encourages active participation of local communities in the tourism sector and is an example of an opportunity that can provide significant economic benefits to them. Mlese Village, located in Gantiwarno District, Klaten Regency, Central Java, has the potential for cultural arts, natural beauty, and social tourism that can be developed as an attractive tourist destination. The village offers various attractions ranging from traditional arts as well as a variety of Mlese Village specialties.

In addition, Mlese Village also offers educational tourism in agriculture that utilizes its natural beauty and supports MSME activities by the local community, including MSME mothers and Karang Taruna. However, despite its significant potential, the development of cultural tourism in Mlese Village has not been maximized. Some of the obstacles faced include limited human resource capabilities, lack of effective promotion, and suboptimal support from the village and district governments (Lata & Kumar, 2022). This research aims to find out the general description of Mlese Village, the tourism potential of Mlese Village as a cultural tourism attraction, and strategies for sustainable tourism development.

## II. METHOD

In this study, the data collection techniques used included observation, where researchers came to Mlese Village to observe its tourism potential. In addition, researchers also conducted interviews with the Village Head and villagers to obtain more in-depth information. Furthermore, this research also used a literature study, including a review of previous research journals relevant to the focus of this research. The data analysis method used was descriptive qualitative analysis, involving data on the potential of culture, nature, and community-based tourism in Mlese Village. The results of this analysis were then used to formulate a sustainable tourism development strategy. The data that has been collected is processed and analyzed using the SWOT method to identify and evaluate relevant internal and external factors.

## III. RESULT AND DISCUSSION

### A. Description of Mlese Village

Mlese Village is located on the strategic route of the main route of Gantiwarno Subdistrict and the border route with Gunung Kidul DIY Regency via the Kapanewon Gedangsari route and has an area of around 230 hectares with fertile agricultural land/rice crops and sufficient water, especially in the northern area of the Dengkeng river, for the southern area is dry land/moorland suitable for crops because it is directly adjacent to the hilly area of Gunung Kidul DIY because it is on a strategic route and is located not far from the center of Gantiwarno Subdistrict. The characteristics of the Mlese Village community are farming farmers and some have skills in the field of cultural arts. The support of MSME women and youth organizations in the tourist village is to provide a variety of local food products typical of Mlese Village.

### B. Mlese Village Potential

Mlese Village has cultural arts potential that includes Kethoprak, Wayang Kulit, Hadroh, Kuda Lumping, and dance groups, as well as cultural traditions such as Sadranan and Wiwitan. To preserve and develop this culture, the Mlese Village government has built a Cultural Arts Park with Javanese architecture and a Joglo icon. The potential for educational tourism in the field of agriculture is a variety of crops such as rice and secondary crops that are used for visiting school children and students. There are several community-based potentials to improve the human resources of Mlese Village, namely training in making various typical Mlese Village foods made from local raw materials, food presentation training, and marketing training for local village products based on potential.

### C. Mlese Village Development Strategy

In formulating development strategies in Mlese Village, the first step is to look at the components of Mlese Village, after which internal and external factors are identified. What is meant by internal factors is a description

of strengths and weaknesses, while external factors are a description of opportunities and threats. The following is a description of each factor:

*i. Internal Factor:* Internal factors identify aspects of development in Mlese Village. These aspects are in the form of existing strengths and weaknesses. These factors will be used to formulate development strategies in the SWOT analysis. Below is an explanation of the description of each aspect:

*Strength :* The strengths referred to in the internal factors are the potentials that exist in Mlese Village, including various traditional arts owned by Mlese Village; Mlese Village specialties made from local raw materials; the atmosphere of rice fields in Mlese Village is very beautiful; natural, cultural and community-based potential is a tourist attraction; and there is a high desire of the community to participate in the development of the village

*Weakness:* The weaknesses referred to in internal factors are shortcomings that result in activities to develop existing potential being less than optimal. The weaknesses are as follows: environmental conditions and facilities supporting tourism activities are poorly maintained; media information and promotion are still small in scope; and accessibility to Mlese Village is inadequate, there is no public transportation and can only be passed by private vehicles.

*ii. External Factor:* External factors are the identification of aspects contained in the development from outside Mlese Village. These aspects are in the form of existing opportunities and threats. These factors will also be used to formulate a development strategy for Mlese Village in the SWOT analysis. The following is an explanation of each aspect:

*Opportunities:* The opportunities referred to in external factors are factors from outside that can have a positive impact and can support tourism activities. The opportunities are as follows: there is a youth forum to develop the ability to process local products into specialty foods; there is an association of mothers of MSMEs in Mlese Village that continuously conducts training to improve competitiveness and quality; and Mlese Village tourism village has been escorted by the Klaten District Tourism Awareness Group (Pokdarwis). Mlese can also use funding schemes sourced from CSR program allocations from companies in developing tourist areas. This collaboration is a mutually beneficial synergy because the company is also responsible for developing community initiatives.

*Threats:* Threats are defined as external factors come from outside that can negatively affect tourism activities or be described as barriers to an activity. The threat in question is the lack of attention from the local government in developing the promotion of Mlese Tourism Village.

From the identification of strengths, Weaknesses, Opportunities, and Threats factors based on the tourism potential of Mlese Village, a SWOT analysis was conducted to find the right development strategy to be implemented, as follows:

- a. *Strength Opportunities:* The SO strategy is an interpretation of the strategy by utilizing a combination of strengths and opportunities (Benzaghta et al., 2021). Based on this, the resulting SO strategy in the development of Mlese Village is to utilize the potential based on nature, culture, and society to be used as a tourist attraction to attract tourist visits. Mlese Village has natural, cultural, and community-based potential that can be used as a tourist attraction for tourists who come to visit. The potential based on cultural arts is the existence of the Mlese Village cultural arts park with the support of various traditional arts.
- b. *Weakness Opportunities:* The WO strategy is a strategy created to minimize weaknesses by taking advantage of available opportunities (Benzaghta et al., 2021). Based on this, the resulting WO strategy in developing Mlese Village is to maximize youth forums or youth organizations and conduct promotions or marketing through social media.
- c. *Strength Threats:* The ST strategy is a strategy created by utilizing existing strengths to overcome threats (Benzaghta et al., 2021). Based on this, the resulting ST strategy in the development of Mlese Village is to show the existing attractiveness of the potential that can be improved and build several supporting facilities such as lodging.
- d. *Weakness Threats:* The WT strategy is a strategy created to minimize weaknesses to avoid existing threats (Benzaghta et al., 2021). Based on this, the resulting WT strategy in the development of Mlese Village is to preserve the existing potential. The community needs to maintain the potential that already exists in Mlese Village, especially the Mlese Tourism Village. The community must continue to preserve the natural and cultural potential that is already available without having to change the authenticity of this potential. The development strategy for maintaining the existing natural potential is to keep the cultural arts park clean of

garbage by routinely doing gotong royong and providing many trash bins around the cultural arts park. The following is a SWOT analysis and development strategy (table 1).

TABLE 1 SWOT ANALYSIS AND DEVELOPMENT STRATEGY

|                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Internal Factor</div> <div>External Factor</div>                                                         | <b>Strength (S)</b> <ul style="list-style-type: none"> <li>Various traditional arts owned by Mlese Village</li> <li>Mlese Village specialties made from local raw materials</li> <li>The atmosphere of rice fields in Mlese Village is very beautiful</li> <li>The potential based on nature, culture, and society is a tourist attraction</li> <li>The desire of the community to participate in the development of the village</li> </ul> | <b>Weakness (W)</b> <ul style="list-style-type: none"> <li>Environmental conditions and facilities supporting tourism activities are less well-maintained</li> <li>Information and promotion media carried out are still small in scope</li> <li>Accessibility to Mlese Village is inadequate, there is no public transportation, and can only be passed by private vehicles</li> </ul> |
|                                                                                                               | <b>Opportunities (O)</b> <ul style="list-style-type: none"> <li>There is a youth forum to develop the ability to process local products into specialty foods</li> <li>There is an association of Mlese Village MSMEs that continuously conducts training to improve competitiveness and quality</li> <li>Mlese Village tourism village has been escorted by the Klaten District Tourism Awareness Group (Pokdarwis)</li> </ul>              | <b>SO Strategy</b><br>Utilizing the potential based on nature, culture, and society to be used as a tourist attraction to attract tourist visits                                                                                                                                                                                                                                        |
|                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>WO Strategy</b> <ul style="list-style-type: none"> <li>Maximizing youth forums or youth organizations</li> <li>Promote or market through social media</li> </ul>                                                                                                                                                                                                                     |
| <b>Threats (T)</b><br>Lack of local government attention in developing the promotion of Mlese Tourism Village | <b>ST Strategy</b> <ul style="list-style-type: none"> <li>Show the existing attractiveness of the potential that can be improved</li> <li>Build some supporting facilities such as lodging</li> </ul>                                                                                                                                                                                                                                       | <b>WT Strategy</b><br>Preserve existing potential                                                                                                                                                                                                                                                                                                                                       |

Source: data processed, 2024

*iii. Development Strategy through Attractions, Accessibility and Amenity:* Tourist attractions are tourist attractions in tourist destinations. Tourism attractions consist of 4 types, namely natural tourism attractions, artificial tourism attractions, cultural tourism attractions, and social tourism attractions (Nowacki et al., 2018). Mlese Village has natural tourist attractions in the form of natural wealth as a tour to see and enjoy, namely educational tourism in agriculture. In addition, Mlese Village has a cultural tourism attraction in the form of event attractions (kethoprak, wayang kulit, hadroh, kuda lumping) to provide tourist information and education. Accessibility is one of the factors that can support the level of travel comfort for tourists. The ease of accessing facilities and infrastructure and the state of good rural quality will certainly add to the comfort of tourists. It is hoped that developing tourism accessibility in the form of providing and developing public transportation infrastructure will make it easier for tourists to reach the location. Amenity is an offer to complement the main tourist attraction which can be in the form of other supporting facilities such as public toilets, places of worship, parking lots, and restaurants. In Mlese Village, places to eat and places of worship are very easy to find. Amenity development is needed for public toilets which are still very rarely seen and are only found at a few points, as well as parking areas which are still very limited.

*iv. Development Strategy Through Human Resources, Community:* (Polnyotee & Thadaniti, 2015) argue that the importance of human resource development has an impact on the implementation of tasks and roles in planning and organizations, such as control functions, integration, and increasing expertise (Reihanian et al., 2012). Human resources illustrate one of the factors that play an important role in advancing the village tourism sector. One solution to develop Mlese Village is to improve the competence of human resources through improving the quality of knowledge of tourism and appropriate training. The development of human resources that have aspects of knowledge, attitudes, and skills according to the needs of tourists is highly expected to develop optimally. The people of Mlese Village also determine the comfort and satisfaction of tourists visiting the village. The willingness and concern of the community to be active in developing Mlese Village as a tourist village needs to be improved.

v. *Development Strategy Through Marketing (Branding, Advertising and Selling)*: Branding relates to efforts made to develop the concept of a tourist area (Gayane Tovmasyan, 2020). The strategy is to create a slogan or tagline about Mlese Village, especially regarding the potential that is very famous or represents Mlese Village. Advertising relates to the marketing communication activities of a tourist trip delivered to the public in a comprehensive scope (Gayane Tovmasyan, 2020). The promotion strategy of Mlese Village to tourists through the media, both electronic media and social media. Electronic media can be in the form of advertisements on radio, television, and newspapers, although it requires quite large financing. The most effective strategy is through social media (YouTube, blogs, Facebook, Twitter, Instagram, and others). The power of social media is now very influential in the decision to visit tourists. Therefore, advertising on social media is very important for the development of Mlese Village. Selling is related to efforts to increase the number of tourists who will visit the tourist area (Gayane Tovmasyan, 2020). The strategy is to sell Mlese Village through tourism markets such as travel agencies or travel agents, as well as providing rewards or gifts to tourists.

#### IV. CONCLUSION

Based on the results of the research, it can be concluded that Mlese Village has the potential for nature, culture, and community-based tourism as a tourist attraction. The strategic direction designed in the development of Mlese Village is based on internal and external factors, namely maintaining the preservation of existing potential, utilizing the potential of the village to be used as a tourist attraction to attract tourist visits with community participation in developing the potential of the village, building several supporting facilities such as lodging, maximizing the skills of the human resources of the Mlese Village community, and promoting or marketing through social media for the realization of sustainable tourism in the future. The development strategy of Mlese Village also looks at aspects of attractions, accessibility and amenities, human resources, and society, as well as marketing strategies of branding, advertising, and selling.

The suggestions that can be conveyed are that it is hoped that there will be promotional support from the local government for the development and economic empowerment of Mlese Village. The preservation of the Cultural Arts Park must also be maintained and improved starting from the awareness of the village community itself as the host. In addition, community follow-up steps are needed to further promote Mlese Village on social media.

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