

SUSTAINABLE CULTURAL TOURISM DEVELOPMENT STRATEGY : SWOT APPROACH

Fitria Nurul Azizah ¹, Chomsatun Harofah ²

¹State Islamic University (UIN) Prof KH Saifuddin Zuhri Purwokerto

*corresponding author: <u>Fitria.fathima@gmail.com</u>

ABSTRACT

Changes in tourism which are currently developing from mass tourism to special interest tourism, have encouraged Djagongan Koena tourism in Kejawar Banyumas Village to become a cultural tourism village with an interesting concept of living culture, such as arts, culinary arts, crafts, and others. This tourist village has the potential to be developed into a tourist destination that prioritizes its cultural values by paying attention to sustainability aspects. Then the problem that arises is what is the right strategy for developing sustainable cultural tourism in the Djangongan Koena Kejawar Banyumas tourism village, with the aim of identifying and analyzing sustainable tourism village development strategies used by the Djangongan Koena Kejawar Banyumas tourism village.

The analysis technique in this research is descriptive qualitative analysis and SWOT analysis. Through field research, the data collection methods used in this research are observation methods, interview methods, and documentation. Sustainable tourism is tourism that pays attention to social, economic & environmental impacts for now and in the future.

The results of the analysis compiled in the SWOT matrix can be grouped into 4 main strategies, namely optimizing the environmental management of cultural tourism sites in the Djajongan Koena tourist village, optimizing the potential for home-based businesses and assisting the community to support social tourism activities, managing non-material cultural assets in the village as tourism products and managing non-material cultural assets in the village through opportunities for cooperation with the government. Of the four strategies, each has a way of development.

Keywords: Development Strategy, Cultural Tourism, Sustainability, SWOT Analysis

1. Introduction

The dynamics in the tourism industry is currently a trend in global developments, so it is considered as one of the industries that influence Indonesia's development. This can be seen through the shift in the orientation of motivational orientation in the form of tourist visits which were originally in the form of *mass tourism* to become *new global tourism* (Sulistyadi et al., 1967). This is related to what is called a tourism village, where a tourism village is a response to market trends, because tourists are now experiencing a shift in focus from seeing large modern hotels, whereas now more attention is paid to the type of tourist attractions which are changed to be small but still unique. through this, It is hoped that fair equity can be achieved in line with tourism development sustainable through tourism villages (Prakoso, 2011).



Several regions in Indonesia have been designated as DTW (Tourism Areas) by the government, one of which is Central Java Province, Banyumas. As a city in Central Java, Banyumas has significant tourism potential in terms of natural and cultural tourism (Koderi, 1991).

According to the views of the Banyumas people, who are the owners and at the same time Banyumas culture, the cultural wealth that is considered as a user's cultural value is that which reflects the characteristics of Banyumas, both in terms of geography and history. One of the cultural assets that characterizes the Banyumas region is the value of blaka suta (honesty) which is believed to be the basis for tourism development in the Banyumas region (Ahdiati & Kusumanegara, 2020). Banyumas is a city with abundant tourism potential. Tourist destinations are very diverse and interesting, ranging from natural tourism to gastronomic panoramas to cultural tourism, but the promotion and development carried out by Banyumas Regency is still not optimal. Especially cultural tourism, tourism development for the Government of Banyumas Regency always leads to nature tourism. The reason why cultural tourism cannot develop rapidly is that the facilities provided are not very attractive, both in terms of facilities and infrastructure. On the other hand, other cultural tourism receives special attention because they are considered to have strengths, so they need to be developed (Dadan & Widodo, 2020).

Banyumas has a local identity, namely Cablaka, meaning what it is, this is also one of the cultural potentials of Banyumas that can be developed. For the people of Banyumas in general, names have meanings, for example Monday, because he was born on a Monday, the name Slamet is considered safe. Likewise with Bawor which is known as the symbol of the city of Banyumas, which means easy to adapt. In world wayang, Bawor's character has a cablaka personality, is populist, and is not arrogant. Wayang Bawor only exists in Banyumas puppets. Reflection of cablaka values in Banyumas cultural tourism, such as the values of begalan cablaka and other art forms. Banyumas cultural values are not fully reflected in cultural tourism, so many people cannot distinguish between the original Banyumas culture and Javanese culture in general (Ahdiati & Kusumanegara, 2020).

One of the interesting tourist villages with tourist attractions is the Djagongan Koena tourist village in Kejawar Village, Banyumas. Kejawar is a village in the Banyumas region, Central Java, Indonesia. This village is developing with the villages of Sudagaran and Kedunguter in the north, Danaraja village in the east, Kedungggede village in the west and Karangrau village in the south. Kejawar Village is also one of the oldest villages in Banyumas Regency. In the past, Kejawar Village was the center of government and there was an office occupied by the Resident of Banyumas, which was known as the Office of the Banyumas Resident. After the Headquarters office or Assistant Governor's office was moved to Purwokerto, this office changed its function to SMEA 1/SMK N 1 Banyumas. There are several parties who take part in the management of the Djagongan Koena tourist destination, namely as coaches there are the Head of DINPORABUDPAR, Camat, Village Head, Chair of the BPD, and Mr. Slamet Pujo as a cultural figure in the village. Then for the daily managers, there are starting from the chairman, secretary, treasurer and sections. Apart from that, there is the local village Pokdarwis which also oversees all tours in Kejawar Village.



One of the potentials that can be developed in Djagongan Koena as a cultural tourism village is that its cultural values are still very attached, especially in the Mt. Sieyang Kejawar which is still being developed from generation to generation, both in daily activities, arts, culinary arts, crafts, and others. This tourist village only operates once a week, namely on Sunday. Art activities that are displayed, for example ebeg and lengger, then there are traditional games such as gangsing and tulupan, then from handicrafts, namely making Banyumas batik called Gringsing Mas batik, besides that there is a special food from this tour which is very unique, namely tumpeng wasp pindang kiplik.

This tourist village which is located in Kejawar Village has the potential to develop into a tourist destination that prioritizes its cultural values which are still very strong, seeing that behind the increasingly metropolitan development of the city of Banyumas, the existence of cultural heritage faces challenges and threats, besides that the pressure of modernization of city development also participates. role. accelerating the loss of cultural heritage in this satria city, therefore the cultural heritage that is still owned by Kejawar Village must be properly preserved from some of the potential that exists, especially in culinary which is considered to be the hallmark of Kejawar Village, besides that the environment is beautiful and relieves residents local culture or life is also the main attraction.

Cultural tourism developed in Kejawar Village has three important points. First, as a strategy for handling the uniqueness of regional cultural values, second as a means of introducing Kejawar and Banyumas Villages in general to the wider community with tourism, and third, activities that are expected to increase income by stimulating the economy of the local population (Larasati, 2017).

This can be the basis for establishing the concept of a tourist village based on local culture and of course a tourist attraction on a regional and national scale. It is hoped that this tourism development can be packaged as the potential of an area in tourism development and can support local cultural management as ancestral heritage, and can encourage economic growth in an area by collaborating on a tour with the potential possessed by each tourist village as a value of excellence and competitiveness of each (Wulandari, 2014).

Judging from the data from the Central Statistics Agency (BPS) visitors to tourist attractions in Banyumas Regency from 2016 to 2018 have experienced a decline, for more detail on tourist attractions in Banyumas Regency can be seen in table 1 below.

Table 1. Number of Visitors to Tourist Attractions in Banyumas Regency in 2016-2018

	Number of Visitors to Tourism Objects in Banyumas		
	Regency (People)		
Tourism site	2016	2017	2018
Cipendok			
Waterfall	55900.00	41685.00	26573.00
Silent Lake	17591.00	16217.00	0.00
Three Showers	75409.00	73045.00	20540.00
Shower Seven	34173.00	25337.00	0.00
Baturraden			
Campground	0.00	0.00	0.00



Baturraden			
Lokawisata	537984.00	633420.00	715663.00
Calibasin	6870.00	7319.00	9286.00
Baturraden			
Ecotourism	130547.00	78379.00	0.00
Big waterfall	40719.00	32414.00	0.00
Cheheng			
Waterfall	11836.00	13981.00	0.00
Dreamland			
Garden	588183.00	578097.00	304876.00

Source Url: https://banyumaskab.bps.go.id/indicator/16/50/1/nomor-

pengunjung-obyek-wisata-di-kabupaten-banyumas.html

Access Time: March 2, 2022, 10:05 am

In the data above, only Baturraden, Kalibacin and Wanawisata Baturraden are stable and have experienced an increase in the number of tourist visits, while visits to other tourist objects have decreased. Likewise with the tourist village of Djagongan Koena Kejawar Banyumas, which is currently experiencing ups and downs in the number of visitors. Moreover, judging from the very minimal operating hours, which is only one day a week. From the beginning of the opening of this tourist destination, namely in February 2021 the number of visitors to the Djagongan Koena Kejawar tourism village was based on information from the head in charge of the local tourist village, namely approximately 1,715 visitors in 2021 yesterday as in the table below.

Table 2. Visitor Data for Kejawar Tourism Village, Banyumas District, Banyumas

Regency for 2021

Month	Archipelago	International	Amount
1,101141	Tourism	Tourists	1 22220 0220
March	714	-	714
April	181	-	181
May	399	-	399
June	277	-	277
July	46	-	46
August	76	-	76
September	22	-	22
October		-	
November		-	
December		-	
Amount	1715	-	1715

Source: Kejawar Village Government Archives

Based on the table above, it can be seen that since the opening of the Djagongan Koena tour from March to September, it has always decreased. In fact, there were no visitors at all because in October we were doing backups. This is one of the reasons for researchers to examine this phenomenon that occurs in Djagongan Koena. What is causing the decline in tourist interest in visiting, and what is the



appropriate strategy to develop the Djagong Koena tourist destination so that it can survive.

Tourism competitiveness is important because there is a positive correlation between the competitiveness of tourist destinations and the number of tourists visiting the area. Tourism that has competitiveness will provide satisfaction for tourists, then form behavioral loyalty, namely prospective tourists to come to visit repeatedly and invite other people to visit these tourist attractions (Muharto, 2020). However, in reality, competitiveness is not the only thing that can last forever. Competitiveness can also fluctuate and weaken under the influence of a number of internal and external factors. However, seeing from Djagong Koena tourism itself, the competitiveness that is still very small and not optimal, the first can be seen from the operational tourist attractions which only operate once a week. another tour.

According to the World Tourism Organization (UNWTO), sustainable tourism is tourism that meets the needs of visitors, the (tourism) industry, the environment and local communities, taking full account of its current and future economic, social and cultural impacts. Sustainable tourism as environmentally sound development refers to integrated and organized efforts to improve the quality of life by regulating the provision, development, use and maintenance of natural and cultural resources in a sustainable manner (Sulistyadi et al., 1967).

Basically, sustainable tourism development aims to pursue equitable development across present and future generations. The purpose of development is to improve the welfare of the community and meet the needs and aspirations of the community.

According to the Ministry of Environment (1990), the sustainability of (mostly economic-oriented) development can be measured according to three criteria:

- a. No wastage when using natural resources (depletion of natural resources)
- b. No pollution and other environmental impacts
- c. Activities carried out must be able to increase income (useable resources or replaceable resources)

However, it cannot be denied that the negative impacts caused by tourism must exist. Because basically besides providing economic benefits such as employment, reducing poverty and so on, it also has negative impacts such as environmental damage, improving socio-cultural structures, and generational morality. Bukley (2012) stated that social, economic and environmental impacts are still the main discussion indicators in the world tourism sector in five categories, namely population, peace, prosperity, pollution and protection (Muharto, 2020). Likewise with the Djagongan Koena tourist spot where there will definitely be negative impacts from the tourism development, both for the environment and others. This certainly requires the participation of the local community, not only in part of the process but throughout the development process starting from the planning, implementation and monitoring stages so that good tourist attractions can be created not only for the short term but also focused on the long term (Geogra & Gadjah, 2013).

But a concept of developing culture-based rural tourism is still relatively difficult and still faces many challenges, both challenges that arise on the internal and external scope, as well as sustainable tourism as stated by Bharuna where



sustainable tourism is tourism that can create a balanced relationship between the quality of experiences tourists, the quality of tourism resources, and the quality of life of the local community. Meanwhile, for now Djagongan Koena in Kejawar Village still needs assistance and strategies to realize sustainable tourism. For example, icons and facilities at tourist attractions are still lacking and have not been maintained, apart from that as a cultural tourism destination, it can be said that a new approach through sustainable tourism is also needed in order to maintain its existence in the midst of the onslaught of modern tourism.

This is of particular interest to the authors so that later they will discuss together regarding how to develop sustainable culture-based rural tourism for the future, which will not only aim to attract tourists but to improve the welfare of local communities in that area (Sutiarso et al., nd).

Based on the description of the background above, the formulation of the research problem is what is the right strategy to develop a sustainable tourism culture in the tourism village of Djagongan Koena Kejawar Banyumas?

2. Research Methods

The research used is a qualitative descriptive method. According to Sugiyono, the research method is basically a scientific method for obtaining data with specific aims and objectives. In this study, the authors participated directly in the study field located in Kejawar Village, Banyumas. Therefore, it is hoped that the writer can find answers to the problems that exist in this study. The author interacts directly with managers, visitors and other stakeholders in the development of the following tourist cities.

There are three ways to collect data used in this study. The first is by observing directly the Djagongan Kuna Kejawar tour. The second method of data collection is by direct interviews with managers and visitors to the Djagong Koena Kejawar tour. The third method of data collection is to use the literature study method to obtain relevant theories

Related to the problems discussed in this study.

The types of data obtained are primary data and secondary data. Primary data was obtained directly from the informants when the researchers conducted interviews. As for the secondary data, the researcher obtained from various kinds of literature and internet sites that can support the results of the primary data.

The data analysis technique used in this study uses SWOT analysis. SWOT analysis stands for strengths (strengths), weaknesses (weaknesses), opportunities (opportunities), and threats (threats). SWOT analysis is used to formulate strategies based on internal conditions (strengths and weaknesses) and external conditions (opportunities and challenges).

3. Results And Discussion

Cultural Tourism Development Strategy

Talking about the development of tourism in rural areas, we certainly have to know the spatial layout used in the area. In the aspirational purpose of land use planning in the government of Banyumas is to formulate a land use planning policy



to guide the identified actions that can achieve the desired land use planning objectives.

Spatial planning policies in Banyumas Regency 2010-2030 include the development of eco-friendly and community-based tourism. One of the desired spatial models is that the tourist area is an area whose main function is tourism activities with supporting facilities and infrastructure. The development of this area must pay attention to its potential and become a center of tourist attraction. The criteria that must be considered include: 1) beautiful natural scenery, beautiful views, agricultural potential and unique and interesting natural resources; 2) cultural wealth, traditions and customs that are valuable and attractive to tourists; 3) cultural heritage and other monuments of historical value; 4) many types of typical Banyumas food. Based on some of these criteria, Kejawar Village, which is included in the Banyumas District, is included in the list of criteria as an area that can be developed for tourism. Therefore Kejawar has full support from various parties to develop its tourism, especially cultural tourism in Djagongan Koena.

Identification of Internal and External Factors Affecting the Sustainability of Cultural Tourism in Djagongan Koena

The purpose of this is to identify internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) that affect the sustainability of cultural tourism in Djagongan Koena Kejawar Banyumas. The identification of these factors will then enter into the process of formulating a strategy for the development of sustainable cultural tourism in the tourism village of Djagongan Koena Kejawar Banyumas. For this purpose, data sources were taken from the community, local village officials and tourists. The internal and external factors of this study were collected by conducting interviews (community and government) and questionnaires (tourists). inhibiting internal and external factors that influence the sustainability of cultural tourism in the Djagong Koena Kejawar Tourism Village, Banyumas.

Community Perceptions of the Social Impact of Cultural Tourism Djagongan Koena

Community is an important factor in planning and managing sustainable tourism. Indeed, the community plays an important role in the management and development of tourism in the Djangongan Koena tourist area. Community perceptions of tourism indicate the level of community participation in tourism activities in tourist villages. Community perceptions of tourism reflect the level of community participation in tourism activities in tourist villages. In addition, by identifying people's perceptions of tourism, it can be seen the impacts caused by tourism activities, both positive and negative impacts. Knowledge of cultural values as an aspect of tourist attraction in tourist villages and protected wealth is also an indicator of sustainable cultural tourism. The variable of public perception of cultural tourism in this section also shows the sustainability of cultural tourism in the tourism village of Djangongan Koena from a social perspective. Based on the results of in-depth interviews with respondents in the community, a number of internal factors become the strengths and weaknesses of people's perceptions of cultural tourism.



Strength

All respondents stated that the local community strongly supports the development of the Djangongan Koena Tourism Village as a tourist destination. This supportive attitude reflects the active participation of the community in all tourism activities, as well as a high sense of togetherness. strong citizen and community involvement is the key to the success of every activity in a tourist village such as tourist visits, cultural events, and so on. Culture as a tourist attraction in a tourist village is a tangible and intangible asset that needs to be preserved and protected. In addition, organizational strengthening is also important to realize the vision and mission.

From the results of the interviews it can be interpreted that the community considers the tourism village of Djangongan Koena and the cultural values it contains as assets that need to be protected and preserved. In addition to the active participation of the community in all tourism activities in tourist villages, it can also be seen that there are community initiatives to introduce their village to the community through tourism activities and strengthening group organizations in leadership to achieve the vision and mission.

Weaknesses

Even though the community considers the cultural values of their village as important assets, the results of interviews with respondents R3 and R6 show that the community does not fully understand the historical values of tourism villages. One of the contributing factors is the unclear historical narrative passed down from generation to generation. The history of the tourist village is one of the cultural tourism attractions that is highlighted in accordance with the brand image that has been determined in Djagong Koena tourism, so that the lack of understanding of the history of occupation is a weakness in the community's knowledge of cultural assets, especially historical values.

Apart from that, there was also a change in the attitude of the community before and after the development of tourism, before developing into a tourist village the people in Grumbul Sieyang were the same as the Kejawar people in general, but with the presence of tourism it was able to change people's attitudes. Tourism which began to develop in Djagongan Koena did not seem to have an impact on people's income, so that not a few local people who were initially optimistic changed their attitude to pessimism and tended to be apathetic towards tourism development in Djagongan Koena. These attitudes and behaviors arise because of the view that tourism in this village only benefits some members of the community.

Local Community Economy as Economic Impact

One of the principles of sustainable tourism is to create a local economy that can improve the quality of life of local people. Cultural tourism is expected to have an impact on the community in the local economy in the form of new job opportunities and increase people's income. Based on the results of interviews with respondents in the community, several things were obtained that became the weaknesses and economic strengths of the local community.

Strength



Tourism has had a direct and indirect impact on the economy of the residents of the Djangongan Koena tourist village. The direct impact is revenue for buying tour packages and selling food. Meanwhile, the indirect impact comes from the sale of souvenirs from the tourist village of Djangongan Koena to be sold to tourists.

Communities are more inclined to innovate and be creative to develop local products that can be marketed for the benefit of the local community. This creativity can be seen from the various products produced by the community. The residents' strong desire to develop the local economy through home-based business activities is a driving force in the Djagong Koena Tourism Village, because through this activity the residents are more challenged to earn income from tourism activities.

Weaknesses

Djangongan Koena Tourism Village offers tour packages for tourists who visit at least 20 people. By buying this tour package, tourists can enjoy various tourist activities according to the contents of the package offered, namely the Djagongan Koena package which contains a welcome drink, welcome dance, mbatik education, klotekan mortar education, kupat janur education, tumpeng pindang kiplik lunch, and also guide. However, the lack of purchases of Djagongan Koena tour packages makes the income from tourism activities in tourist villages very small. Most of the respondents said that tourism activities have not provided much economic benefit to the local community.

In addition, some respondents also said that income from tourism activities had not contributed to increasing people's income. Until now, all income from tourist visits is stored in the daily manager's daily savings. Another weakness of the local economy is that local products are not yet competitive.

The results of the interviews show that the superior product of the tourism village is only tumpeng pindang kiplik and the possibility of a drink with tamarind turmeric still does not meet food and beverage standards like BPOM's. Because, capital is always forced to improve the quality of its products. Meanwhile, local products in tourist villages are still substandard and their marketing is still limited to internal villages, namely only being sold to visiting tourists.

Protection and Preservation of Culture and the Environment as Environmental Impacts

Protection and preservation of cultural assets and environmental preservation of tourist attractions is one of the principles of sustainable cultural tourism. Apart from being a cultural tourist attraction, cultural goods are also elements that need to be preserved to shape the image of a region. On the cultural preservation and protection variable, interviews were conducted with the community and village officials to obtain information on the activities and programs carried out by the government and the community on the protection and preservation of culture in the Djangongan Koena tourist village. In addition, environmental preservation is also important as a form of sustainable tourism principles.

Profit (Opportunity)

Based on the results of interviews with the Head of Kejawar Village, the main village in the city of Banyumas is currently being supported to become a



tourist village with the aim of empowering the local community through locally managed economic activities and direct benefits to the community. One of the advantages that Djagongan Koena has as a tourist village is the support from DINPORABUDPAR of Banyumas Regency which helps promote Djagongan Koena at every government visit or event in the city.

The results of the interviews show that the local community has allocated a portion of their income from tours for the maintenance of buildings located in historical tourist sites of tourist villages. Revenue comes from tour packages sold when tour groups visit. The allocation of tourism revenue for tourism maintenance activities is a community effort to protect cultural assets, in this case the historic tourist village buildings. Tourism facilities that do not contrast too much with the natural and socio-cultural environment of the local community are protected from various pollution.

Threat

The icon of Djagongan Koena as a tourist history is highlighted by several historical buildings of the village and customs related to the customs of the village. Therefore, efforts to protect historical works are an important factor that must be considered. In addition, the locations around tourist attractions are still too ordinary, in other words, they do not reflect historical locations.

Based on the results of interviews with the government of Kejawar Village, the information obtained is that the government has limitations in assisting the repair of historic buildings. The limitation referred to in this case is the availability of funds to repair damaged cultural heritage buildings that do not belong to the Banyumas City Government. This is a challenge for the Djangongan Koena Tourism Village because the historic tourist attraction is not registered as a cultural heritage in Banyumas City and does not belong to the village government. Apart from that, reducing the awareness of tourists to protect the environment by disposing of garbage in special trash bins and starting to carry out an environmentally friendly lifestyle. Therefore, it can be interpreted that the government cannot support and repair buildings and the need for tourist awareness to start implementing an environmentally friendly lifestyle by disposing of trash in its place.

Tourist Satisfaction

This section will discuss the perceptions of tourists who have visited Djangongan Koena about existing tourist attractions, the quality of service to tourists and the quality of the tourist experience after visiting Djangongan Koena. The dissemination of tourist questionnaires was carried out in person and online for more than one month. Respondents were selected using a random sampling technique, where each visitor has the same opportunity to become a respondent in the study. In this study, 48 respondents were willing to give their opinion about cultural tourism in Djagong Koena.

Based on the results of interviews with tourists, it was found that 73% of the total respondents were students, while the rest were civil and private employees. This is because the majority of students are interested in the advantages of this village and for academic assignments.



Based on sources of information about Djagongan Koena, 42% of respondents stated that they received information about the tourism village from relatives/family. While others receive information because of academic activities such as on campus/academic activities. 18% of respondents said that they knew Djagong Koena from the internet or other electronic means.

Tourist Perceptions of Tourism Attractiveness

This questionnaire aims to find out how tourists feel about the cultural tourism attractions in the Djangongan Koena tourist village. The performers were asked to give their opinion based on the scale given in the questionnaire (attractive, neutral and disinterested) about each attraction. The survey results show that most of the attractions of craft village tourism are attractions for tourists, both in the form of intangible and tangible attractions.

However, the results of the questionnaire show that tourists are less interested in local products and culinary tourism villages. Local products such as turmeric and sour herbal medicine, the special food of tumpeng wasp pindang kiplik and handicrafts (Gringsing Mas batik), however, batik is only used as teaching material. The proceeds from the sale of these products are a source of income for tourism activities in tourist villages. Similar to the food business run by the community, its operations now depend on the number of visiting tourists.

Service quality

Good service quality affects tourist satisfaction when visiting. Furthermore, the services provided at a tourist destination can show the quality of that destination. In terms of service, the tourism village of Djangongan Koena received very positive responses from most of the survey participants. This shows that residents have provided excellent service to tourists.

Most of the respondents stated that they were satisfied with the services provided by the residents (Figure 18 Quality of Service at Djangongan Koena). The community was very enthusiastic and very friendly in welcoming tourists.

Quality of the Traveler Experience

The quality of the tourist experience can be seen through whether tourists tend to recommend tourist villages and whether tourists have the desire to return to the Djangongan Koena tourist village. These two indicators serve as a reference to see whether the quality of the tourist travel experience in a destination is good or not. (WTO, 2004).

Based on the results of the questionnaire, most tourists would recommend visiting Djangongan Koena and want to come back again. This shows that the average tourist experience is quite good. Details can be seen through the diagram below in the image.



SWOT Matrix Strategy for Developing Sustainable Cultural Tourism in Tourism Village Djagongan Koena Kejawar Banyumas

interior:	Strength (S)	Weakness (W)
Strategic factors contained in Djagong	The community's active participation	The community does not fully
Koena's internal tourism	and strong cohesion in all tourism	understand the historical value of the
	activities shows that the community	village.
	is very supportive of the development	The local economy still needs
	of the Djagong Koena Tourism	assistance and capital support.
	Village as a cultural tourism	The economic benefits of tourism are
	destination.	not widely felt by local people
	Raising awareness about grief and	Historic buildings in bad condition
	protecting cultural assets in	(tomb, and Mbah Ridan's house, and
	Djangongan Koena	other supporting facilities) are not
	Djangongan Koena has various kinds	managed optimally
	of cultural attractions (intangible and	The quality of typical food products,
	tangible).	tumpeng pindang pindang kiplik and
External:	Djangongan Koena has facilities to	herbal turmeric tamarind, does not
Strategic factors found in the external	support tourism activities	meet food standards (BPOM
conditions of Djangangan Koena	Increase environmental awareness.	standards)
tourism	Citizen creativity and innovation	There are changes in people's attitudes
		before and after tourism develops
Chance (O)	SO strategy	WO strategy
The tourists' perception of Djagongan	S1, S2 - O1: there is a need for	W2, W3-O2: There is a need to
Koena is quite good.	community involvement in tourism	develop a unique and competitive
The Banyumas City Government	development plans, especially in the	local economy through mentoring and
directly supports the tourism	Djagong Koena destination by the	financing processes
development of Djagongan Koena.	government.	W3, W5-O1: It is necessary to develop
		quality and creative local products to



Kejawar Village will begin to build several cultural, natural and recreational tours which are currently in the process of being declared Development of tourist facilities that do not contrast too much with the environment keeps it away from pollution	S3, S4, S6-O1: The use of cultural assets needs to be optimized to create an impressive attraction for visitors. S1-O4: utilize supporting features to build historical tourism paths at tourist attractions near Djangongan Koena S5-O1: optimizing environmental preservation activities by the community as an ecotourism product. S2, S6 – O1 Strengthening the community's role in maintaining tangible cultural assets in tourist villages	increase tourists' buying interest in Djagong Koena's local tourism products W6-T3: it is necessary to provide assistance from each element so that no one feels disadvantaged
Threat (T)	ST Strategy	WT Strategy
The government cannot provide support for the maintenance and repair of historic buildings that do not belong to the Banyumas City Government Lack of tourist interest in local and culinary products in villages that are the main buyers of Djagong Koena tourists The number of tourists is not too much and in the end they are still there The need to be aware of clean living from tourists who like to litter carelessly	S1, S2, S6-T3: managing the management of scheduled and more publicized Djangongan Koena tourism village events. S1-T3: managing the attractiveness of an intangible tourist village as a unique and original tourism product that can be enjoyed by tourists. S4-T4: the existing supporting facilities are maximized to be used as a support for environmental cleanliness such as providing as	W4, W3 – T1 : Generate income from non-government sources for maintenance and repair of historic buildings. W5-T2 : includes the process of making local products by local people to attract tourists who attend.



_		
	many trash cans as possible in	
	various corners of tourist attractions	

Source: Author Analysis, 2022

The strategies compiled in the SWOT matrix can be classified into 4 main strategies, namely optimizing the environmental management of cultural tourism sites in the tourism village of Djangngkang Koena, optimizing the potential for home-based businesses and assisting the community to support social tourism activities, managing intangible cultural assets in the village as tourism products and management of tangible (tangible) cultural assets in the village through opportunities for cooperation with the government.

Of the four strategies, each has a way of developing it. The first relates to optimizing the management of cultural tourism sites in the Djagongan Koena tourist village, namely by creating attractions that impress visitors or the tourist community, involving the community in preparing tourism development plans from the government, utilizing supporting attractions in determining cultural tourism routes, providing space parking and other supporting facilities such as public toilets for visitors, provide an information center on all tourist attractions, strengthen spatial regulations as the existence of a tourist village in Banyumas.

Furthermore, the strategy for optimizing the potential of home-based businesses to support tourism activities includes holding periodic open training and mentoring for the community and also capital for household business actors, increasing the quality of local tourism products Djagongan Koena.

The strategy for managing intangible cultural assets (Intangible) in the village as a tourism product includes managing intangible attractions as a tourism product, for example, that of the Djaongan Koena tourism village, namely mutual cooperation and various games that are usually played, such as gebuk dimples and so on. Build the capacity of local communities to help maintain an intangible culture.

The last is the strategy of managing tangible cultural assets in the village through cooperation opportunities. Because one of the challenges it has is due to the management of tourist attractions where the government has not been able to fully assist because these tourist attractions are not located or are not included in government regulations so it is difficult when it comes to repairing tourist attractions.

4. Conclusion

From the results of the analysis that has been carried out by researchers regarding development strategies that can be applied at the Djagong Koena tourist destination based on the help of internal and external factors involving tourism affordability, the researchers managed to draw several conclusions. In the observation results found several factors related to strengths, weaknesses, advantages and threats. Then these factors become input for the SWOT matrix which is then carried out by IFAS and EFAS analysis. In the analysis of IFAS and EFAS, it was found that the development strategy for Djagongan Koena is a growth strategy, which means that Djagongan Koena tourism has an advantageous position due to positional advantages and more dominant strength. Then in the SWOT results there are four strategies that can be used in the development of Djagongan Koena tourism, namely: 1) optimizing the environmental management of cultural tourism sites in the tourism village of Djagongan Koena; 2) optimizing the potential of home-based businesses and community assistance to support social tourism activities; 3) management of intangible cultural assets in the village as tourism products; 4) management of tangible cultural assets in the village through opportunities for cooperation with the government.

References

- Afridhal, M. (2017). Tanjong Bread Business Development Strategy in Samalanga District, Bireuen Regency. *Journal of Chemical Information and Modeling*, 53 (9), 223–233.
- Ahdiati, T., & Kusumanegara, S. (2020). Local Wisdom and Identity Development for Promotion of Cultural Tourism in Banyumas Regency. *Journal of Applied Tourism*, 4 (1), 25. https://doi.org/10.22146/jpt.50417
- Arifin, J. (2015). INSIGHTS OF THE QURAN AND SUNNAH ABOUT TOURISM . 4 (2), 147–166.
- Ayukhaliza, DA (n.d.). THE URGENCY OF TAUHID IN ADDRESSING "TRADITION" THAT IS CONSIDERED AS LOCAL WISDOM (LOCAL WISDOM) . 1–12.
- Bagus Sanjaya, R. (2018). Community-Based Tourism Development Strategy in Kemetul Village, Semarang Regency. *Journal of Tourism Master (JUMPA)*, 05, 91. https://doi.org/10.24843/jumpa.2018.v05.i01.p05
- Budiani, SR, Wahdaningrum, W., Yosky, D., Kensari, E., Pratama, HS, Mulandari, H., Iskandar, HTN, Alphabettika, M., Maharani, N., Febriani, RF, & Kusmiati, Y (2018). Analysis of Community-Based Sustainable Tourism Development Potential and Strategies in Sembungan Village, Wonosobo, Central Java. *Indonesian Geography Magazine*, 32 (2), 170–176. https://doi.org/10.22146/mgi.32330
- Dadan, S., & Widodo, B. (2020). Revitalization and Conservation of Traditional Children's Games as a Tourism Development Strategy Based on Local Wisdom in Banyumas Regency. *Gulawentak: Journal of Social Studies*, 5 (2), 107. https://doi.org/10.25273/gulawetah.v5i2.6853
- Geogra, F., & Gadjah, À. U. (2013). Tourism Village Development Based on Local Community Participation in the Jatiluwih Tourism Village, Tabanan, Bali. *Kawistara Journal*, 3 (2), 129–139. https://doi.org/10.22146/kawistara.3976
- Hakim, M. (2019). SUSTAINABLE TOURISM DEVELOPMENT STRATEGY (STD) (Case Study of Tourism in Pangandaran Regency) (p. 119).
- Habibussalam, M, Zaenal Abidin. (2021). *Systematic Literature Review of Sustainable Tourism Development*. Journal of Government Empowerment Development (J3P) Vol.6 No.2. https://doi.org/10.33701/j-3p.v6i2.1756
- Hariyanto, OIB (2016). Cultural and Religious Tourism Destinations in Cirebon. *Ecodemica Journal: Journal of Economics, Management, and Business*, 4 (2), 214–222. https://ejournal.bsi.ac.id/ejurnal/index.php/ecodemica/article/view/830
- Hidayat, M. (2016). Strategy for Planning and Development of Tourism Objects (Case Study of Pangandaran Beach, Ciamis Regency, West Java). *Journal: Journal of Tourism and Hospitality Essentials*, 1 (1), 33.

- https://doi.org/10.17509/thej.v1i1.1879
- Khairunnisa, A. (2020). Implementation of Sustainable Tourism and Its Impact on Community Economic Development from an Islamic Perspective (Vol. 2507, February Edition).
- Khotimah, K., Wilopo, & Hakim, L. (2017). CULTURAL TOURISM DESTINATION DEVELOPMENT STRATEGY (Case Study on the Trowulan Site Area as Leading Cultural Tourism in Mojokerto Regency). *Journal of Business Administration S1 Universitas Brawijaya*, 42 (1), 56–65.
- Koderi, M. (1991). *Banyumas Tourism and Culture* (Ahmad Tohari (ed.); first). CV. Metro Jaya. https://doi.org/10.31219/osf.io/q43ny
- Larasati, NKR (2017). Strategy for the Development of Sustainable Cultural Tourism in Kampung Lawas Maspati, Surabaya. In *ITS Engineering Journal* (Vol. 6, Issue 2). https://doi.org/10.12962/j23373539.v6i2.25024
- Luis, F., & Moncayo, G. (2012). TOURISM DEVELOPMENT STRATEGY IN PATI DISTRICT. *Journal Of Public Policy And Management Review*, 1 (1), 37. https://doi.org/https://doi.org/10.14710/jppmr.v1i1
- Mahardika, D. (2018). The Role of the Village Government in the Development of Kebo-Keboan Culture in Alasmalang Village, Singojuruh District, Banyuwangi Regency . https://repository.unej.ac.id/handle/123456789/86815
- Martiarini, R. (2017). The strategy for developing a tourism village through empowering the Ketenger Baturraden village community.
- Muharto, (2020). Sustainable Tourism: A Combination of Strategies and a Sustainable Development Paradigm. Yogyakarta: CV Budi Utama
- Musaddad, AA, Rahayu, OY, Pratama, E., Supraptiningsih, & Wahyuni, E. (2019). Administration Dynamics. *Administrative Dynamics: Journal of Administration and Management*, 2 (1), 73–93.
- Oktaviani.J. (2018). PAI teacher efforts. Cereals For, 51 (1), 51.
- Polnyotee, Maythawin, Thadaniti, Suwattana (2015). *Community Based Tourism: A Strategy for Sustainable Tourism Development in Patong Beach, Phuket Island, Thailand.* Journal of Asian Social Sciences. Vol.11 No.27. 10.5539/ass. v11n27p90
- Prakoso, AA (2011). Development of Sustainable Culture-Based Rural Tourism in Srowolan Tourism Village, Sleman .
- Prakoso, AA (2011). Development of Sustainable Culture-Based Rural Tourism in Srowolan Tourism Village, Sleman.
- Putra, I Kadek Wira Adi 2, et al. (2019). Development of a Cultural History Tourism

- *Village in GelGel Village, Klungkung Regency*. Plano Madani. Vo.8 No.2. http://journal.uin-alauddin.ac.id/index.php/planomadani
- Rahmatillah, TP, Insan, O., Nurafifah, N., & Hirsan, FP (2019). Tourism Village Development Strategy Based on Natural and Cultural Tourism as a Promotional Media for Sangiang Village. *Journal of Planoearth*, 4 (2), 111. https://doi.org/10.31764/jpe.v4i2.970
- Rusyidi, B., & Fedryansah, M. (2019). Community Based Tourism Development. *Focus : Journal of Social Work* , *1* (3), 155. https://doi.org/10.24198/focus.v1i3.20490
- Setiawan, Arief. (2018). Sustainable Tourism Development in Socio-Economic Perspective. Planoearth Journal. Vo.3 No.1. 10.31764/jpe. v3i1.213
- Sugiyono, (2016), Quantitative, Qualitative Research Methods, and R&D, Bandung: ALFABETA CV
- Sulistyadi, Y., Eddyono, F., & Entas, D. (1967). Sustainable Tourism Development Planning Indicators. At *Anugrah Utama Raharja*. AURA CV. Main Grace Award.
- Sulistyadi, Y., Eddyono, F., & Hasibuan, B. (2017). Sustainable Tourism COMMUNITY BASED TOURISM DESTINATION MANAGEMENT. AURA CV. Main Grace Award.
- Sutiarso, MA, Arcana, KTP, Juliantari, NPE, & Gunantara, IMB (nd). *Culture-based tourism development strategy in Selumbung Village, Karangasem-Bali*. 1–18.
- Tanya, IG. P.(2019). Tourism Village Development Strategy . CENTER FOR DATA AND INFORMATION AGENCY FOR RESEARCH AND DEVELOPMENT, EDUCATION AND TRAINING, AND INFORMATION MINISTRY OF VILLAGES, DEVELOPMENT OF UNDEVELOPED AREAS AND TRANSMIGRATION.
- Utomo, Congratulations Joko Satriawan, Bondan (2018). *Tourism Village Development Strategy in Karangploso District, Malang Regency*. Neo-Bis Journal 11(2), 10.21107/nbs.v11i2.3381.
- Widyaningsih, Heni. (2019). Community Empowerment in Tourism Village Development and Its Socio-Cultural Implications in Sendangagung Village, Minggir, Sleman. Indonesian Journal of Tourism, Hospitality and Recreation Vo.2 No.1. eISSN: 2654-4687 -----pISSN: 2654-3893
- Wulandari, LW (2014). Creative Economy Tourism Development of Culture-Based Tourism Villages as Niche Market Destinations (Case Study of Tourism Village Development in Sleman Regency). *Journal of Business Applications*, *16* (9), 2140. https://doi.org/10.20885/jabis.vol16.iss9.art7
- Yunus, E. (2016). Management Strategy. At ANDI, SURABAYA. 2016.

http://andipublisher.com/product-1216006221-management-strategis.html