

Tourism Development Strategy in Gunung Salak Tourism Village Kecamatan (Sub District) Selemadeg Timur, Kabupaten (District) Tabanan Bali - Indonesia

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ABSTRACT : The purpose of this study was to determine the potential of tourism in terms of Attraction, Accessibility, Amenity, Ancillary Service and to formulate alternative tourism development strategies in Gunung Salak Tourism Village. This research uses descriptive methods with qualitative and quantitative approaches and uses primary and secondary data. Such as collecting data through literature study methods, observation, questionnaires, interviews, Focus Group Discussion, and documentation. The sample in this study is 25 people who were determined by purposive sampling consisting of elements of government / institutional village offices, traditional villages of Gunung Salak, local communities and tourists. Data analysis using qualitative descriptive method and strategy analysis through SWOT analysis with IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) models. The results showed that the IFAS value was 3.23 while the EFAS value of 3.04 placed a general strategy for the development of Gunung Salak Tourism Village, which is located in cell I, which has the characteristics of growth and build (grow and build). Based on the characteristics of these strategies, alternative strategies to support tourism development in Gunung Salak Tourism Village are: development of diversification of tourism products, development of tourism supporting facilities and infrastructure, institutional formation and management of tourism village management through Bumdes supported by professional human resources in the tourism sector and increased community participation, as well as increasing the synergy of cross-sectoral cooperation (government, community, tourism business actors) in developing tourism products, marketing and promoting tourism in Gunung Salak Tourism Village.

KEYWORDS: *Tourism Village, Gunung Salak, Strategy, Tourism*

I. PRELIMINARY

The tourism sector is one of the sectors that has an important role in the development of Indonesia's economy. Data on the performance achievements of the Indonesian Ministry of Tourism in 2018, shows that the contribution of the tourism sector to 5.25% of national GDP, creating a workforce absorption of 12.7 million people, and income reaching 224 trillion rupiah (.....).

The real contribution of the tourism sector has made this sector a strategic position in determining various policies for Indonesia's economic development, particularly in the tourism sector. Indonesia's tourism development is implemented based on Law no. 10 of 2009 about Tourism such as tourism development planning by taking into account the diversity, uniqueness and uniqueness of culture and nature, as well as human needs for tourism. The government, through the Ministry of Tourism, continues to increase the competitiveness of tourism and the performance of the tourism sector, by implementing tourism planning compilers that are in line with strategic policy directions and indications of the national tourism development program in the National Tourism Development Master Plan (RIPARNAS) 2010-2025).

One of the efforts to develop Indonesia's leading tourism sector in the 2010-2019 RPJMN is implemented with the concept of a sustainable tourism development strategy (Sustainable Tourism Development), through a tourism destination development program. In the Indonesian tourism destination development program, potential tourist attractions are developed synergistically with the development of tourism facilities, accessibility and community empowerment in a comprehensive and sustainable system, and implemented through developing rural tourism.

The development of rural tourism (village tourism) as a tourism asset is an important alternative in the development of diversification and the value of tourist attractions in Indonesia. Particularly related to cultural diversity and uniqueness of nature. Providing added value not only from ecological, educational, and socio-cultural aspects, but also added value from recreational and economic aspects, which are beneficial for the improvement of people's welfare. As well as minimizing the level of poverty and development gaps in rural areas. It is a strategic step to answer a number of global agendas in tourism development, as well as in line with the concept of community development in tourism development, as suggested by the UNWTO.

Bali is one of the provinces in Indonesia, which is the main destination for tourists because of its natural beauty and culture, which highly upholds originality (Ardika, 2003). The island of Bali is a world tourism destination which has its own uniqueness due to its beautiful natural and cultural panoramas that attract the attention of tourists. The existence of a tourist village in tourism development in Indonesia is very important and an integral part of the ups and downs of tourism development in Bali.

Through the development of tourism villages, tourism has proven itself as an absorber of rural labor, as a generator of regional economic growth, and as a tool for decreasing poverty (pro job, pro growth, and pro poor). The development of tourist villages in Bali is able to provide a variety of destinations to be more dynamic in a tourism area, so that tourism is not always trapped in the development trend of mass tourism.

Tabanan Regency is one of the regencies in Bali, which is known as an agricultural area, has excellent potential in agriculture which supports the regional economy. Tabanan Regency also has a complete variety of natural resource potentials (mountains, lakes, beaches, forests, flora and fauna, terrace rice fields, plantations, waterfalls, springs, natural caves, and others). It has a culture with a variety of agricultural cultures (subak), customs and traditions, traditional arts, and crafts. Tabanan has various natural and cultural potentials that are very potential as favorite tourist attractions in supporting the development of tourism destinations in Bali generally and in Tabanan Regency in particular.

The role of the tourism sector provides the second largest contribution after the agricultural sector in the economic growth of Tabanan Regency. The increasement of tourism sector contribution to the Gross Regional Domestic Product (GRDP) is one of the economic indicators of Tabanan Regency. Based on data from the Central Statistics Agency of Tabanan Regency, the tourism sector contributed 19.08% in 2012, and has definitely continued to increase in the last five years, up to 22.05% in 2018.

Tabanan Regency is also one of the districts in the Bali, which is in the 2015-2019 RPJMN is designated as part of the National Priority Rural Area Development Area (KPPN). In line with the national and Bali tourism development plan, to optimize equitable economic development in rural areas, one of the efforts of the Tabanan Regency Government through the Tourism Office is to implement a tourism destination development program, by developing community-based tourism that is managed professionally with the principle of empowering local communities through tourism village development.

Based on Regional Regulation No.11 of 2018, Tabanan Regency, states that by developing tourism villages, various village tourism potentials can be managed properly to improve the financial of the local community and Tabanan people in general. Tourism Village development is also able to increase the diversity of tourist attractions and new tourism destinations that will continue to grow in the future in line with market needs and the development of the tourism sector in Tabanan Regency. Based on data on tourism village development at the Tabanan Regency Tourism Office from 2004 to 2019, it was recorded that 24 out of 133 villages have been designated as tourism villages.

Gunung Salak Village is one of the villages that has been designated by the District Government through the Tabanan Regent Decree Number: 180/225/03 / HK & HAM Year 2017 as a tourism village. Located in the district of Selemadeg Timur, Tabanan Regency, it is one of the villages that is also apart of the development area of the National Priority Rural Area (KPPN). Gunung Salak Village has a variety of potential natural and cultural resources that are very interesting and potential to be utilized in the development of natural and cultural-based tourist attractions to support tourism development in Gunung Salak Tourism Village.

The diversity of natural resource potentials in Gunung Salak Village shows a variety of natural and beautiful panoramas, with panoramic views of terraced rice fields, plantations, mountains, and the sunrise. Gunung Salak Village has 3 (three) waterfalls, 11 (eleven) springs, rivers, natural caves, flora and fauna, as well as other natural resources that are able to present a typical rural atmosphere. The potential of existing natural resources includes a variety of agricultural, plantation and livestock products that can be used for the development of local culinary products, handicrafts, IKM products and souvenir products of the village.

Gunung Salak Village has a variety of unique cultural potentials that can be developed to support tourism activities. These cultural potentials include Subak culture with various activities of its traditional agricultural system, traditional traditions with various activities of Hindu traditional ceremonies and traditional arts (Rejang Dewa Dance, Okokan Mebarung Dance, Joged Bungbung Dance, Skhaa Gong Gede, Sekhaa Shanti, Sekhaa Arja), Coconut Shell Crafts, Wood Carving Crafts, Bamboo Ayaman Crafts, Kresna Dhana Painting Art Galleries, as well as the architecture of rural houses with their jineng and temple shrines.

Gunung Salak Village is in a strategic location that is easy to reach from the center of the regency capital and the Denpasar-Gilimanuk National main road, as well as strategic because it is located among the prominent DTWs in Tabanan Regency. At the tourism village location, a number of tourism services have been developed by locals such as accommodation (villas and camping tents), food and beverages (restaurants and food stalls), and various tourist attraction activities (tracking, cycling, fishing, off-road, camping, fishing, yoga, spiritual cleansing (melukat)), cultural ceremonies, and various local cultural workshop activities, to attract tourist to visit Gunung Salak Tourism Village.

Gunung Salak Village also has institutional potential such as Bumdes, LPD, cooperatives, and other institutions (Subak, Karang Taruna, KWT, UKM, Pecalang, and others), which can be empowered to support the development and management of tourism potential in the Gunung Salak Tourism Village. From the various tourism potentials of Gunung Salak Village, we are convinced that this village can be developed as one of the leading tourist destinations in Tabanan Regency. However, since the establishment of Gunung Salak Tourism Village in 2017, until now in 2020 the development of tourist villages has not been optimal.

Based on this background, an appropriate strategy is needed to support tourism development in the Gunung Salak Tourism Village. Tourism Village is a combination of village attractiveness, accommodation and supporting facilities which are presented in a structure of community life that integrates with local traditions (Wiendu, 1993). To create tourism development strategy in Gunung Salak Tourism Village, it is important to know the potential of village tourism, which includes 4 components of tourism development (attraction, accessibility, amenities, and Ancillary Service) available in Gunung Salak Tourism Village. Then a tourism development strategy can be formulated which will be written in a thesis entitled "Tourism Development Strategy in Gunung Salak Tourism Village, East Selemadeg District, Tabanan Regency".

II. RESEARCH METHODS

Location and Time of Research

The research is located in Gunung Salak Village, which is located in the East Selemadeg District, Tabanan Regency, Bali Province, Indonesia. The time of the research was carried out in November 2019 to December 2019

Population and Sample

According to Sugiyono (2009) that population is a generalization area consisting of objects and subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions. The population in this study includes all village areas and the attributes of the components of the village government, Dinas and Desa Pakraman Gunung Salak, local communities, tourism business people and tourists. The sample in this study is 25 people, who were selected based on predetermined criteria, using purposive sampling technique, which is a method of determining informants based on certain objectives and on the consideration of researchers (Sugiyono, 2014).

Variables and Variable Operational Definitions

The variables and operational definitions of the variables in this study include the 4 A components in tourism development, such as Attraction, Accessibility, Amenities, and Ancillary, which can be presented in Table 1. as follows:

Table 1. Variables and Variable Operational Definitions

No	Variables	Sub. Variables	Indicator
1.	<i>Attraction</i>	1. Natural Tourism	- Has a variety of natural tourist attractions; includes: natural panoramas of mountains, rice fields and plantations, sunrise, rivers, waterfalls, springs, caves, and others.
		2. Cultural Tourism	- It has a variety of cultural tourism attractions including socio-cultural activities, traditional customs, traditional arts (dances, music, painting and crafts), traditional building architecture, community hospitality and others.
		3. Creative Tourism	- Has a variety of creative tourist attractions includes: tracking, cycling, hiking, off-road, camping, fishing, workshops, yoga meditation, culinary, spiritual (melukat), local ceremonies and other tourist activities.

No	Variables	Sub. Variables	Indicator
2	<i>Accessibility</i>	1. Information Access	- The availability of services and sources of tourism information in tourist villages, including the availability of direction signs, tourist village markers and tourist attraction objects, the availability of a tourism information center and information media (print & electronic)
		2. Reachable Location	- The Village should be easy to reach, for instance distance and travel time from the center of the Capital City, connection of tourist attractions with other areas, and availability of transportation facilities and infrastructure (road access, public transportation and local transportation)
3	<i>Tourist amenities or facilities</i>	1. Tourist Facilities	- Availability of accommodation facilities or places to stay (hotels, villas, home stays), dining and drinking facilities, restaurants or food stalls), entertainment facilities / entertainment attractions (activity attractions, workshops, stage entertainment performances), tourism information facilities (tourism information centre, markers, information services), other tourism service facilities (shopping for souvenirs, tours services (tour guides, travel agents etc)
		2. Public facilities	- Availability of public facilities for tourists such as: electricity, telecommunication network, internet connecton, clean running water, health fac, and other public facilities (security, public transportation, public toilets, parking lots, security, Bank/ATM and others)
4	<i>Ancillary Service or additional services</i>	1. Institutional / tourism organizations	Has institutional and human resources for managing tourism villages
		2. Community empowerment	Community participation in the development and management of tourism villages
		3. Marketing	Branding Promotion

Types and Forms of Data

The type of data in this study consisted of qualitative and quantitative data. Qualitative data includes conditions of tourist attraction, accessibility, availability of tourism facilities, community empowerment, socio-culture, institutions, human resources, marketing and promotion in Gunung Salak Tourism Village, interviews, literature review and documentation. Quantitative data includes data on the area such as population data, weighting results, rating of respondents' questionnaires which provide an overview of the problems discussed.

According to the source, the form of data in this study consists of primary data and secondary data. Primary data in this study include the results of observations, questionnaire surveys, Focus Group Discussion (FGD), interviews and documentation. Secondary data in research, namely data from literature, articles, journals, and government agencies, related to the research carried out.

Data Collection

Data collection techniques in this study were carried out by observation, interviews, questionnaires, Focus Group Discussion (FGD), literature study, and documentation.

Data Analysis

The data analysis in this study was carried out using a qualitative descriptive method and an analysis of tourism development strategies in Gunung Salak Tourism Village. This method is applied through a SWOT analysis with the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) models. SWOT analysis is carried out logically and this analysis can also maximize strengths and opportunities, but at the same time can minimize weaknesses and threats.

SWOT analysis compares external factors like opportunities and threats with internal factors such as strengths and weaknesses. From the results of the analysis, we can decide any effort for tourist attraction. Based

on these factors, then a general strategy can be formulated through the IE matrix (IFAS and EFAS) and an alternative strategy can be formulated through the SWOT matrix.

III. RESULTS AND DISCUSSION

Overview of Gunung Salak Village

Gunung Salak Village is located in the East Selemadeg District, Tabanan Regency. This village is one of the villages that is also included in the KPPN development area. Gunung Salak Village is one of the villages that has been designated by the District Government through the Tabanan Regent Decree Number: 180/225/03 / HK & HAM Year 2017 as Gunung Salak Tourism Village. Through the development of tourism villages, various tourism potentials owned by the village can be managed properly, so as to improve the welfare of the local community, increase the diversity of tourist attractions, and increase equitable development in rural areas.

Tourism Village is a form of integration between attractions, accommodation and supporting facilities. This form of integration is presented in a structure of community life that is integrated with the prevailing customs and traditions (Nuryanti, 1993). Based on this explanation, it means that a tourist village must be able to provide unique tourist attractions to tourists. These tourist attractions are supported by tourism facilities such as accommodation, restaurants, tourist attractions and other additional facilities. In the village there are also organizations for tourism development in the tourist village. Furthermore, the tourism components contained in the Mount Salak Tourism Village can be presented as follows:

Tourist Attractions in Gunung Salak Tourism Village

Gunung Salak Village has the potential of unique natural and cultural resources that can be used as a tourist attraction to support tourism development in the Gunung Salak Tourism Village. Tourist attractions in Gunung Salak Village which are developed and have developed are currently very complete that are based on nature, culture and human creativity. As for natural tourism attractions such as beautiful landscapes with panoramic landscapes of agricultural / plantation rice fields, mountains, sunrise or sunrise, waterfalls, rivers, sember natural springs, natural caves, and a variety of natural flora and fauna that are very attractive for tourist to visit. Cultural tourism attractions such as socio-cultural activities of subak agriculture, Hindu religious traditions / ceremonies, and traditional arts like dances (Rejang Dewa, Okokan Mebarung), performing arts (Sekhaa Gong Gede, Sekhaa Shanti, Sekhaa Arja), Sekhaa Jogeg Bungbung), handicrafts (coconut shell crafts, wood carving craftsmen, bamboo swing craftsmen) and Kresna Dhana painting studio. Currently, there are tourist attractions developed by locals such as tracking, cycling, hiking, camping, off-road, fishing, yoga, spiritual (melukat), and cultural workshops. There are also workshops in the village for tourists such as workshop for making coconut oil, crafts, painting, religious ceremonies offerings, local food cooking class and farming). Other attractions of this village are socio-cultural activities such as local ceremonies i.e Ngaben, Pawiwahan, Piodalan, Subak farming rituals, and others.

Accessibility at Gunung Salak Tourism Village

Gunung Salak Tourism Village has easy and strategic access support. The location of this tourism village is close to center of the capital city and the main Denpasar-Gilimanuk route and a number of the leading DTWs in Tabanan Regency. This village has also provided tourist information, both printed and electronic, provided through local community support and in cooperation with the Tabanan Regency Tourism Office. Towards the location of the tourist village, proper road infrastructure is available, which can be reached by motorbikes and cars. Public transportation facilities are not yet available to the location and a number of local transportation facilities (bicycles, cross motorbikes, and adventure cars) are available to support tourism activities in the tourist village area. Tourists generally come using private cars or transportation from their tour agents.

Tourism Amenities of Gunung Salak Tourism Village

Tourism amenities have an important role in supporting the success of tourism development in Gunung Salak Tourism Village. Tourism amenities are all kinds of tourism support facilities for the tourists. To support the development of tourism in the Gunung Salak Tourism Village, a number of tourism facilities are available including accommodation (villas and camping tents), food and beverages (restaurants and food stalls), tourist attraction facilities (tracking, cycling, hiking, camping, off-road, fishing, yoga, spirituality, and workshops) that have been developed by local tourism entrepreneurs.

Additional Services

Ancillary or additional services are related to the availability of an institution / organization and human resources (HR) that take care of tourism villages and provide tourism services for visiting tourists. The Mount Salak tourism village currently does not have a management institution that is supported by professional human resources in the tourism sector, either through community empowerment or groups to carry out the management

of tourism activities in the Mount Salak Tourism Village. Marketing and promotions have not run optimally, because there are no tourism products offered and marketed through tourist villages and new promotional efforts on the introduction of potential tourist attractions carried out through social activities for leisurely walks, cycling events, and promotional cooperation through the Tabanan Tourism Office website media.

Analysis of the Tourism Development Strategy in Gunung Salak Tourism Village SWOT analysis: IFAS and EFAS

Internal Factor Analysis Summary (IFAS) is used to analyze internal factors such as strengths and weaknesses of Gunung Salak Tourism Village. External Factor Analysis Summary (EFAS) is used to analyze external factors such as opportunities and threats that come from outside Gunung Salak Tourism Village. The IFAS and EFAS results are used to determine the general strategy of tourism development in Gunung Salak Tourism Village through the IE matrix and alternative strategies (Alternative Strategy) through the SWOT matrix.

The IFAS and EFAS analyzes were preceded by explaining the conditions of internal and external factors that were owned by Gunung Salak Tourism Village. The results of the explanation of internal and external factors, then become material for the assessment questionnaire given to 25 respondents from the research sample, so that the value of the influence of each internal factor and external factor is obtained. Based on the results of the assessment of each of these factors, then poured into the IFAS and EFAS matrices, the calculation of the weight, rating and score is carried out, which will be used to obtain the results of the IFAS and EFAS analysis from the total multiplication between weights and ratings or internal factor scores and external.

The results of the description of internal and external factors, weight assessment, rating and score, as well as the results of the IFAS and EFAS analysis obtained in this study, can be presented in the following table:

Tabel 1. Internal Factor Analysis Summary (IFAS)

No	Strength	Value	Rating	Score
1	Has a variety of attractive and natural tourist attractions (natural scenery of terraced rice fields, plantations, mountains, sunrise, rivers, waterfalls, springs, natural caves)	0,07	3,8	0,26
2	Has a variety of potential unique cultural tourism attractions (subak culture, traditional traditions, other cultures, traditional arts)	0,07	3,7	0,26
3	Has creative tourist attractions developed by local tourism entrepreneurs.	0,07	3,7	0,26
4	Has accessibility support because Gunung Salak Village is easy to reach and has strategic location.	0,05	3,5	0,16
5	Have the availability of tourism amenities to support tourism development in Gunung Salak Tourism Village.	0,07	3,5	0,24
6	Has a Bumdes Institution as a management to develop Gunung Salak Tourism Village.	0,05	3,5	0,16
7	There is public participation in the development of Gunung Salak Tourism Village	0,07	3,5	0,24
No	Weakness			
1	The development and management of potential tourist attraction objects is not yet optimal	0,07	3,4	0,23
2	There is no management of tourism products or tour packages that can be provided through the development of the Mount Salak Tourism Village	0,05	2,6	0,12
3	There is no local souvenir products created by the villagers for tourists.	0,05	2,6	0,12
4	The tourism accessibility is not maximal in Gunung Salak Village	0,07	3,3	0,23
5	Tourism amenities are still very limited	0,07	3,4	0,24
6	Limited human resources (HR) in tourism sector	0,07	2,6	0,18
7	There is no tourism management in Gunung Salak Tourism Village	0,07	2,6	0,18
8	Community empowerment has not been maximized in the development and management of Gunung Salak Tourism Village	0,07	2,8	0,20
9	Marketing and promotion of Gunung Salak Tourism Village is still limited	0,05	2,8	0,13
Total		1,00		3,23

Tabel 2. External Factor Analysis Summary (EFAS)

No	Opportunities	Value	Rating	Score
1	A lot of tourists visit Bali due to its nature and culture attraction	0,08	3,3	0,28
2	There is positive trends in tourist visits to Bali tourism destination	0,08	3,2	0,27
3	Gunung Salak Tourism Village has been well-known by tourists both locals and overseas.	0,13	3,6	0,45
4	The high development of information technology and communication can be used to support the promotion development of Gunung Salak Tourism Village.	0,08	3,1	0,26
5	The availability of new business opportunities and job opportunities for local communities in Gunung Salak Village	0,13	3,4	0,43
6	Government support the tourism development in Gunung Salak Village	0,13	3,1	0,39
7	There is income source increasement in Gunung Salak Village	0,14	3,1	0,13
No	Treaths			
1	The occurrence of land use changes that can damage the preservation of nature and the environment	0,08	3,2	0,23
2	Business competition with the entry of large-scale investors can kill local economic development	0,08	3,6	0,20
3	Competition for tourist attractions with other similar tourist destinations	0,04	3,1	0,10
4	The entry of foreign cultural influences that can affect the preservation of local culture	0,08	3,4	0,21
5	Support sustainability from local government programs in the development of Gunung Salak Tourism Village	0,04	3,1	0,12
Total		1,00		3,23

Based on Table 1 and Table 2 above, it can be explained that the results of the IFAS and EFAS calculations, which are obtained from the total sum of the multiplication between values and ratings or internal and external factor scores, produce an IFAS value of 3.23 and an EFAS value of 3.04. The results of the IFAS and EFAS calculations show that the position of internal factors (strengths and weaknesses) and external factors (opportunities and threats) are both at a high level.

The results of the IFAS and EFAS calculations are the values used to position the general strategy of tourism development in Gunung Salak Tourism Village, which is translated into the IE (Internal-External) Matrix. Based on the results of the description carried out, it can be seen that the general strategy position in the development of Gunung Salak Tourism Village is located in cell I, a strategy that has the characteristics of grow and build as shown in Table 3. IE Matrix.

Matrix IE (Internal-External)

		TOTAL VALUE OF IFE				
		High (3,0 – 4,0)	Medium (3,0 – 4,0)	Low (3,0 – 4,0)		
T O T A L V A L U E O F E F E	4,0	3,0	2,0	1,0		
	High (3,0 – 4,0)	3,04	I Grow and Build (expand vertically)	II Concentration growth via horizontal integration	III Spinning growth	
	Medium (2,0 – 2,99)	3,0	IV Grow and build (pause)	V Maintain (strategy does not change)	VI Harvest and divestment (the area runs out or sells out)	
	Low (1,0 – 1,99)	2,0	VII Maintain (diversification of concentration)	VIII Harvest and divestment (conglomerate diversification)	IX Harvest and diversification (liquidation)	
	1,0					

Source: Adapted from (Rangkuti, 2000)

Remarks

IFE : Internal Factors Evaluation

EFE : External Factors Evaluation

Based on the strategy in cell I which has the characteristics of grow and build, and the formulation of alternative strategies through SWOT analysis, there are 4 (four) alternative strategies that can be used to realize tourism development in Gunung Salak Tourism Village, namely as follows:

Strength Opportunities (S-O) Strategy

The tourism development strategy in Gunung Salak Tourism Village based on the Strength Opportunities (S-O) strategy can be done through:

1. **The strategy of developing the diversity / diversification of tourist attractions (natural, cultural, and creative made)** namely through the development of waterfall tours, natural cave tours, farming / agro tourism, ecotourism, subak cultural tourism, culinary tours, spiritual activity (melukat), arts and cultural festivals, tracking, cycling, hiking, camping ground, yoga meditation, fishing, natural bathing pools (spa) and others.
2. **The strategy for developing and improving the quality of tourist attraction products and tourism services;** namely through developing new innovations of attraction products, and taking advantage of advances in information technology to increase marketing and promotion to simplify and expand the market reach of tourist attraction products.

Weakness Opportunities (W-O) Strategy

The tourism development strategy in Gunung Salak Tourism Village based on the Weakness Opportunities (W-O) strategy, can be done through:

1. **Strategy for Increasing the Quantity and Quality of Tourism Amenities in Gunung Salak Tourism Village** by carrying out the development of tourist facilities and public facilities such as (tourism information center, identity gate and direction signs, changing rooms / toilets, gazebos, arts / performances stage, home stay), local souvenir, souvenirs counters and other supporting facilities for tourism activities (tracking, cycling, hiking, off-road, selfie spots, natural bathing pools (SPA), camping ground), as well as increasing the provision of clean water facilities, telecommunications, banking (atm), post office, cleanliness, parking, public toilets, security, health and other public facilities.
2. **Development Strategy for Tourism Accessibility of Mount Salak Tourism Village** through developing access to tourism information (road signs and tourist attraction data objects, identity gates, printed and electronic media tourism information services (brochures, tourist village websites and others); improving the quality of road infrastructure (main roads, potential objects attraction, drainage and road lighting); and increasing the provision of transportation facilities by developing the provision of public transportation services "Trans Serasi" of the Tabanan Regency Government, and increasing the provision of local transportation facilities through the cooperation of local communities and transportation service providers to support tourism activities towards and in the area of Gunung Salak Tourism Village.
3. **Institutional Development Strategy and Human Resources for Mountain Tourism Village Management;** that is carried out through the establishment of a tourism village management institution by increasing the institutional capacity of Bumdes, empowering local communities in the management of Gunung Salak tourism village. The efforts is by forming a tourism awareness group (pokdarwis) and empowering the potential of community groups to manage tourist attraction management in supporting the development of tourism products in Gunung Salak Tourism Village. As well, improving the quality of human resources in the tourism sector, through training and certification of HR competency in tourism (tourism village management training (Bumdes), entrepreneurship training, home stay management training, food and beverage management business training (local culinary), local guide training , foreign languages, and training in the management of souvenir products.
4. **Strategy to Increase Marketing and Promotion of Gunung Salak Tourism Village;** that is done through the preparation of Mount Salak Tourism Village Branding with a slogan / tagline in accordance with the characteristics of tourist village. Development of marketing and promotion of tourism villages based on information and communication technology through various print and electronic media (brochures, leaflets, travel guide books, social media Facebook, Instagram, Youtube, promotional videos, and tourism village websites). As well as developing partnerships for marketing and promotion cooperation with related stakeholders (government, local tourism business actors, and the community)

Strength Threats (S-T) Strategy

The tourism development strategy in Mount Salak Tourism Village is based on the Strength Threats (S-T) strategy, which can be done through:

1. **The strategy of increasing and maintaining the development of natural and cultural-based tourist attraction products as the superior image of the region** is carried out through the development of tourism products. This effort must maintain efforts to preserve nature and local wisdom culture and increase local community participation so that they become subjects who are able to regulate the implementation of tourism activities in Gunung Salak Tourism Village. Such as the development of home stay businesses, local tour guides, local culinary delights, souvenir crafts, cultural arts performances, and others.
2. **Strategies to improve coordination and synergy of cooperation or partnerships with various stakeholders (government agencies, tourism business person, community groups)**. This strategy is carried out by synergizing cooperation in strengthening Bumdes Gunung business capital for the development of small business product productivity and the development of tourism facilities and infrastructure. Strengthening this capital can be through the inclusion of venture capital through the Special Financial Assistance (BKK) of the Tabanan Regency, Regional Government, Corporate Social Responsibility (CSR), and other funding sources. Another way of funding is to build cooperation in the development and management of tourist attraction products with other regions as well as to build coordination and synergy of cross-sector cooperation in the formulation of joint planning programs in developing tourism villages in the short, medium and long term in an integrated manner.

Weakness Threats (W-T) Strategy

The tourism development strategy in Gunung Salak Tourism Village based on the Weakness Threats (W-T) strategy, can be done through:

1. **Spatial Utilization Control Strategy of Tourist Attraction Area**; that is done by strengthening the Tabanan Regency RTRW Regional Regulation, Preparation of RDTR and Regional Zoning Regulatory Documents, Masterplan and DED for the Development of Tourism Attractions in Gunung Salak Village. We need to increase community participation through empowerment of Traditional Village and Subak village institutions. We also need to strengthen the regulation of Adat and Subak to regulate the use of agricultural land in the area of Gunung Salak Village. We also need to consider providing incentives such as reducing taxes and sharing the income of tourism villages management to farmers / subaks who conserve their agricultural land.
2. **Strategies to increase community empowerment in the development and management of tourist villages** through community empowerment in the planning decision-making process, implementation of product development for tour packages, and supervision of tourism development in Gunung Salak Tourism Village. The formation of a Tourism Awareness group (Pokdarwis) to socialize the strengthening of tourism awareness and the application of Sapta Pesona tourism. As well as Institutional Empowerment of Traditional Village Pecalang to maintain the security of the implementation of tourism activities and minimize the negative influence of foreign cultures that can affect the preservation of local culture.

IV. CONCLUSIONS AND SUGGESTIONS**CONCLUSIONS**

Based on the results and discussion described in the previous chapter, the following conclusions can be formulated:

1. Based on the identification results of the potential for the 4A component (Attraction, Accessibility, Amenities, and Ancillary Service), we found out that Gunung Salak Village has the potential: *a) Attraction* in the form of a variety of potential natural and cultural resources which are the advantages of developing natural-based tourism attractions and creative attractions. The potential that is currently being developed is able to attract tourist to visit Gunung Salak Tourism Village. *b) Accessibility* to Gunung Salak Village is quite easy and has strategic access support. *c) Tourism amenities* or facilities in Gunung Salak Village are currently available, such as accommodation (villas and tent rental), food & beverage facilities (restaurants and food stalls), tourist attractions, local transportation and other public facilities. *d) Ancillary Service*, in general there are some tourism facilities that are currently developing in Gunung Salak Village to provide some facilities that the tourist needs which are providing by local business entrepreneurs.
2. Based on the results of the IFAS and EFAS analysis, the total value of the IFAS score (3.23) and the EFAS score (3.04) indicates that both internal and external factors have high scores. From the results of

the IFAS and EFAS analysis, which are then translated into the IE Matrix, the position of the general strategy for tourism development in Gunung Salak Tourism Village is located in cell 1, which has grow and build characteristics. Based on the characteristics of the strategy, through a SWOT analysis, there are 4 (four) alternative strategies that can be used to support the tourism development in Gunung Salak Tourism Village, namely:

- 2.1 SO strategy that is carried out through: a) Strategy of developing diversity / diversification of tourist attractions (natural, cultural, and creative), b) The strategy for developing and improving the quality of tourist attraction products and tourism services.
- 2.2 WO strategy that are carried out through: a) Strategies for Increasing the Quantity and Quality of Tourism Amenities in Gunung Salak Tourism Village, b) Development Strategy for Tourism Accessibility of Gunung Salak Tourism Village and c) Institutional and Human Resource Development Strategy for Mountain Tourism Village Management.
- 2.3 WT strategy which is carried out through: a) Strategies to increase and maintain the development of natural and cultural-based tourist attraction products as the image of the region and b) Strategies to improve coordination and synergy of cooperation or partnerships with various stakeholders (government agencies, tourism business entrepreneurs, community groups) in strengthening business capital, developing and managing tourism products, as well as planning development programs.
- 2.4 ST strategy which is carried out through a) Spatial Utilization Control Strategy for Tourist Attraction Area and b) strategies to increase community empowerment in the development and management of tourist villages.

SUGGESTIONS

Based on the conclusions above, it can be suggested that:

1. We need to support the development of a proper Gunung Salak Tourism Village, the related government should immediately consider and realize a professional institutional development with competent human resources with tourism management background. So there will be opportunities for the management of a tourist village to move forward to be able to achieve the goals and success of developing a tourist village.
2. Assistance from various parties is needed in providing more structured and targeted technical guidance, diversifying attractions that can be promoted through various marketing media and tourism events.
3. Further research is needed in order to determine the most appropriate strategic priorities for the development of Gunung Salak Tourism Village as a leading tourism destination in Tabanan Regency.

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