

SUSTAINABLE COMMUNITY EMPOWERMENT STRATEGY IN THE DEVELOPMENT OF CIKAKAK TOURISM VILLAGE, WANGON SUB-DISTRICT, BANYUMAS REGENCY

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Abstract

This study examined problems in the implementation of sustainable community empowerment strategy in the development of Cikakak Tourism Village. The purpose of this study was to determine the implementation of sustainable community empowerment strategy in the development of Cikakak tourism village. The methods used in the study included observation, interviews with informants using purposive sampling, and documentation study. The results of this study described empowerment strategies carried out through strategy formulation, strategy implementation integrated with sustainable programs and strategy evaluation. During the strategy formulation phase, Cikakak Village government set a vision and mission describing tourism development's goals, objectives and work plans in Cikakak Village. In the implementation phase, Cikakak Village government utilized its resources by utilizing the local tourism potential in Cikakak Village to become an attractive tourist attraction for tourists, optimizing the community's role and participation through empowering and improving the quality of human resources in tourism development in Cikakak Village and increasing the marketability of tourism potential through destination development, tourism marketing and creative economy procurement. The strategy evaluation phase was carried out once a month to find out the development of activities. The success indicators of tourism development in Cikakak Village can be seen from the benefits gained by the community in Cikakak Village and the achievement of 3rd place of tourism village at the national level.

Keywords: sustainable, community empowerment, strategy

INTRODUCTION

Concerning the global Sustainable Development Goals (SDGs) agenda, the tourism trend is shifting towards the involvement of local communities as the main stakeholders in

tourism. This is evidenced by the development and implementation of the concept of Community-Based Tourism (CBT) by the ASEAN Secretariat (2016) and world organizations as the Asia-Pacific Economic Cooperation (APEC) emphasizes sustainable tourism. The two world organizations emphasize the importance of involving local communities in tourism. So that local people do not become “spectators” in their ancestral lands (Agustang, Adam, & Upe, 2065). Conceptually sustainable development is nothing but a progressive transformation of the Social, Economic and Political structures. Progressive Transformation is meant to be an effort to improve the welfare of society in fulfilling the interests of their life without sacrificing most of their resources, with the aim of being sustainable for the benefit of future generations. All stakeholders in various development sectors including the Government must apply the principles of sustainable development in every development policy and plan that will be implemented (Saraswati, 2021). Community empowerment is an effort to increase the community's independence and ability. Community empowerment is an economic development concept encapsulating social values, the concept reflects a new paradigm of people-centered, participatory, empowering & sustainable development (Habib, 2021). Various empowerment efforts carried out in rural communities must be aimed at establishing self-reliance. An independent community has the ability to preserve and develop the potential to achieve sustainable development. To achieve successful village community development, the village community is positioned as the key actor because they are the one who knows best the conditions, potential and problems in their area (Suriyankietkaew & Petison, 2020). In addition, the development program has an impact on the village community. In essence, the empowerment program aims to foster the community to identify existing issues and explore the potential to improve community welfare. In 2014, the National Community Empowerment Program (PNPM) Mandiri Wisata is the government program to develop village governance so that it can develop and empower the community, targeting the development of 2,000 tourism villages. The implementation of the national community empowerment program refers to the Regulation of the Minister of Culture and Tourism Number KM.18/HM.001/MKP/2011 on Guidelines for the National Community Empowerment Program (PNPM) Mandiri Wisata. The Ministry of Tourism established PNPM Mandiri Wisata Sector to increase welfare and employment opportunities for the community, especially the poor, through the development of tourism villages. Central Java Province is one of the provinces in Indonesia with a significant amount of tourism potential, cultural traditions, and traditional food spreading across 35 regencies/municipalities. As one of the regencies, Banyumas has several tourist destinations, including artificial tourism, natural tourism, cultural tourism, and religious tourism. Banyumas Regency tourism management recorded several tourist attractions in Banyumas Regency. One of the cultural tourism destinations in Banyumas Regency is the Saka Tunggal Mosque in Cikakak Village, Wangon Sub-district designated as a Tourism Village based on Banyumas Regent Decree No. 556/166 of 2020. Determining a village as a tourism village is an implementation of government policy to empower tourism villages. The determination of Cikakak Village as a tourism village cannot be separated from the village government's role and endeavor of the “Saka Tunggal” Tourism Awareness Group to develop a tourism development strategy so that it succeeded in obtaining the achievement of 3rd place in the National Tourism Village. This study was a research based on best practice by highlighting the problem to be examined, namely how the community empowerment strategy in the development of Cikakak tourism village succeeded in achieving 3rd place in the national tourism village as one of the success indicators. The purpose of this study was to find out how the community empowerment strategies in the development of Cikakak tourism village. The urgency of this study was as a pilot project in tourism development in Banyumas Regency. The study results can be implemented in 18 other tourism villages to develop and empower rural communities. Sustainable community development based on empowerment is expected to

change the paradigm. Community support, which was originally passive and lazy, has become more enthusiastic and motivated to work. In order to realize the hope of a better community development, a community assistance method is needed that involves several parties with competences in the economic, social and cultural field (Saraswati, 2021).

METHODOLOGY

This research was conducted at the Cikakak tourism village succeeded in achieving 3rd place in the national tourism village. This study used a qualitative method by analyzing and interpreting the results of interviews that aim to find the meaning of a phenomenon (Sugiyono, 2016). The method selection was used to determine the object condition scientifically using triangulation data collection techniques (observation, interview, documentation study) to understand the meaning and uniqueness, construct phenomena and find hypotheses. The informant selection technique was purposive sampling by selecting informants to provide information based on the strategies and objectives that have been set. Research informants were determined purposively consisting of village heads, Village Representative Board (BPD), community leaders, religious leaders, women leaders, youth leaders, village communities, sub-district government officials, and district tourism officials. The researchers used 3 phases as the basis for data collection namely: Observation, Interview, and Documentation. The data analysis technique used John W. Creswell's data analysis model. The following are the phases of qualitative data analysis according to Creswell (Creswell, 2014), namely: organizing and preparing data for analysis, reading or viewing the entire data, coding all data, using the coding process as material for making descriptions, connecting between themes, interpreting the meaning of the theme /description.

RESULT AND DISCUSSION

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. The term strategic management in this text is used synonymously with the term strategic planning. The latter term is more often used in the business world, whereas the former is often used in academia. Sometimes the term strategic management is used to refer to strategy formulation, implementation, and evaluation, with strategic planning referring only to strategy formulation. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today (Brown, 2016).

Strategy implementation requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance. Strategy implementation often is called the "action stage" of strategic management. Implementing strategy means mobilizing employees and managers to put formulated strategies into action. Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice (Tawse & Tabesh, 2021).

Successful strategy implementation hinges upon managers' ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose. Interpersonal skills are especially critical for successful strategy implementation. Strategy-implementation activities affect all employees and managers in an

organization. Every division and department must decide on answers to questions, such as “What must we do to implement our part of the organization’s strategy?” and “How best can we get the job done?” The challenge of implementation is to stimulate managers and employees throughout an organization to work with pride and enthusiasm toward achieving stated objectives. Strategy evaluation is the final stage in strategic management. Managers desperately need to know when particular strategies are not working well; strategy evaluation is the primary means for obtaining this information. All strategies are subject to future modification because external and internal factors are constantly changing. Three fundamental strategy-evaluation activities are (1) reviewing external and internal factors that are the bases for current strategies, (2) measuring performance, and (3) taking corrective actions. Strategy evaluation is needed because success today is no guarantee of success tomorrow. Success always creates new and different problems; complacent organizations experience demise (Tawse & Tabesh, 2021).

Strategy formulation, implementation, and evaluation activities occur at three hierarchical levels in a large organization: corporate, divisional or strategic business unit, and functional. By fostering communication and interaction among managers and employees across hierarchical levels, strategic management helps a firm function as a competitive team. Most small businesses and some large businesses do not have divisions or strategic business units; they have only the corporate and functional levels. Nevertheless, managers and employees at these two levels should be actively involved in strategic-management activities.

1. Strategy Formulation

a. Set Vision and Mission

Developing a vision statement is often considered the first step in strategic planning, preceding even development of a mission statement. Many vision statements are a single sentence. A clear mission statement describes the values and priorities of an organization. Developing a mission statement compels strategists to think about the nature and scope of present operations and to assess the potential attractiveness of future markets and activities. A mission statement broadly charts the future direction of an organization. A mission statement is a constant reminder to its employees of why the organization exists and what the founders envisioned when they put their fame and fortune at risk to breathe life into their dreams (Ummah, 2019). In developing tourism in Cikakak Village, the village government has a clear, inspiring vision and provides a direction for the future, namely “Building a Village Through Tourism”. The vision describes the strong desire of the village government, “Saka Tunggal” Tourism Awareness Group and Cikakak village community to explore and develop the existing village's potential into a tourist attraction to improve the quality of life and community welfare as well as increase Regional Original Income (PAD) as development capital in Cikakak Village.

b. Identify Tourism Potential and Weaknesses

Internal strengths and internal weaknesses are an organization’s controllable activities that are performed especially well or poorly. Strengths and weaknesses are determined relative to competitors. Relative deficiency or superiority is important information. Also, strengths and weaknesses can be determined by elements of being rather than performance (Benzaghta, Elwalda, Mousa, Erkan, & Rahman, 2021). Cikakak village has several types of potential and unique tourist attractions to attract tourists to visit Cikakak Village, including: First, The Saka Tunggal Mosque is unique because it is

supported by only one pillar with unique and artistic carvings combined with amazing colors. The Saka Tunggal Mosque's uniqueness is also accompanied by the pattern of life of the Aboge indigenous people who live in the vicinity of the mosque, sustainable customs, and a series of different religious rituals from those in other villages, such as the Friday call to prayer echoed by 7 people and not using loudspeakers. Second, The Rewanda Bujana Festival is a tourist attraction and a tradition of giving food to wild monkeys by engaging the community in Cikakak Village to make gunung (mountain) of fruits and vegetables. The Rewanda Bujana festival does not only feature mountains of fruit and vegetables, but also presents the Rewanda Bujana dance and kentongan (bamboo musical instrument) performed by the community of Cikakak Village. Third, Antap Ecotourism is situated in the middle of a pine forest. We developed a leading Antap tourist attraction comprising of a traditional market held every Sunday, the market sells traditional food, such as the economy of rural communities. In addition, the tourist attraction has a stunning waterfall, a calm and natural place. Currently, Antap Ecotourism has undergone development, it has new spots such as a flower garden and adorable statues as a children's playground (Lastiani, Baiquni, Eni, & Wahyono, 2019).

c. Identify Opportunities and Challenges/Obstacles

External opportunities and external threats refer to economic, social, cultural, demographic, environmental, political, legal, governmental, technological, and competitive trends and events that could significantly benefit or harm an organization in the future. Opportunities and threats are largely beyond the control of a single organization—thus the word external. A basic tenet of strategic management is that firms need to formulate strategies to take advantage of external opportunities and to avoid or reduce the impact of external threats. For this reason, identifying, monitoring, and evaluating external opportunities and threats are essential for success. An opportunity is any favorable situation in the organization's environment (Phadermrod, Crowder, & Wills, 2019). Cikakak Village is one of the villages designated as a Tourism Village based on Banyumas Regent Decree No. 556/166/Year 2020. The potential and benefits of Cikakak Village are opportunities. The opportunities that may arise from tourism development in Cikakak Village include: First, Improving the economic welfare of the community Tourism development in Cikakak Village is a great opportunity for local communities living in the vicinity of the tourist attraction to gain benefits through empowerment in the tourism business sector. Tourism businesses to be developed in Cikakak Village include homestays, food stalls, souvenir stalls, culinary stands, parking service, tour guides and others. Second, Increasing Regional Original Income (PAD). Tourism development in Cikakak Village is also expected to increase Regional Original Income (PAD) as sustainable development capital. Third, Becoming an Alternative Tourism in Banyumas Regency. The current change in tourism trends from mass tourism to alternative tourism leading to natural or local and cultural-oriented tourism activities is an opportunity that Cikakak Village could utilize to develop existing tourism potential (Agustang et al., 2065).

During the tourism village development, Cikakak Village faced several challenges, including: First, Lack of financial resource support. Fund allocation in the Village Revenue and Expenditure Budget (APBDes) to the tourism sector was

insignificant compared to the tourism potential of Cikakak Village. The limitations of the village government and the private sector in financing the development of the tourism sector affected the development of tourism in Cikakak Village. Second, Non-optimal accessibility in Cikakak Village. The maintenance and development of an efficient network of tourist destinations was an essential aspect. The ease and convenience of transportation were one of the success indicators of a tourist attraction. The availability and improvement of the quality of road-worthy transportation facilities and parking infrastructure provided comfort for tourists. Third, Competition in tourism development carried out by nearby villages reduced the number of tourists visiting Cikakak Village. It was because almost all villages competed to explore and develop the existing local potential in each village. Fourth, Poor competence and ability as well as awareness of human resources in managing investment or in the accommodation, transportation, communication and information sectors. Fifth, Determine a Strategic Plan. Determination of strategies in tourism development in Cikakak Village, involving village government, BPD, Pokdarwis (Tourism Awareness Group), BUMDes, community leaders and the community was carried out with the Village Development Planning Deliberation (Musrenbangdes) to prepare and determine the Village Medium-Term Development Plan (RPJMDes) for 2020-2025 to be implemented in December 2020.

2. Strategy Implementation

Strategic management as a management activity cannot be separated from the ability to utilize various available resources. This is intended so that the established strategy can be implemented in management functions to achieve strategic goals through the mission implementation to realize the organization's vision. Strategies are potential actions that require top management decisions and large amounts of the firm's resources. Historically, the principal benefit of strategic management has been to help organizations formulate better strategies through the use of a more systematic, logical, and rational approach to strategic choice (Saraswati, 2021).

a. Exploring and Utilizing Tourism Potentials to Become Tourist Attractions.

Cikakak Village has many potential tourist attractions that can be utilized as tourism products with all its uniqueness and advantages, including geography, demographics, history and the beauty of natural panorama. First, The natural beauty and uniqueness, namely Monkey Park and Antap Ecotourism allow the visitors of Monkey Park to see, interact directly and feed the monkeys in the park. Rewanda Bojana Festival is a special festival to feed the monkeys held every October. Antap pine wood ecotourism presents natural beauty through its stunning waterfall, a calm and natural place. In addition, at the Antap tourist attraction, a tourism market sells traditional food of the Cikakak village community held every Sunday morning. Second, Community Culture. In relation to the community culture, Cikakak Village has the firmly-held ancestors' culture, customs and traditions maintained by the Cikakak Village community. Existing culture, customs and traditions in Cikakak Village include the earth alms tradition, the Jaro Rojab traditional ceremony, Slametan (communal feast), Maulidan (the celebration of the birth of the Prophet Muhammad) and others. Third, Relic of historical building. The relic of the historical building in Cikakak Village is the Saka Tunggal

“Baitussalam” Mosque. The Saka Tunggal Mosque has uniqueness and advantages as one of the oldest mosques in Indonesia and a Cultural Heritage Building. The mosque has a unique architectural style characterized by having only one main pillar supporting the mosque with deep meaning, it does not use loudspeakers for call to prayers and iqamah. Unlike the general community who wear peci, the imam and muezzin wear udeng-udeng or iket (a piece of cloth tied around the head). Fourth, Artificial attractions. Art performances are performed in all tourist attractions in Cikakak Village. The art performances include dances such as Jaro Rojab Dance and Rewanda Bujana Dance, kenthongan, karawitan and lesung music performances. In relation to handicrafts, Cikakak Village has handicraft products made from bamboo or coconut shell waste, such as monkey head crafts, kliningan (traditional music instrument), chairs and others. Cikakak Village also has culinary specialties as featured products, such as ayam gechok and wajik kethek.

b. Optimizing Community Role and Participation

The Cikakak Tourism Village government carried out Community Development and Empowerment in tourism development through a community organization, the “Saka Tunggal” Tourism Awareness Group (Pokdarwis). Pokdarwis “Saka Tunggal” is a Cikakak Village community organization comprising of the community and tourism actors who have concern and responsibility and act as a driver of tourism development activities in Cikakak Village. In addition to Pokdarwis, Cikakak Village has communities to support tourism development activities, including Aboge Indigenous Community, Women Farmers Group, Arts and Culture Group and Creative Economy Group. To optimize the community's role and participation through community empowerment in tourism development, Cikakak Village involves the community's role and participation in tourism development activities.

Tourism business management requires competent and committed management resources in developing tourism in Cikakak Village (8). Tourism managers and activists in Cikakak Village have attended programs to improve their quality, including Tourism Capacity Building Training for Pokdarwis Saka Tunggal in Tourism Village, Homestay Management Training for Pokja (Working Group), Digital Photography Training, Digital Management Training, Workshop on Digitalization of Tourism Villages, Cultural Attraction Training, Tour Package Simulation Training, and Cultural Tour Guide Training.

c. Increasing the Marketability of Tourism Potential

The strategies implemented to increase the marketability of tourism potential (Kluyver & Pearce, 2015) in tourism development in Cikakak Village include

1) Destination Development

Tourism destination development activities in Cikakak Village were through structuring tourist destinations by carrying out development and structuring and improving the quality of facilities and infrastructure (10) at Antap Pine Wood tourist attraction.

2) Tourism Marketing Improvement

Pokdarwis Cikakak Village collaborated with academics to create Cikakak Tourism Village website. The website was used as a promotional media for tourism products

in Cikakak Village and facilitates tourists to find out about tourist destinations, homestays, culinary and other tourism products in Cikakak Village. In addition to the website, the promotion of tourism products was also carried out through Pokdarwis and members of the Cikakak Village community's social media accounts.

3) Creative Economy Procurement

In implementing the creative economy procurement, the village government and Pokdarwis collaborated with community groups, namely the Women Farmers Group (KWT) by empowering the Cikakak Village community. The center for creative economy in Cikakak Village is the Aza Ekraf gallery presenting various handicrafts made by Cikakak Village community. In addition, the gallery is also a center for a typical culinary production of Cikakak Village, namely Wajik Kethek.

4) Budget Resource Allocation

In developing tourism in Cikakak Village, the village government has budgeted for managing and developing tourism based on the RPJMDes of Cikakak Village for 2020-2025. The activities using the budget in tourism development in Cikakak Village can be seen in the construction of road infrastructure, procurement of monkey statues, coaching and community empowerment as well as HR in tourism training to improve competence, knowledge and skills of the Cikakak Village community.

5) Government Role

In developing tourism in Cikakak Village, the village government specifically pays attention to traditions and culture in the community. This can be seen from the archives of the RPJMDes Religion and Culture sub-sector, including carrying out coaching to indigenous people in Cikakak Village. The strategic plan for tourism development in Cikakak Village has been listed in the Cikakak Village Medium-Term Development Plan 2020-2025 Tourism, Culture and Religion sub-sector. Furthermore, it was also to determine the budget post for tourism development of 20% sourced from the Village Fund.

3. Strategy Evaluation

Strategy evaluation is necessary for all sizes and kinds of organizations. Strategy evaluation should initiate managerial questioning of expectations and assumptions, should trigger a review of objectives and values, and should stimulate creativity in generating alternatives and formulating criteria of evaluation. Regardless of the size of the organization, a certain amount of management by wandering around at all levels is essential to effective strategy evaluation. Strategy-evaluation activities should be performed on a continuing basis, rather than at the end of specified periods of time or just after problems occur. Waiting until the end of the year, for example, could result in a firm closing the barn door after the horses have already escaped. Evaluating strategies on a continuous rather than on a periodic basis allows benchmarks of progress to be established and more effectively monitored. Some strategies take years to implement; consequently, associated results may not become apparent for years. Successful strategies combine patience with a willingness to promptly take corrective actions when necessary. There always comes a time when corrective actions

are needed in an organization. Strategy evaluation must meet several basic requirements to be effective. First, strategy evaluation activities must be economical; too much information can be just as bad as too little information; and too many controls can do more harm than good. Strategy-evaluation activities also should be meaningful; they should specifically relate to a firm's objectives. They should provide managers with useful information about tasks over which they have control and influence. Strategy-evaluation activities should provide timely information; on occasion and in some areas, managers may daily need information (Phadermrod et al., 2019).

Strategy evaluation in tourism development in Cikakak Village is a series of processes to ensure that resources are used effectively and efficiently to achieve sustainable tourism development goals and provide positive impacts/benefits for the Cikakak Village community. In this case, the benefits of tourism development can be felt by the Cikakak Village community directly involved and as beneficiaries. The benefits for the community directly involved in the tourism development in Cikakak Village can be seen in the community's increased income as tourism business actors. The tourism businesses owned by the community of Cikakak Village include homestay business owners, grocery shop owners, traders in tourist markets, tour guides, parking attendants, craftsmen, food stall owners and transportation service providers. Meanwhile, the benefits for the community who were not directly involved in tourism development in Cikakak Village can be seen from the increased awareness of the Cikakak Village community to participate in the success of tourism activities in Cikakak Village. In this case, it can be seen from the participation and volunteerism of the Cikakak Village community members in traditional activities and environmental cleanliness, indicating that the tourists and community were proud of the achievements of Cikakak Village in the Tourism Village events. The proud achievements that have been achieved by Cikakak Village for the last 2 years were the performance results of the village government, Pokdarwis, BUMDes, the community, and all the people involved in tourism development in Cikakak Village (Saraswati, 2021).

CONCLUSION

Sustainable community empowerment strategies implemented in the development of Cikakak Tourism Village include:

1. Strategy Formulation

During the strategy formulation phase, the Cikakak Village government set a vision and mission describing the goals, objectives and work plan for tourism development in Cikakak Village. To realize the vision and mission of tourism development in Cikakak Village, the village government and Pokdarwis conducted an internal and external environmental analysis based on tourism potential, weaknesses, opportunities and obstacles. After identifying the internal and external environment, the next phase of tourism development in Cikakak Village was to prepare and set the Village Medium-Term Development Plan (RPJMDes) Tourism, Religion and Culture sub-sector. The RPJMDes covered activity plans and budget allocation required for tourism development in Cikakak Village.

2. Strategy Implementation

During the implementation phase of tourism development in Cikakak Village, the Cikakak Village government has utilized its various resources by utilizing the local tourism potential in Cikakak Village into attractive tourist attractions for tourists, optimizing the community role and participation through empowerment and improving the quality of human resources in developing tourism in Cikakak Village and increasing the marketability of tourism potential through destination development, tourism marketing and creative economy procurement. Funds for tourism development in Cikakak Village came from APBDes, Regency APBD, Provincial APBD and Non-Governmental Organizations. The fund sources were allocated to organize and manage tourist destinations, improve tourism supporting facilities and infrastructure, community empowerment activities and conduct training to increase human resource competencies.

3. Strategy Evaluation

The last phase of strategic management of tourism development in Cikakak Village was the strategy evaluation to determine the achievement of performance results of the village government and Pokdarwis in developing tourism. Evaluation was carried out once a month to see progress and evaluate various activities that have been carried out for further planned sustainable activities in tourism development. The success indicators of tourism development in Cikakak Village can be seen in the benefits obtained by the Cikakak Village community and the achievements during the implementation of tourism development.

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CONFLICT OF INTEREST

The authors have no conflicts of interest to declare. All co-authors have seen and agree with the contents of the manuscript and there is no financial interest to report. We certify that the submission is original work and is not under review at any other publication.

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