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Analysis of Sustainable Tourism Development Strategy in the Kembang Kuning Village, Sikur District, East Lombok**Lalu Adi Permadi^{1*}, Weni Retnowati¹, Hilmiati¹**¹Department of Management FEB Universitas Mataram

Jl Majapahit No.62, Gomong, Kec. Selaparang, Kota Mataram, Nusa Tenggara Barat

***Email:** lombokconference@unram.ac.id**ABSTRACT**

The purpose of this study was to analyse and identify the Sustainable Tourism Development Strategy in the Kembang Kuning Village, Sikur District, East Lombok. The research method used in this study is a mixed method. The strategy analysis pattern used in analysing the Sustainable Tourism Development Strategy is a SWOT analysis. The Sustainable Tourism Strategy of Kembang Kuning Village that needed to be implemented is a progressive SO (Strength-Opportunity) Strategy that balances the tourism practices with local wisdom and environment. This strategy not only uses strengths and takes advantage of opportunities but makes balanced tourism activities. In this context, to make Sustainable tourism in Kembang Kuning Rural Tourism, several improvement steps should be done.

Keywords: Sustainable, Tourism, Development, Strategy

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INTRODUCTION

Kembang Kuning Village located in Sikur District, East Lombok Regency is one of the villages on Lombok Island that has the potential as a tourist village in West Nusa Tenggara (Permadi, et al., 2017; Saufi et al., 2019). Kembang Kuning Village is famous for its natural attractions such as waterfalls, caves, rice fields, and forest views (Saufi et al., 2019). In addition to offering natural tourism potential, Kembang Kuning also offers Ecotourism, Edutourism, and Agrotourism.

Kembang Kuning Village since decades ago has begun to develop itself into a professional tourist destination. This village is inspired by the success of Tete Batu Village which has become a tourist village decades ago or precisely when Raden Suweno, a local figure, built a guest house in Tete Batu. Kembang Kuning village in the third decade of the new millennium managed to replicate this success with much better results. This can be seen in the myriad achievements received by this village. These proud achievements include: national first place as a Developing Rural Tourism in 2019 (Said, 2020), the inauguration of Kembang Kuning Village as one of the 99 tourist villages in NTB by the Governor's Decree, and inaugurated by the Deputy Governor in September 2019 (radarlombok.co.id, 2019), the champion of the 2020 NTB Healthy Village organized by the NTB Regional Police (Sofuroh, 2020).

With those achievements, it does not mean that the challenge for Kembang Kuning Village is over there. According to Canavan (2015) maintaining the demand conditions of a tourism destination is challenging. Kembang Kuning Village like other tourist destinations also faces global pressures and changes in local conditions (Fariana, 2016; Mubah, 2011). This started with the earthquake that hit Lombok in 2018, then continued with the emergence of the Covid-19 pandemic which was originally discovered in Wuhan, China around October 2019. Not to mention, sociocultural and natural changes that continue to occur in Indonesia (Fariana, 2016; Mubah, 2011). The challenge here is how to maintain local culture and wisdom during the torrent of information in this internet era is a challenge for Kembang Kuning Rural Tourism (setda.lomboktimurkab.go.id, 2021). This is coupled with the exploration of nature that occurs throughout West Nusa Tenggara. C-mining and forest encroachment are important issues in East Lombok Regency and other districts in West Nusa Tenggara (Jalaluddin & Suriadi, 2019; Team of Guidance and Evaluation of SLHD Report Preparation, 2008).

The external environment is experienced by almost all destinations in the world. However, according to Stange et al. (2008) positive things such as an increase in tourist visits will also cause challenges and opportunities. In this condition, a tourist destination must change from a destination with a traditional mindset to a destination that thinks about sustainability.

The United Nations World Agency for Tourism (UNWTO) in Stange et al. (2008) suggests efforts to develop sustainable tourism in every tourist destination. According to UNWTO, a balance is needed between all aspects of tourism development, namely the environment, economy, and socio-culture so that it will guarantee long-term benefits for the beneficiary community. This is in line with the statement of Kachniewska (2015) that the basis of sustainability in tourism is not the protection of the environment and socio-culture, but how to ensure social development in an economic context. The statement was confirmed by Bajrami et al. (2020) and Streimikiene & Bilan (2015). From some of the opinions above,

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it can be said that it takes thinking about how to develop tourism that is able to make the community economically prosperous.

The development of rural tourism to reach its goal and its sustainability need a strategy. This will be a guide for the organisation and its leader. According to Trout and Reis (1986) in Shafiee et al. (2020), strategy is how to survive in a competitive world, how to make a good perception in the minds of consumers, be different, recognize the strengths and weaknesses of competitors, become a specialty, master one simple word in the head, leadership that gives direction and understands the reality of the market by being first rather than being a better one.

The strategy binds all parts of the organization and encompasses all important aspects of the organization by using all organizational resources effectively in a changing environment with a process of harmony and balance. Strategic decisions include the limitations of the business, products, and markets to be served, the tasks to be implemented and the key policies required (Jauch and Glueck, 1999 in Zahro, 2012). So, an explicit strategy statement is a key to success in the face of changing business environments. The strategy provides unity of direction for all members of the organization. If the concept of strategy is not clear, then the decisions taken will be subjective or based on mere intuition and ignore other decisions (Tjiptono, 2002 in Vitri, 2014).

The initial stage in carrying out strategic planning is to analyse the environment of a business, both the internal environment and the external environment. In this study, the business analysed was the tourism business. Gasparotti (2009) mentioned that the internal environmental factors to be analysed are related to the functional activities of a business including the fields of management, human resources, finance, production, marketing, and organization. This analysis of the internal environment will ultimately identify the weaknesses and strengths of the business.

From the background that has been presented, it is known that to survive Kembang Kuning Rural Tourism from internal and external environmental pressures, a Sustainable Tourism Development Strategy is needed. For this reason, this study will be discussed the Sustainable Tourism Development Strategy in the Kembang Kuning Rural Tourism, Sikur District, East Lombok.

METHOD

This research is a type of descriptive research that aims to describe the nature of a state that is temporarily running at the time the study is carried out and examine the causes of a particular symptom (Creswell & Poth, 2014). The design of this study is descriptive research with a mixed approach or mixed methods consisting of qualitative and quantitative methods referring to research themed Sustainable Tourism from Fons et al. (2011). The object of study is the Analysis of Sustainable Tourism Development Strategies in Kembang Kuning Rural Tourism, East Lombok.

This research was conducted with a mixed-method approach that combines quantitative methods and qualitative methods. The Chief of the Kembang Kuning Village and the village's government officers were the main informants of this research along with the local tourism awareness group (POKDARWIS) members and the officers of East Lombok Tourism Agency. The SWOT analysis approach is at the core of the research method. It aims to produce a comprehensive Sustainable Tourism Development Strategy in the Kembang Kuning Rural Tourism in East Lombok.

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RESULTS AND DISCUSSION



Figure 1. Kembang Kuning Village Gate

SWOT Identification Result

SWOT (Strength, Weakness, Opportunity, and Threat) is used to review and determine the overall development strategy of Kembang Kuning Rural Tourism, emphasis rests on aspects, namely: strengths, weaknesses, opportunities, and threats. According to the data and information on the results of surveys and in-depth interviews, the SWOT factors that can be analysed are:

a. Strengths

Several potential factors owned by Kembang Kuning Rural Tourism can be seen as aspects of strength in the growth and development of Kembang Kuning Village tourism consisting of

1. Understand the behavior of foreign tourists such as European tourists. This is done by presenting the family and hospitality typical of the unpretentious Kembang Kuning community. This was said by tourists who were interviewed and confirmed by the Chief of Kembang Kuning Village who was interviewed in his office.
2. It has several figures who actively fight for tourism supported by the village government and Village-Owned Enterprises. One of these figures is Musanip who is the chairman of the tourism awareness group (POKDARWIS) of Kembang Kuning Village. Musanip since he was a child aspired to change in his village. This is according to the explanation of the Village Chief and confirmed by Musanip himself.

3. Infrastructure availability.

Infrastructure such as the availability of electricity, communication, and clean water needs are inseparable components in tourism management activities, the current conditions are considered quite good and can be one of the efforts in the development of tourism itself. This explanation was obtained from the results of a survey of tourists and confirmed by the Village Chief.

4. Tourism potential that can be developed

The tourism potential of Kembang Kuning Rural Tourism is not only from the tourist attractions themselves, but other factors such as accessibility of mileage that is relatively close to the city, culture, and characteristics that exist in the region, in the area of

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Kembang Kuning Rural Tourism there are arts and cultures such as traditional dances and traditional music that are commonly done, this potential if managed optimally will have advantages and added value for the development of the tour. This explanation was obtained from the results of a survey of tourists and confirmed by the Village Chief.

5. The condition of the territory and the physical state are very natural and still maintained. The condition of the area and the natural conditions in the Kembang Kuning Rural Tourism are still in good condition because the natural conditions are still fertile and the condition of the forests around the tourist area is still maintained. This explanation was obtained from the results of a survey of tourists and confirmed by the Village Chief.

6. Village Government Policy

The Kembang Kuning Village Government has a strong commitment to supporting tourism through Village-Owned Enterprises (BUMDES). In addition, the Village Government already has clear rules regarding tourism with the existence of Village Regulations (PERDES) regarding tourism. Even the Head of Kembang Kuning Haji Village said that based on the Village Regulations, the village government has prohibited visitors who come to the village from bringing their food. There is good management of BUMDES with the term "Guests must be served through One Door" which means that tourists who come to Kembang Kuning village will be directed by BUMDES to be divided into POKDARWIS, in the Kembang Kuning village there is also a Nature School which is made to teach love nature so that plastic waste can be reduced. In this case, community-made products can be managed and sold through Bumdes such as the process of making coffee traditionally and making coconut oil traditionally and also tracking to Rinjani Point, the point is that whatever is in the community is packaged here starting from nature and community products. Most respondents considered that Kembang Kuning village was able to offer attractions of community life, such as traditional coffee making at prices reaching Rp. 250000 / person, this is because the process is appreciated. This shows that the village manages tourism owned by Kembang Kuning village directly through Bumdes.

- b. Weakness**

1. The road network is still lacking and narrow
The road network that connects Kembang Kuning Rural Tourism with the surrounding area is neatly paved. However, the road is still narrow so on holidays there is congestion in the Kembang Kuning Village because of the flow of tourism that comes. In addition, the road to tourist attractions such as waterfalls cannot be passed by 4-wheeled vehicles. This was known at the time of observation and confirmed by the Head of Kembang Kuning Village.
2. In Kembang Kuning Rural Tourism, there is still a lack of tourism support facilities such as canteens/cafes, restaurants, and places to buy souvenirs.
3. No traditional markets
This economic facility is not only important to drive the community's economy but also to support tourism.
4. It has no efforts to regulate the use of nature
5. The arrangement of the location of tourist objects in the Kembang Kuning tourist village is still not good. The construction of toilets is above the waterfall which is not strategic and interferes with the tourist beauty there.

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c. Opportunities

1. Government policy

One of the factors supporting the development of tourism in the Kembang Kuning village is the tourism development policy of the NTB Provincial government, while one of the relevant government regulations/policies on tourism is the plan to designate tourist areas in which there are, introducing, empowering and preserving local historical / cultural values and natural beauty, supporting efforts to provide employment opportunities which in turn can increase people's income in the region in question. This was explained by H. L. Sujian as the village chief who felt the help from the Provincial Government.

2. Plantation products such as coffee, ginger and chocolate can be used for tourism development.

According to the explanation from H. L. Sujian and Musanip in a direct interview session with the research team, the use of plantation products is an effort in developing existing tourism by optimizing the processing of plantation products such as coffee, ginger, corn, chocolate, and others can be used as an effort to increase the development of areas in which there are tourist attractions and improve the welfare of the people in that place.

Furthermore, from H. L. Sujian and Musanip it is known that coffee processing is the most prominent in the Kembang Kuning. The people of this village have succeeded in developing coffee marketing well. In addition, the process of making traditional coffee is one of Kembang Kuning's most prominent tourism offerings to tourists. This is also confirmed by the answers of tourists and the explanation of Kembang Kuning Village Government Secretary.

3. Good security conditions supported by the hospitality of the population.

One of the factors supporting tourist activities by paying attention to the condition of the people in the tourist attractions themselves, the people who live in the Kembang Kuning Rural Tourism are people who can be said to be friendly, judging from the enthusiasm of the community to tourist visitors is very good so that tourists who visit feel comfortable and safe if they are in this tourist area. This is in accordance with the results of the survey whereas a large stated that the residents and tourism officers of Kembang Kuning are very friendly.

4. There are international standard activities on the Lombok Island such as MotoGP and Superbike racing.

Although this activity is in Central Lombok, this activity does not only have an impact in Kuta Mandalika and its surroundings. This grand championship is expected to have impact for the increasing of Lombok tourism, where there is an increase in tourist visits both during the MotoGP and Superbike races and after. For example, the homestay in the Kembang Kuning can be used for visitors to this grand international activity because according to the alleged number of accommodations around the Mandalika SEZ is not enough to accommodate the spectators who come.

5. Lombok Island local market with a population of 3 million people. The tourism manager of Kembang Kuning village began to develop market expansion to the local market. The tourism managers of this village initially focused on foreign markets. The development of this market is carried out by implementing health protocols and holding events such as fun bike events, mobile legend tournaments throughout East Lombok.

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d. Threats

1. The presence of environmental pollution due to tourists
The possibility of environmental pollution is caused by tourists who visit tourist attractions tend not to pay attention to environmental cleanliness by throwing garbage in any place, thus giving a negative impact to tourist attractions and the surrounding environment, this condition must be prevented so that environmental conditions are maintained from environmental pollution
2. Reduced public attention in preserving tourist attractions.
The reduced public attention in preserving tourist attractions can be due to the influence of the condition of the community itself. This is because most farmers' jobs demand a considerable busyness in the communities around the tourist sites so that the preservation of tourist attractions is reduced.
3. The fading of cultural customs and norms of the people of Kembang Kuning Village due to the influence of globalization.
4. There are changes in people's lifestyle and consumption due to the influence of tourists visiting Kembang Kuning Rural Tourism.
5. There is a pandemic like Covid-19 that continues. This challenges Kembang Kuning Village to be able to develop a sustainable Rural Tourism. Changes in strategy have been developed by tourism actors in the Kembang Kuning Village due to the pandemic and the drastic decrease in the number of foreign tourists proven to be able to attract local tourists.

Table 1. Internal Strategic Factors - Strengths

No	Internal Strength Strategy Factors - Strengths	Weight	Rating/ Rating	Weighting Score
1	Regional conditions and physical conditions are very natural and have the potential for tourist activities	0,3	4,5	1,35
2	Understand the behaviour of foreign tourists such as European tourists.	0,2	3,4	0,68
3	Kembang Kuning Rural Tourism has tourism potential that can be developed	0,2	3,5	0,7
4	Having a Tourism Mobilizer figure who makes the public aware of the importance of tourism	0,1	2,1	0,21
5	Village Government Policy	0,1	1,5	0,15
6	Adequate infrastructure (electricity, communication, and clean water).	0,1	1,5	0,15
Total		1	16,5	3,240

Table 2. Internal Strategic Factors - Weaknesses

No	Internal Strategy Factors - Weaknesses	Weight	Rating/ Rating	Weighting Score
1	There is still a lack of tourism supporting facilities such as restaurants	0,3	3,32	0,996
2	The road network is still lacking and narrow	0,2	3,75	0,75
3	Has no effort to regulate the use of nature	0,2	1,1	0,22

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No	Internal Strategy Factors - Weaknesses	Weight	Rating/ Rating	Weighting Score
4	The arrangement of the location of tourist objects in the Kembang Kuning tourist village is still not good	0,2	1,15	0,23
5	No traditional markets	0,1	2,5	0,25
Total		1	11,8	2,446

From the results of the analysis above, conclusions can be drawn, namely internal factors in the development of the Kembang Kuning Rural Tourism. The strength factor with the number of calculated scores from Weights and Research / Values is 3,240, while for weakness with the number of weighting scores is 2,446. Then the calculation result of the strengths score – the weaknesses score (3,340 – 2,446), so the IFAS score is **0.794**.

Table 3. External Strategic Factors - Opportunities

No	External Strategy Factors – Opportunities	Weight	Rating/ Rating	Weighting Score
1	Plantation products such as coffee, ginger and chocolate can be used for tourism development.	0,3	4,56	1,368
2	Good security conditions supported by the hospitality of the population	0,2	3,15	0,63
3	There are international standard activities on the island of Lombok such as MotoGP racing and Superbike.	0,2	3,11	0,622
4	Lombok Island local market with a population of 3 million people.	0,2	2,13	0,426
5	Government’s policy	0,1	2,5	0,25
Total		1	15,45	3,296

Table 4. External Strategic Factors - Threats

No	External Strategic Factors – Threats	Weight	Rating/ Rating	Weighting Score
1	The presence of environmental pollution due to tourists	0,3	3,51	1,053
5	There is a pandemic like Covid-19 that continues.	0,3	2,5	0,75
2	Reduced public attention in preserving tourist attractions.	0,25	1,1	0,275
3	The fading of cultural customs and norms of the people of Kembang Kuning Village due to the influence of globalization.	0,1	1,15	0,115
4	There are changes in people's lifestyle and consumption due to the influence of tourists visiting Kembang Kuning Rural Tourism.	0,05	2,1	0,105
Total		1	10,36	2,298

From the results of the analysis, conclusions can be drawn from external factors in the development of the Kembang Kuning Rural Tourism. Opportunities Factor with the number of weighting scores is 350, while for threats with the number of weighting scores is 170. The calculation result of the opportunities score – the threats score (3.296 – 2.298) or EFAS is **0.998**.

Mapping the Tourism Position of Kembang Kuning Village

Tourism position mapping aims to find out the tourism position of a tourist attraction, To find out the location of the quadrant of strategies that are considered to have high and urgent priorities to be implemented immediately, the X and Y axis formulations are used, where the X axis is EFAS (Opportunity – Threat) and the Y axis is IFAS (Strength – Weakness) which is expressed in values according to the scoring results.

Based on the calculation results for IFAS (Strengths and Weakness) score (**0.794**) and the EFAS (Opportunities and Threats) score (**0.998**), both the IFAS and EFAS values show a positive value (+), so that the development strategy of Kembang Kuning Rural Tourism is in quadrant I, which is between the strength and opportunity (SO) strategies. For more details can be seen in the following picture:

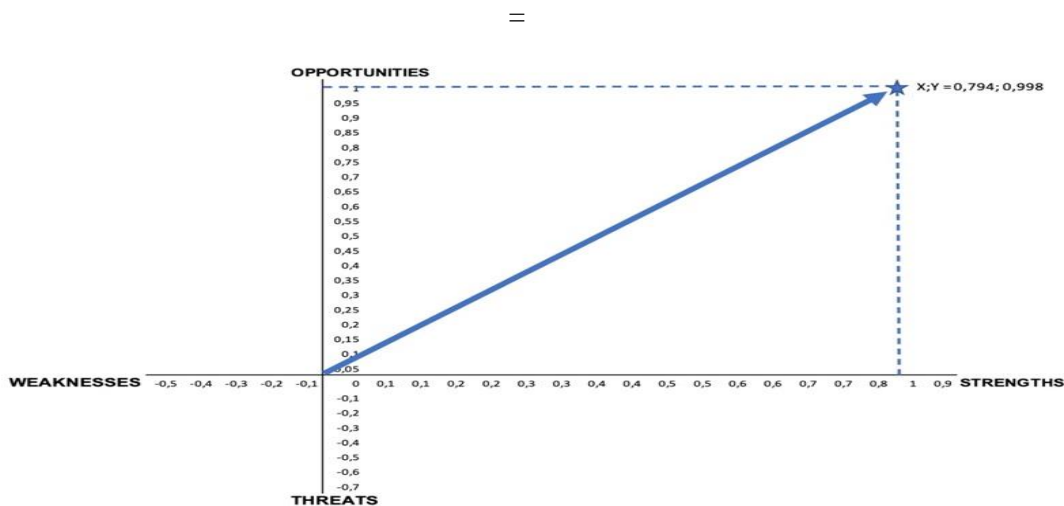


Figure 2. SWOT analysis chart

Based on the quadrant above, the tourism position of the Kembang Kuning tourist village is in quadrant one (positive, positive). This position indicates a strong and opportunity rural tourism destination which means that this rural tourism is in prime and steady condition, so it is possible to continue to expand, enlarge growth and achieve maximum progress. The urgent strategy in quadrant one includes the rapid growth strategy, which is a strategy to increase the growth rate of tourist visits with a faster time, and quality improvement which is a strong factor to maximize the utilization of all opportunities.

Therefore, the tourism sustainability development strategy that will be recommended is progressive. Furthermore, the strategy that needs to be carried out by Kembang Kuning Rural Therefore, the tourism sustainability development strategy that will be recommended is progressive but still preserves the environment and culture. Furthermore, the strategy that needs to be carried out by Kembang Kuning Rural Tourism is a strategy that can be used in balancing the rural tourism development, its culture, and the environment by utilizing all strengths to seize and take advantage of the greatest opportunities. Strategies that will be designed is a balanced strategy to achieve growth in the number of tourist visits (frequency of visits and origin of tourist areas) facilitated by appropriate local wisdom assets (culture, tourist objects, attractions) and preserving environment, supported by enough and quality

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infrastructure, and supporting facilities, so the rural tourism activities will be sustained to generate income for the village and its people.

From the SWOT matrix table above, we get alternative strategies for the development of Kembang Kuning Rural Tourism, namely in the form of SO, WO, ST, and WT. Of the several alternative strategies produced, there are four alternative strategies that are used as recommendations for the strategies used, including:

1. SO (Strength-Opportunity) strategy, a strategy that uses strengths and seizes opportunities.
 - a. Improving the quality of infrastructure to support tourism development.
 - b. Maximize the management of tourism potential.
 - c. Optimizing community participation in preserving nature.
 - d. Improving the performance of tourism managers by equipping socio-economic facilities to support the increase in community activities in conducting tourist visits.
2. WO (Weakness-Opportunity) strategy, a strategy that minimizes weaknesses and takes advantage of opportunities.
 - a. Accelerate tourism development by including investors in tourism development.
 - b. Empowering communities around tourist areas with training methods.
 - c. Improvement of facilities and infrastructure to support the activities and activities of Kembang Kuning Rural Tourism.
3. ST(Strength-Threats) strategy, a strategy that uses force and overcomes threats.
 - a. Socialization to the community about the potential of tourist attractions that are owned.
 - b. Promoting or marketing to increase tourist visits.
 - c. Providing counseling on tourism awareness and environmental preservation.
4. WT (Weakness-Threats) strategy, a strategy that minimizes weaknesses and avoids threats.
 - a. Carrying out maintenance about the attractiveness that is owned, especially for people who live around tourist areas.
 - b. Pay attention to the diversity and cultural (characteristic) hospitality of the community for tourists.
 - c. Increased government participation in the improvement of tourist attractions.

CONCLUSION AND SUGGESTIONS

Conclusions

The Sustainable Tourism Strategy of Kembang Kuning Village that needs to be carried out is the SO (Strength-Opportunity) Strategy, an aggressive balanced strategy that uses strengths and takes advantage of opportunities where local tourism actors and village governments need to carry out the following strategies.

- 1) Improving the quality of infrastructure to support tourism development.
- 2) Maximize the management of tourism potential.
- 3) Optimizing community participation in preserving culture and nature.
- 4) Improving the performance of tourism by equipping socio-economic facilities to support the increase in community activities in conducting tourist visits.

Suggestions

In the context of Sustainable tourism in the Kembang Kuning Rural Tourism, it is necessary
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to carry out several of the following corrective steps:

1. Expanding tourism-supporting facilities such as restaurants
2. Widening the highway network which currently is still narrow
3. Make village regulations to regulate the use of nature and culture
4. Rearranging the location of tourist objects in the Kembang Kuning tourist village which is still not good
5. Strive for the construction of a traditional market that is clean and characterized by local architecture.

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